

WOMEN ON WINGS

Strengthening position

ANNUAL PLAN

APRIL 1, 2024 – MARCH 31, 2025

March 14, 2024

TABLE OF CONTENTS

Introduction.....	4
Looking back.....	4
Economy India: navigating challenges and embracing opportunities.....	4
Ecosystem and context of our work.....	5
Team developments, way forward to a more robust organisation	5
Mission, vision & core values.....	6
WHY – Break the cycle of poverty.....	6
HOW – By co-creating jobs for women in rural India.....	6
WHAT – Provide tailor-made business consultancy and mentoring.....	6
Definition of a job.....	6
Our core values.....	6
Sustainable Development Goals.....	7
Targets FY 2024-2025.....	8
Social enterprise vertical.....	8
Women entrepreneurship vertical.....	8
Impact in jobs.....	8
Sustainability.....	8
Funding.....	8
HR and Experts.....	8
Communications.....	9
Organisation.....	9
Strategy.....	10
SCOT for FY 2024-2025.....	10
Strategic priorities based on the SCOT.....	10
Impact.....	11
Women entrepreneurship vertical.....	13
History and background.....	13
Current partnerships.....	13
Learnings and conclusions.....	14
Focus for Plan 2024-2025.....	14
Social enterprise vertical.....	18
Looking back FY 2023-2024.....	18
Plan FY 2024-2025.....	19
Targets FY 2024-2025.....	21
The team.....	21
Job growth.....	22
Research and acquisition.....	22
Focus sectors.....	22
Assessment.....	23
New Partners.....	23

Sustainability	24
Pilot with social enterprises.....	24
Compensation of emissions and international travel.....	24
Digital footprint.....	24
Fundraising	25
Looking back FY 2023-2024.....	25
Targets FY 2024-2025.....	25
Approach.....	25
Organization & Expert Relations	27
Experts.....	27
Expert capacity.....	27
Contact strategy.....	27
Recruitment.....	27
Engagement.....	28
Human Resource.....	28
Communication	29
Looking back FY 2023-2024.....	29
How we will work in 2024-2025.....	29
Community Platform.....	30
Learnings.....	31
Looking ahead: FY 2024-2025.....	32
Governance	33
Governing structure Stichting Women on Wings.....	33
Good Governance.....	34
Risk Management.....	34
Other policies.....	34
Wings International Private Limited.....	34
Finance / budget 2024-2025	35
Principles in budget.....	36
Reserves.....	36

Introduction

Looking back

The theme of the last financial year FY 2023-2024 was “accelerating impact” which we plan to realise through the women entrepreneurship program executed in partnership with state government institutions. Last year we continued our work with the Jharkhand State Livelihood Promotion Society (JSLPS) and started working with Mahila Arthik Vikas Mahamandal (MAVIM), the state women's development corporation of the Government of Maharashtra. We planned to add a third state which we realised by signing Uttarakhand Grameen Vikas Sansthan (UGVS).

The women entrepreneurship program received a tremendous boost when we signed a partnership with the Bill and Melinda Gates Foundation. This will not only secure funding but also provides impetus to scale and further professionalizes our organisation. An important area for professionalisation is our monitoring, reporting and impact measurement approach and we assigned Sambodhi, a leading consultant in impact measurement to support us in this process.

The results of the Prastut study and our own observations of the changes in the social enterprise support ecosystem since the covid pandemic, helped us to conclude that to remain relevant and effective as a player, we needed to add local expertise, include more pertinent offerings to meet the changing needs of social enterprises, and modify our delivery approach to ensure that the benefits of our consulting are felt deeper across the organisations we partner with, and aid implementation.

The team faced a number of changes. We already announced that Ronald van het Hof will reach the official retirement age of 67 years in June 2024, and that he would step down from his position as joint managing director in 2024. After careful deliberations Ronald van het Hof and Ineke Bezembinder both decided to leave Women on Wings as per February 1st, 2024 because they are opting for a better work-life balance. Puja Chandra announced that she will leave by March 1st to focus on her family, and Disha Rathour will move to a part-time position from April 1st, 2024. Hilke Tol, our Manager HR and Expert Relations, decided to step back as she could not combine the growing tasks of HR manager with her other work. Hilke remains as an expert. We are in the process of hiring new team members but we will experience a delay in some activities in the first months of the financial year.

Economy India: navigating challenges and embracing opportunities

India emerged as one of the fastest growing economies in the world grabbing headlines in space, science and the economy, despite significant challenges in the global environment. India, the world's fifth-largest economy at USD 4.11 trillion GDP (source: IMF), faces a dual landscape of challenges and opportunities. Immediate concerns like inflation and unemployment persist, while the pursuit of long-term goals such as digital transformation, high-end manufacturing capacity, improved competitiveness through exports and sustainable development can shape a resilient future. As the host of the 2023 G20 presidency, India showcased its global significance in advancing multilateral policy priorities.

According to the IMF, the economy is expected to maintain strong growth at 6.3% for FY 2023-2024 and FY 2024-2025, fueled by robust domestic demand, government initiatives, infrastructure investments, and digitalization. Foreign direct investment (FDI) is flowing in, underlining India's appeal as a manufacturing and export hub.

India's economic outlook presents a mixed picture, but addressing challenges, capitalising on its strengths and empowering MSMEs can unlock immense potential, positioning India to become the world's third-largest economy by 2027, with a GDP of \$5 trillion, as per the Indian Finance Ministry.

Ecosystem and context of our work

Last year we asked the research consulting organisation Prastut to assess Women on Wings' position in the social enterprise ecosystem in India. How are we positioned compared to our competitors?

We learned that the number of organisations who offer comparable services increased significantly. Today there are many organisations for-profit and not-for-profit who deliver pro bono business knowledge, consulting, coaching and/or mentoring. Some of them for a short period of 3 to 9 months often combined with investments, others for a longer duration similar to Women on Wings' work. There are also more organisations who focus on rural women but also on specific topics or target groups such as clean energy and climate change.

Another area of attention is the relative unsharp positioning of Women on Wings. Prospective partners and other players in the ecosystem wonder: What are they doing exactly? However, once we explain to organisations what we do, they are eager to get in touch and learn more. In this annual plan we will describe how we incorporate these insights to strengthen our position.

Team developments, way forward to a more robust organisation

Over the last two years we have continuously dealt with the challenges of working with the government institutions. Besides that, we also won the contract with the Bill and Melinda Gates Foundation. We concluded that as a team, the way we are structured is too vulnerable. A lot of knowledge is embedded with a small group of colleagues. The Bill and Melinda Gates Foundation also expressed their worry about the dependency on just a few people. Therefore we started the process to become more robust, to make sure that the knowledge and contacts are always embedded with at least two colleagues.

We were able to increase the number of hours per week for some existing team members. Changed roles for people to make use of their full potential and expanded the team in India to manage the different state government programs.

Mission, vision & core values

Our goal is to co-create one million jobs for women in rural India

WHY – Break the cycle of poverty

Our mission is still the same as when Women on Wings was established in 2007: to create jobs for women in India, thereby increasing their income. 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 (source: World Bank).

HOW – By co-creating jobs for women in rural India

We work with existing social enterprises and state government institutions to accelerate their growth and thus co-create jobs for women. Our partners focus on women-centric sectors such as textiles, handicrafts, food, agri and non-timber forest products.

WHAT – Provide tailor-made business consultancy and mentoring

Our approach is to provide tailor made business knowledge and mentoring to existing social enterprises and state government institutions.

Definition of a job

We evaluate the impact of the work we do, based on the number of jobs created. Most rural women will combine their paid work with taking care of the children, household, livestock, and land. For some women, this paid work or job means a regular source of income. For others, it is extra income earned by seasonal work.

A job for a rural woman should provide a regular and stable source of additional income to the family. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), the labour law and social security measure formulated by the government of India to enhance livelihood security in rural areas, aims to provide at least 100 days of wage employment in a financial year to every household whose adult members volunteer to do unskilled manual work. It also provides a minimum daily wage rate for such work per state in India, the average daily wage rate (as per the latest notification for FY 2023-2024, effective April 1, 2023) across states being INR 289/- (rounded-off average of the lowest and highest daily wage rate across states.)

Adding these aspects to our definition, we can conclude that the jobs we co-create with our partners, should provide employment for at least 100 days in a year (a working day being 8 hours) and pay as per a daily wage rate of INR 289/- (euro 3.23) or more.

Our core values

- Equality
- Energetic
- Living up to

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 by 2030. Through our work, we contribute to these SDGs:



Targets FY 2024-2025

Social enterprise vertical

- 38 on-site workshops
- 225 online sessions
- 9 account managers visits
- 9 new social enterprise partners
- 2 CEO summits (on-site)
- 2 webinars

Women entrepreneurship vertical

- Two assessments for new partnership with one government institution
- 21 on-site workshops
- Organise 1 exposure visit for state government institutions
- 3 project manager meet-ups
- Implement impact measurement framework

Impact in jobs

- A total of 64,000 extra jobs from social enterprises and 3 women entrepreneurship programs

Sustainability

- Pilot with 2 social enterprises: develop baseline, framework & process for partners to work with
- Compensation of emissions due to flying: budget 2,800 euro
- International travel: direct flight by KLM vs. kerosene-eating multi-leg trips
- Digital footprint: no more duplicate storage of files and minimising versions of files

Funding

- Attract additional funding to close funding gap in FY 2024-2025
- Long term partnerships of at least 400,000 euro in total, starting from FY 2025-2026
- Pipeline of at least two hot prospects for long-term partnerships starting FY 2026-2027
- Further professionalise monitoring and reporting to funders

HR and Experts

- Recruit a director Women Entrepreneurship vertical
- Recruit a MAVIM project manager
- Recruit UGVS project manager
- Recruit 1 senior business consultant
- Team building session with team India and NL in November
- Draft an overall expert management plan
- 3 expert meetings
- Time spent by experts: 4,125 hours

Communications

- Implement the adjusted positioning and brand identity of Women on Wings in all our material
- Website stats: 2,500 visitors per month, (250+ website views per article over 3 months)
- Social media: 3 posts per week on 3 platforms; LinkedIn follower increase: 27%/year
- Newsletter: publish articles every 3 weeks; open rate average per newsletter: 30%
- PR: 6 publications
- Presentations / networking: one per quarter in relevant networks in India and NL

Organisation

- Migration to Google Workspace

Strategy

SCOT for FY 2024-2025

Strengths	Challenges
<ul style="list-style-type: none"> Track record and experience Impact focus Partnership with governments and social enterprises Dedicated team with entrepreneurial spirit Strong network of our board members Large network of experts NGO source (USA) and CBF registration Strong connections within the ecosystem 	<ul style="list-style-type: none"> Impact measurement (reputation and credibility) Availability of experts Unclear positioning in the market Reduction of carbon footprint ¹ Lack of Indian experts Lack of robust HR structure Delivering added value for our partners in the Indian context
Opportunities	Threats
<ul style="list-style-type: none"> Acceleration in job growth through states To create a transformative model for state governments Collaborations with network and partners Funding opportunities because we added Bill and Melinda Gates Foundation Adding sustainability to our consultancy 	<ul style="list-style-type: none"> Becoming irrelevant due to changes in ecosystem Short engagement social enterprises (average 2 years) Change of leadership at State level Change in government agenda

Strategic priorities based on the SCOT

The Prastut research on the landscape within the social enterprise ecosystem, focusing on our current engagement model, offered valuable insights. These were discussed during our strategic off-site in November. We also did a pre-mortem, a managerial brainstorming strategy where we envision organisational failure. This exercise has proven valuable in uncovering potential risks and identifying events that could lead to failure. Main outcomes of the pre-mortem were:

- Becoming irrelevant, competition is offering similar services.
- Changes in team, key staff members leaving, hiring qualitative team members is challenging in the Indian landscape.
- Reputational risk if impact measurement is not executed properly.
- Weak positioning, brand awareness.

The team collaboratively generated ideas to mitigate these risks, ultimately pinpointing key areas to concentrate our efforts. In the coming year we will focus on the following 5 strategic priorities:

¹ Our carbon footprint is mainly caused by necessities (flying and digital storage/email). It's hard to reduce this further than we already have.

1. Bolstering positioning of value proposition and awareness in the ecosystem

Positioning and awareness-building are critical components to ensure that we are well-recognized and understood within the social enterprise ecosystem. We will develop a strong brand presence strategy together with a branding expert and create a plan to effectively engage and communicate Women on Wings' mission, services, and impact with this target audience.

2. Collaboration and Partnership Expansion

We will strengthen connections with ecosystem players specialised in areas such as investment and mentorship. By forging meaningful alliances and synergies with various stakeholders, we can amplify our reach, share resources, and drive positive change. We already started discussions with our network partner Upaya who is active in impact investing to team up in selecting new social enterprise partners and for example Grant Thornton to work with the states.

3. Service Enhancement and Customization

We plan to continuously adapt and improve our services based on partner feedback. One of the observations is that we are seen to be lacking information from an Indian context. We will therefore start selecting Indian experts.

4. Impact Assessment

We will adopt a data-driven approach for impact measurement to effectively compete as a level field player. We have hired Sambodhi, an impact measurement consultant to support us in this process.

5. Building and strengthening the organisation

To become more future-ready and resilient we will further build on a more robust organisation. This should lay the foundation for further growth.

Impact

Our goal is to co-create one million jobs for women who live in rural India so they have the agency to give their families a better life. Therefore, we measure our ultimate impact in the number of jobs co-created. We developed an impact measurement model in collaboration with Ernst & Young and Erasmus University Rotterdam. This model helps us evaluate the impact of our support with Indian social enterprises and government institutions. Annually we request reports on the specific activities we performed, the change achieved, the increased turnover (if applicable) and the number of rural Indian women earning a sustainable income.

Although this is a good basis, we are now at a stage where we feel this metrics sheet alone is not sufficient anymore. We have seen that our funders require more specific KPIs and information on the income of the women. We also need more in-depth insights on our performance and the change it causes to further enhance our offering.

That is why we decided to team up with Sambodhi to develop a Monitoring Learning and Evaluation (MLE) framework, in the first instance for the Women Entrepreneurship Program. It will include creating a Theory of Change which will offer a clear roadmap of the impact pathway. It will define the relationships between program inputs, activities, and intended outcomes, making it a cornerstone for setting MLE goals and indicators that directly align with program objectives.

We will use the learnings of the project with Sambodhi to further develop our impact measurement for both the Women Entrepreneurship Program and the social enterprises. This will benefit the reporting to our stakeholders and is also a powerful tool to improve our services.

Women entrepreneurship vertical

History and background

Women on Wings has developed its Women Entrepreneurship vertical to achieve large scale impact. In this vertical we partner with state level government institutions. The research for this program started in 2021 and implementation started in 2022.

We have a clear alignment with the goals of the states and our positioning is clear with every institution we partner. We are there to build a strong scalable state brand that offers access to market for the women producers which leads to enhancement of income and creation of livelihood opportunities.

Current partnerships

Since 2021 after thorough field assessments, Women on Wings has signed Memorandums of Understanding (MoUs) with the following state institutions:

- JSLPS-Jharkhand State Livelihood Promotion Society
- MAVIM- Mahila Arthik Vikas Mahamandal
- UGVS- Uttarakhand Gramya Vikas Samiti

The partnership with JSLPS will end in March 2024 and we are looking to extend the partnership for another two years. However, there may be delay in signing the new MoU, as JSLPS is planning to form a Palash Farmer Producer Group (FPC) during the course of 2024, and we have been informed that the new MoU will be with the new entity. During FY 2023-2024, we worked very closely with JSLPS's dedicated Palash 'Task Force' team through a series of integrated workshops to co-create a self-reliant system. Since March 2022, we have had ten on-site workshops in Ranchi and whenever required, experts followed up with the team in online workshops. The main idea for these workshops was to create a strategic approach to scale Palash, set realistic targets, identify gaps, and plan a road map to achieve these targets.

Due to long approval processes and a change of CEO some of our recommendations have not been implemented, however the recommendation on the organisational structure has been approved and hopefully the enterprise will be set up during the course of 2024, then we expect Palash to gain momentum.

The Bill and Melinda Gates Foundation has many programs running under the Ministry of Rural Development (MORD), and our partnership with them will help us in strengthening our position with JSLPS. Our learnings from various workshops with JSLPS, have given us valuable insights that will play a pivotal role in shaping our approach to collaborating with other government agencies in future.

Women on Wings signed a MoU with MAVIM in January 2023 for a period of three years to establish and strengthen the brand Tejaswini and co-create sustainable livelihood for rural women in Maharashtra. We have conducted 7 on-site workshops so far and 5 online follow-ups for cost pricing and branding.

The MAVIM team is cohesive and enthusiastic. Our workshops are attended by district managers along with senior leadership of MAVIM. As a result of the interventions many processes are being streamlined. This has led us to expect Tejaswani will deliver results in FY 2024-2025.

Uttarakhand Gramya Vikas Samiti (UGVS), it took us over a year of dedicated efforts to sign an MoU, we started our collaboration during the last quarter of 2023, and conducted 2 on-site workshops and 3 online sessions. A new brand has been launched by Prime Minister Modi, as an umbrella brand for the state, called "House of Himalayas". Women on Wings will be working with UGVS to establish this brand. In this state the additional secretary, a senior IAS officer, is directly involved in all sessions, actively participates, and engages in one-on-one meetings with us, and we move very fast as he is highly receptive to our input and facilitates swift decision making. Since we have been associated with the brand from the start, we feel in Uttarakhand we will be able to demonstrate a transformative model.

Learnings and conclusions

1. Deliverables are what makes a difference, we need to solve the problem and provide in depth customised solutions for the state to implement. For example, we develop an organisational structure and co-create a brand's visual identity.
2. We will be enhancing our own knowledge on various topics to be able to provide the Indian context
3. Dynamics of all states are different, while the challenges remain the same, the functioning differs, that is why it is critical to understand the audience. The areas of business we consult on remain the same, but the mode of delivery can vary. One model fits all - does not work.
4. For our work it is best when the CEO, Secretary or MD takes interest directly, then the decision making, and implementation happens faster. While selecting a state it is crucial to assess the level of interest shown by top officials. If they take interest, then the process accelerates with a top-down approach. Although on that level people change positions frequently.
5. We will not be adding states for the sake of numbers, we need to focus more and provide added value by going deeper into engagements with the current partnerships.
6. We need strong processes in place for execution. Preparation and expectation setting is imperative, we must add the Indian context and give relevant examples, else it is very theoretical.
7. We need to track how our work translates into their annual goals. Results come in after one to two years of our interventions.
8. Third party impact measurement is a necessity.
9. A lot of work has been done by Women on Wings in JSLPS, as a result we are now better equipped to deliver in other two states.
10. The MDs need to be in direct contact with top officials in the states, they are senior IAS officers and have to be engaged at a different level.
11. It is learning by doing.

Focus for Plan 2024-2025

When we developed the women entrepreneurship vertical we envisaged to achieve higher job numbers than we are forecasting now. This has several reasons:

- The impact numbers are still going to be high but it takes longer than expected to achieve this due to a delay in implementation and we expect some more delay in implementation due to the general elections in FY 2024-2025 in India when the work of all government institutions will almost come to a stop for two or three months and management positions can shift, thereafter.
- We chose to start working with UGVS which is in a very nascent stage at this moment, the growth numbers here will not be immediate. We aim to achieve a transformative model in the state of Uttarakhand which can then be replicated in other states in times to come.

Impact measurement

Sambodhi is assigned to create a Monitoring Learning and Evaluation (MLE) framework, conduct a baseline for the Women Entrepreneurship Program in 2023-24 followed by a progress learning report. Sambodhi will create a Theory of Change which will offer Women on Wings a clear roadmap of the impact pathway. It defines the relationships between program inputs, activities, and intended outcomes, making it a cornerstone for setting MLE goals and indicators that directly align with program objectives.

Engagement Plan

The program is designed with a prime objective of creating sustained livelihood for women in rural India by partnering with three to four state Institutions each year. The minimum period of partnership is three years with each state.

State governments	Number of workshops
Jharkhand	6
Maharashtra	8
Uttarakhand	5
Assessments of two states probably Bihar and Madhya Pradesh*	2

*Based on the focus regions of BMGF, development level of the states in setting up and implementing a retail brand and our own capacity.

Process driven and standardised approach

We are incorporating strong processes and documentation before, during and after workshops:

- Preparation calls with the state officials and experts for clear understanding and expectation setting.
- Understanding the competition and challenges that exist locally for the brand.
- Standardising presentations and incorporating Indian examples.
- Qualitative assessments of the workshop on how the knowledge of the participants has increased.
- Feedback from experts and participants after the workshop.
- Quarterly review with the state officials to track progress.
- Quarterly meetings with experts.

Bill and Melinda Gates Foundation partnership and deliverables

- We have created an internal task force that meets online bimonthly to share experiences, track progress and resolve issues.
- As per the grant proposal each workshop has an outcome that has been planned and we are tracking the achieved outcome post workshop against what has been planned to look at deviances if any and take appropriate measures.
- We aim to create a transformative model in the coming two years that can be replicated to achieve scale. So far, we are confident on the topics of Organisational Design and Branding and Visual Identity. We will be working on the rest in the coming year.
- Impact measurement by a third party has been put in place.

- Quarterly review meeting with Bill and Melinda Gates Foundation to inform progress.
- A yearly report on impact measurement will be submitted.

Assessments

Before partnering with any state institution, Women on Wings always conducts a field assessment to understand their current structure, functioning and activities undertaken. Based on the outcome of the field assessment and the subsequent meeting with the management team, Women on Wings decides on whether to partner with them or not. Criteria for selection are:

- Alignment of objectives.
- Commitment of the senior management: where the CEO and other senior government officials are involved and have a strong desire to make the programs a success and achieve scale. This is imperative for our efforts to reap results.
- Groundwork: where initial groundwork of mobilising and training women is done.
- Initial activity: where women producers have begun producing or processing goods.
- Access to finance: sufficient financial linkages are in place.
- Access to market: where a state brand already exists to provide access to market to the women producers by procuring their produce.

Knowledge sharing

- **Exposure visits**
MAVIM expressed interest in making a visit to JSLPS to understand their structure, products, supply chain etc. We will facilitate this interstate learning and best practice sharing on a regular basis.
- **Project managers meetup**
We will organise a project manager meeting 3 times a year where all personnel working on this program will meet on-site for 2 days to share experiences, discuss challenges and learn from each other.

Direct Human Resource requirement

Project Manager

Each State will have a dedicated manager who will be based in the respective state and will work from the office of the state institution. Complete ownership of the State specific program, thorough understanding of the institution, the current structure, and its functioning, responsible and accountable for the development of the strategy in close cooperation with experts, and coordinating and liaising between the Women on Wings team, experts, and the state institution's team.

Program Manager

The program manager will be a central resource for the program and will be the first point of contact for Sambodhi for coordinating impact measurement and will track all planned vs achieved outcomes per intervention and prepare reports for the Bill and Melinda Gates Foundation. The program manager will also collect and collate data from all the states, create impact reports and organise state summits.

Director Women Entrepreneurship Program

The director will be completely engaged in the program and will be responsible for overall planning and execution, responsible for job growth from the program, recruiting and training of the project managers,

managing a team of project managers, bringing the Indian context to the workshops, and facilitating knowledge sharing and best practices within all the partner states.

Managing Directors

The Managing Director will be responsible for new partnerships and assessments, maintaining relationships with senior government officials, reviewing meetings with senior state officials and managing any escalations from the States. The final responsibility and accountability for the program resides with the Managing Directors.

Social enterprise vertical

Looking back FY 2023-2024

The Prastut study highlighted some critical insights about our approach and offerings; these are:

- As social enterprises grow and teams expand, the content and mode of delivery of our workshops, attuned for founders or senior managers, may not be easily understandable or relevant for the middle and junior management.
- We communicate about our offerings at the start of our collaboration with social enterprises. For social enterprises that have been partners for long, new people have come in at the decision making and leadership levels. Many of them are unaware of the breadth and depth of our offerings; the new CEO of a social enterprise, 7 years our partner, was not sure whether we charge a fee or are pro bono for example.
- Many social enterprises do not consider Women on Wings as suitable support for problems that require local context, intense hand holding, advice on implementation, or capacity building down the line; they instead seek out local experts or other support organisations. And once relationships are formed with these entities, the relationship with Women on Wings gets weaker.

In addition, we observed the following in the social enterprise support ecosystem:

- Funding and funding support is seen to be paramount. Access to finance and the right type of finance is a most critical challenge. In addition, building management teams, rural market dynamics, gender-related hurdles, community and caste issues, and skill gaps are also seen as key challenges faced by social enterprises.
- The clutter in the social enterprise support ecosystem since the pandemic is resulting in 'worthy' social enterprises being courted by multiple support organisations – funders, incubators, accelerators, government agencies, etc.; social enterprises may be aligned with multiple entities at a given point in time for funding, visibility, market linkages or specific support. This can result in mentoring fatigue and very little progress.
- The word 'start-up' has little sanctity. Organisations continue to classify themselves as 'start-ups' to qualify for various opportunities, even though they may be in a growth phase.
- Clean energy and agri-tech based businesses are a rapidly growing business category and many of these businesses are being built with a gender focus. This category is also one of the top priorities of the government of India.
- Female entrepreneurs represent the fastest growing category of entrepreneurship worldwide and in India, and a focus area for the social enterprise support ecosystem.
- There is an increasing emphasis on third-party impact assessment for greater accountability and transparency.
- Most support organisations offer a diverse network of local and national resources for member enterprises to collaborate with. However, very few offer long-term, and customised support or are gender focused.

Plan FY 2024-2025

New offerings

Indian/local expertise

We are in conversation with organisations such as 'Seniors in Seva' to test out our approach for selecting and working with Indian experts who can complement our Dutch experts with their understanding of local conditions, context, and trends. We see this combined offering being very useful for areas such as capacity building of the board, governance and compliance for producer companies and sales planning, channel plan development, retail strategy, etc.

Leadership development

Founders and leaders of our partner enterprises face myriad challenges; many are quite young, do not have a formal business education and must constantly balance the need to protect their why or social mission while striving for growth and commercial success. We plan to find or recruit the right experts, develop a broad approach, and offer a combination of practical tools and customised advice for both nascent and more experienced social entrepreneurs on how to successfully cope with these leadership challenges.

Investment readiness

We see many founders, especially female founders, struggle to understand when, how much and what type of finance they need and how to present their proposition in a narrative compelling enough to attract the right funding. In the last couple of months, we have recruited experts in finance who are experienced in working on investment readiness with start-ups, young and small companies, and some with an investor background. We plan to offer this advice in conjunction with a local expert, as required, who understands the legal and financial systems of the country.

Action planning & Implementation support

We see a big gap in implementation of solutions co-created with partners in workshops, and through this simple but practical offering we want to ensure a greater probability of implementation. This could include:

- Translating strategy into a more detailed action plan
- Repeating contents of a workshop previously delivered, in much greater detail, in an educational format for middle and junior management (using content developed for our Masterclass program)
- A structured review and status update workshop, on-site or online, with the relevant expert as a standard part of the process

Workshops

We will continue to advise our partners on the mode of delivery – on-site, online or hybrid, that best delivers on the challenge or gap area, and is manageable given the bandwidth and maturity of the organisation. Our commitment to sustainability is also an important factor here. However, we do insist that the first workshop on business strategy review is done on-site.

We have in the past 2 years taken an efficiency target of 1.5 on-site workshops per visit by experts, but have achieved an efficiency number of 2 workshops. The budget for FY 2024-2025 is based on an efficiency target of 2 workshops per expert visit.

CEO Summits

We have observed that our CEO summits are always able to attract a few partners in the low engagement or dormant categories. This can sometimes result in a resurgence of relationships. We plan to hold 2 CEO summits in the coming year. Based on the feedback from recent summits, the topics we plan to focus on in FY 2024-2025 include: investment readiness; leadership development and succession planning; governance and compliance, the last topic primarily in conjunction with Indian experts. We will always look at including industry presence, wherever relevant.

Webinars

Market access remains a critical need for our partners. We plan to have 2 webinars this year, focused on helping partners with awareness and selection of 3rd party online marketplaces. Webinars will be open for partners and platform members.

Relationship management with social enterprises & experts

We want to narrow our focus, manage expectations, and concentrate our efforts on where we get the best return on investment. We also want to refine the terms of engagement to be ambitious yet realistic. The key changes being proposed are:

- Partners will continue to be categorised in three categories, as high engagement partners, moderate, low / dormant, based on their interest in availing business consulting and mentoring from Women on Wings. New partners typically display high engagement for the first 2 years of collaboration.
- Our MoU for collaboration with social enterprises will be valid for 3 years, and a joint review of the partnership will be conducted at the end of each year. After 3 years, the MoU may be renewed, if and only if the social enterprise and Women on Wings both see value. In case the MoU is not renewed, the partner will remain a part of our community and will be invited for summits, webinars and other events.
- Business consultants will have on-site meetings with select hi-potential partners in the low/ dormant engagement category to help improve engagement. There are 9 such partners identified at this time, 3 that are currently dormant, and 6 that are currently low engagement.
- We introduced post workshop feedback in October 2023 for all on-site workshops; this is now a part of the process. We are building a process loop to regularly review this feedback, conduct better workshops, give timely feedback to experts and improve matchmaking of experts to partners.
- A cover sheet will be created for each social enterprise by the respective account manager, summarising the work already done, including outcomes and status. This is expected to help experts 'hit the ground running'.

Impact measurement

- We want to introduce a more transparent, accountable, and multi-dimensional approach to measuring the impact of the work we do with social enterprises. We will modify our assessment framework including the metrics, in line with Sambodhi's recommendations later in the year.
- Since the start of Women on Wings, new partners submit baseline data for our impact metrics at the start of the collaboration. This model helps us evaluate the impact of our collaboration with social enterprises. Twice a year we request data; on specific areas we give them support, the increased turnover (if applicable) and the number of employed rural Indian women earning a sustainable income. We will bring in an independent third-party agency to conduct baseline assessment and also assessment of impact at the end of the three years of the collaboration. We will pilot this with a few partners in FY 2024-2025.

Targets FY 2024-2025

	Engagement existing partners			Engagement new partners	Total
	High	Moderate	Low/ Dormant	High	
No. of on-site workshops/partner	2	1	0	1	
No. of online workshops/partner	2	2	0	1	
No. of partners in this category*	11	7	39	9	
<i>Food & Agri, including dairy</i>	9	2	16		
<i>Textile & handicrafts</i>	2	3	21		
<i>NTFP (Non-timber forest product)</i>	0	2	2		
Total no. of on-site workshops	22	7	0	9	38
Total no. of online workshops	22	14	0	9	45
Total no. of sessions (@ 5 sessions per online workshop)	110	70	0	45	225
Account manager visits			9		9
CEO summits (on-site)			2		2
Webinars			2		2

* As per February 5, 2024

Note:

- These targets are based on full-year availability of 3 account managers.
- An on-site workshop takes place at the office/facilities of the social enterprise and involves 2 days/16 hours spent on-site, with a total of 30 expert hours per workshop spent in preparation, workshop, and after-care.
- An online workshop or assignment is estimated to require 4-6 sessions of 1.5 - 2 hours each. With preparation and after-work for each session, expert hours per session are taken as 3, total expert time for a topic therefore, averaging up to 15 hours per online workshop.
- As new partners are on board over the year, we have budgeted an average of 1 on-site and 1 online workshop per new partner for FY 2024-2025.

The team

- We will hire a 3rd senior business consultant in FY 2024-2025. From the thought leadership perspective, we plan to designate one consultant per sector, to help build sectoral understanding, follow trends in the domain, visit relevant events and develop thought leadership.

- We currently have 3 part-time research consultants, adding up to 1.5 FTE. The ideal research team size is 2 part-timers, adding up to 1 FTE; we will not back-fill for the 3rd research consultant who is leaving.

Job growth

Many of our partners are in a consolidation phase, working towards optimising their operations, streamlining their processes, and achieving economies of scale. This would typically result in growth in the income of existing job holders, and not many new jobs.

Research and acquisition

Lead generation through collaboration

- A significant amount of time is spent by research consultants and business consultants alike, in assessing leads over the entire year. In FY 2024-2025 we would like to reorient our research approach and build a certain 'push factor' in the process; we plan to pilot a 'call for applications' later this year, if possible, in collaboration with like-minded entities. We have had some initial conversations in this direction, and will also explore the possibility of 'going it alone' if we are unable to find a collaborator who shares our focus. For the latter option to work, we need to build our brand presence in India (also a gap identified in the Prastut study).
- We have focused on building relationships with other social enterprise support organisations in the last two years. These alliances are now yielding good results in terms of lead generation. Since 2022, Upaya Social Ventures, an India based accelerator and a partner with Yunus Social Business, has offered us access to their cohorts for evaluation as partners. In FY 2023-2024, the Indian arm of USAID entity 'Water and Energy for Food', and 'All India Artisans and Craftworkers Welfare Association', India's largest association of artisans and craftworkers did the same. In all, we received more than 20 good quality leads from these sources with 3 conversions to partners. We will continue to focus on managing existing relationships, and building new alliances that could be a source of leads and help build our position in the ecosystem.

Focus sectors

- Farmer Producers Companies (FPC) were a new focus area for research in FY 2023-2024. We onboarded 3 FPCs as new partners in FY 2023-2024 and will continue to focus on this segment because of its potential to co-create a significant number of jobs.
- We are planning to assess some prospects in the clean energy, agri-tech sector, and target to add a minimum of 1 new partner from this sector in FY 2024-2025. This space has the potential to disrupt traditional models of business and create new jobs for rural women as micro-entrepreneurs in sales, distribution and servicing, because the final consumers are primarily rural women.

Assessment

- We want to keep the qualifying criteria of 'existing number of jobs for women' at a minimum number of 100; in case of mixed employment at least 50% of the jobs should be held by women, and the prospect should have the ambition to grow the number of jobs for women. All assessment criteria remain the same.
- The assessment process will continue to be the same, with a rigorous, online second assessment, followed by a field assessment only where required. Our number of field assessments have reduced significantly in FY 2023-2024 due to the robust online second assessment.

New Partners

Our target is to welcome 9 new social enterprises this year. To achieve this number, we estimate a minimum of 30-40 second assessments, primarily online but may need to conduct a maximum of 5 field assessments, as required. Field assessments will be done by the Indian team.

Sustainability

In our journey to become more environmentally sustainable, we wish to include our partners. Some may be an example for us and others, some may need help in improving certain aspects of their value chain. This could be evaluating how resources are grown or if polluting materials are used. We will help by developing a clear framework, process to be followed and tools to be used. This will be done in an inspirational, request based manner, meaning:

- We inspire our community with stories, successes and challenges overcome.
- We listen to their story and wishes and set expectations.
- We inform on global developments.
- We do a GAP-analysis: what are the objectives versus where are they now?
- We start with their low hanging fruit.
- We develop a smart-action-plan.

Pilot with social enterprises

Before implementing this on a larger scale, we will conduct a pilot with our partners Moral Fibre and SPOKKS. They are in different stages of sustainability, so it will teach us if our framework and tools fit multiple stages. Also, part of the pilot is gaining experience with SME Climate Hub as a partner for tooling and framework. The objectives are:

- Experience SME Climate Hub as a potential partner.
- Check and upgrade or develop a baseline, toolkit and framework for the process of improving sustainability.
- Check the required internal expertise.

Compensation of emissions and international travel

Travel by air will remain a necessity for our work, even after optimization (less travel due to online assessments and workshops and more assignments per visits). Compensation of emissions will be done via our partners. For calculation we use Atmosfair, an airline independent calculation tool. Our compensation budget is 2,800 euro.

To minimise our flight carbon emissions as much as possible, we currently use direct flights by KLM. KLM is considered the least polluting airline flying between the Netherlands and India. NL-India direct flights are less polluting (less take-off and landing) than flights with a stop-over. In April 2024 the (extra) costs of these direct flights will be evaluated against the carbon emission reduction and a decision will be made on continuation of this practice.

Digital footprint

We will use the migration of our digital archive, our tool for online meet-ups, our calendar and email hosting to Google Workspace to reduce our digital footprint further. Digital storage is a huge unseen footprint 'generator'. To visualise the impact: every MB equals a plastic bag. Next to our ongoing target of limiting attachments in email and limiting email storage in general, we will get rid of all duplicate files and unnecessary versions. Every team member will get a folder assigned to clean before the migration in April 2024.

Fundraising

Looking back FY 2023-2024

At the time of writing - March 2024 - we forecast a positive result over FY 2023-2024 of approximately 74,000 euro. The vast majority of funds came from long-term partnerships.

Next to existing funders, three new funders contributed to the income:

- The L'Oréal Fund for Women with a one-year commitment
- VP Capital with a one-year commitment
- The Bill and Melinda Gates Foundation with a 3.5-year commitment

Over the last year Women on Wings has been vetted by three different organisations:

- GlobalGiving reviewed and approved our due diligence application for The L'Oréal Fund for Women.
- Telos Impact reviewed and approved our application for VP Capital.
- NGO Source has certified Women on Wings as equivalent to a Certified Public Charity after a rigorous due diligence. This certification makes it easier for US grant makers to make a donation.

The Shakti Giving Circle

In September 2022 we introduced the Shakti Giving Circle, a circle of like-minded people who will contribute 1,000 euro per year. However, after sending many personal emails the response and especially lack of response was very disappointing. We realised that the marketing for the Giving Circle is taking a disproportionate amount of time and effort. We therefore decided to end the Giving Circle. We have learned that the focus on major donors suits us better.

Targets FY 2024-2025

In FY 2024-2025 we estimate a negative result of around 263,000 euro. After withdrawal of the designated reserve women entrepreneurship of 174,500 euro a funding gap remains of 88,500 euro. Our target is to close this funding gap in the coming year by attracting new funding. We aim to achieve this by the renewal of existing funding partnerships. In addition, our focus will be on raising funds for the years after FY 2024-2025.

The funding gap will rise substantially as multi year commitments will end. Our target is to sign two long-term partnerships starting FY 2025-2026.

Parallel to the reporting process that we undertake for the Bill and Melinda Gates Foundation we will also put efforts in further professionalising the monitoring and reporting to our other funders.

Approach

Donor retention

In FY 2023-2024 we were able to sign two new funders, the L'Oréal Fund for Women and VP Capital, for a one-year agreement. We will work on renewal of the contract and extension of the term. Two three-year contracts are expiring at the end of FY 2024-2025. We will start discussions with both on renewal in June 2024.

New donors

Our existing contacts and network are the most important source of leads for funding. Over the years our network has been growing and we are now reaping the benefits of the loyal engagement of experts, board members and other partners. We will actively involve experts and board members and ask for introductions wherever possible and appropriate. We will keep a warm contact with Rabobank Charity Desk and ABNAMro MeesPierson Filantropieadvies who already introduced us to several substantial funders, and with the Dutch Embassy in India. When possible, we will also ask our existing funders for ideas and introductions.

The ED certification of NGO Source also opens the doors to US funders. We will in first instance select a limited number of corporate foundations or private funds whose criteria fit our mission. As most do not accept unsolicited proposals we will look for introductions in our network.

Our focus will be primarily on funding partners that go beyond financial support by engaging their network and providing their knowledge and expertise. A good example is the Bill and Melinda Gates Foundation which is organising networking events and provides knowledge in the field of impact measurement. The L'Oréal Fund for Women also regularly organises networking and knowledge sharing events.

We will work closely with our communication professional to optimise our targeted communication towards potential funders.

Organization & Expert Relations

Experts are our human capital. They are not employed by us but are essential to our model of providing business consultancy and mentoring to social entrepreneurs and government institutions with the aim to grow and develop their businesses, so more employment is being generated for rural women. They will receive a remuneration if they have spent more than 15 days a year volunteering for Women on Wings.

Experts

Experts provide their knowledge and skills in:

- One-on-one interactive workshops, both online and on-site, with the management of our partners and their teams.
- CEO Summits on a specific topic relevant for more than just one partner, which also gives the CEOs a platform for peer-to-peer learning.
- Webinars for the management and second level of management of our partners and other social enterprises within the Women on Wings community.
- The organisation of Women on Wings in areas such as communication, design, governance or office support.

Expert capacity

Most of our experts are very busy with their daily jobs. Next to that and considering the target of signing up 9 new social enterprises, and intensifying the women entrepreneurship programs, there is a need for far more expert capacity.

The new agreement with the Bill & Melinda Gates Foundation will require a more structured preparation and execution of workshops and the planning thereof. We have experienced that the women entrepreneurship program requires another approach compared to social enterprises. Whereas a workshop with a social enterprise would take on average two on-site expert days, a workshop with the women entrepreneurship program takes on average five on-site expert days.

Contact strategy

During the year we will constantly monitor expert availability versus expertise and capacity needed.

Ensuring and checking on expert availability will require a more proactive contact strategy.

The new HR expert & relationships manager will contact all experts, this process has already started. Focus in the contact strategy will be:

- Getting to know all experts and verifying their fields of expertise and checking their availability.
- Receive feedback from the business consultants and project managers on how they value and experience the cooperation with the experts and social enterprises or state government institution teams.

Recruitment

- Using the networks of our experts to look for new experts in case there is a gap of availability and demand, in that case active recruitment is necessary.
- Posting vacancies if we do not have an expert (available) with specific expertise.

- Actively approaching candidates through research on LinkedIn.

Engagement

- We aim to organise three expert meetings in FY 2024-2025 for all experts.
- Policy is to deploy new experts as soon as possible after signing up. The first time we will deploy them with social enterprises. Based on feedback, we will match them with the requirements of the Women Entrepreneurship vertical. We also budget an amount for education, for both our team and our experts. Specifically for the experts we will offer a program on improving facilitation skills.

Human Resource

The number of working hours of the team of Women on Wings increased since the beginning of 2024 due to the growth of the organisation. Most freelance team members have been employed on payroll by Women on Wings since the beginning of 2024. Terms of employment like pension fund and illness insurance are in place. This will provide security for the employees both in India and in the Netherlands.

The development of our work requires more capacity. In FY 2024-2025 we aim to expand our team with the following roles:

- Director women entrepreneurship (1 FTE in India)
- MAVIM and UVGS Project Manager women entrepreneurship (1 FTE in India)
- Senior Business Consultant social enterprise consulting (1 FTE)

The recruitment of these roles is in progress. If we will not be able to fulfil the vacancies in FY 2023-2024, positions will be filled FY 2024-2025.

Communication

Women on Wings works toward its goal of co-creating one million jobs for women in rural India with communications that offers a streamlined presence, awareness and engagement of Women on Wings with current and potential:

- Indian social enterprises
- government institutions
- major and individual donors
- professional experts who volunteer
- network partners

Looking back FY 2023-2024

We postponed creating an overarching communication strategy and review of communications materials due to awaiting the website redesign, the Prastut social enterprise ecosystem report and the creation of a new branding and positioning strategy to be completed in March 2024.

We posted on three platforms 3 times per week; created engagement and received hundreds of mentions by various experts / partners extending reach to new audiences. We experienced 41% growth in LinkedIn followers (now 3,844) partially, but not entirely, due to a flurry of job vacancy ads. Facebook (40 new followers) and Instagram (130 new followers) have not seen this level of growth. This may be due to the nature of our work and the medium. More time needs to be focused on it (i.e. Stories) to reach social entrepreneurs who are on these platforms.

Communications team members created and / or edited 30 website articles and published 16 newsletters for Women on Wings' subscribers. With a variety of tweaks throughout the year we increased the average newsletter's open rate .

We assisted the website redesign which soft launched in December with brainstorming user navigation, content updates and SEO optimizations (which will be ongoing). Website metrics will decrease from the average monthly visitors that we've been reporting, as the old site used a very simple WordPress widget to measure website and visitor analytics. Now we have access to Google Analytics which is more stringent and probably more accurate on website measurement, the average visitor rate has dropped considerably per month. The reason for this drop between analytics platforms is that the WordPress statistics plug-in may include visits from bots and spam traffic, which can artificially inflate the number of visitors. These visits are often excluded or filtered out in Google Analytics, resulting in lower traffic numbers. Also from research, Google might not count all visitors due to GDPR compliance and ad blockers.

How we will work in 2024-2025

We will use learnings from the Prastut research report, our branding positioning workshop with expert Marc Oosterhout and our team positioning planning to inform our communication and messaging strategy. We will aim for quality versus quantity.

Brand updates

Using our branding and positioning results, expert Henk Seelt will give design direction and new brand guidelines that we will apply so that all outward facing communication, promotion, workshop and presentation materials complement each other and give a more effective message.

Prastut report's impact on communication

We learned from the Prastut report that we must build our brand presence in India and that there is a gap in understanding our value proposition in the social enterprise ecosystem. To do that, we need to sharpen our positioning and USPs and project those in our digital messaging and thought leadership articles.

Articles

We plan to write around 20 articles, with the team and expert's assistance.

Thought leadership and opinion editorials articles and distribution

We will write or ask an expert to submit knowledge for a thought leadership article(s) that might bring more people to the site such as the trouble with getting investment ready and how to fix it, failures and successes of scaling social enterprises in India, an insight about regenerative agriculture, women with a job, gender equality or what we have learned about rural development.

We have begun to explore online media outlets in India where we may distribute relevant articles.

Website

Website optimizations will continue so that articles and the site are findable in search..

Newsletters

Newsletters will be sent every three weeks.

Social media

Our social media look/feel will be tweaked to conform to new brand guidelines. We are going to spend time with our researchers, understand and communicate to our audience's questions, pain points and needs, especially those who have been approached by our research team or funding and those sitting on the fence about working with us. We will post a weekly educational post sharing insights our experts share in their consultancy. While LinkedIn is proving successful, Instagram/FB are not. We will contact our experts and Insta savvy team members on this.

Speaking opportunities

We will continue to seek speaking opportunities for team members and experts. And team members will attend networking events to extend our presence.

Community Platform

Looking back FY 2023- 2024

- The community platform has a user base of 316 active members that includes 57 partners, 68 experts and 132 Social enterprise members. 60 new members including social enterprises, experts and access to market partners were added during the year.

- 3 new partner profiles were added. Few partners such as Tisser Artisan, Desi Oon, Mura Collective, Moral Fiber, Mauna Dhwani Foundation, Gangapur Ventures were active all through the year.
- A new access to market partner, ONDC was on boarded to the platform. ONDC (Open Network for Digital Commerce), created by the Department for Promotion of Industry, and Internal Trade (DPIIT) in 2022, is a platform to promote open e-commerce. Existing members- Amazon Saheli and Flourish, also became active during the year.
- A closed group was established for participants of the masterclass, facilitating regular communication with experts and members throughout the year. This platform proved helpful in ensuring accessibility to all throughout the duration of the masterclasses.
- Webinars and CEO Summits held during the year were communicated to all members through pre- and post-event posts at the platform. Additionally, we utilised WhatsApp messages and calls to ensure direct outreach and engagement with our members.

An average of 27 posts were created during April 23 to October 2023 as compared to an average of 15 posts from November 2023 to February 2024. Community posted on average 12 posts a month from April to October 2023 and after that we saw a drastic decrease as the community manager was not actively calling, which shows that they still need push from our side. The platform experienced a drop in number of posts – as the community manager was given an additional role under the women entrepreneurship vertical.

Learnings

Engagement during FY 2023-2024: KPIs and Google Analytics summary

- Google Analytics highlights that average engagement time per user is 3 minutes 19 seconds, during the year. It is observed that the engagement time has reduced from 4 minutes 11 seconds in October-December 2023 quarter to 1 minute 21 seconds in January-February 2024.
- On an average only 15% of the users have posted at least once during the year. Around 53% of users drop off at the Login page and do not enter the community platform – this is attributed to two reasons; either the users are non-members, or they do not have a login/password. It is a worthwhile observation that users who engage at the platform show a bounce rate of only 9.7%.
- Top Conversions chart shows that engagement drops after scrolling, indicating that all the content per post is not being read by the user.
- Closed groups for masterclasses have recorded significant activity by the members.
- It has been observed that members tend to be active upon initially joining the platform and then become less interested in sharing their views on the platform. Therefore, proactive efforts are needed to encourage and follow up with members to re-engage them on the platform.
- Consistent push and effort are required by the Community Manager to sustain engagement, even after expending considerable energy in crafting relevant posts and creating awareness about the platform.

Looking ahead: FY 2024-2025

- During the annual off site meet in November, the Team discussed SWOT of the platform with an intention to derive conclusions about the continuity of the platform. It is evident that the platform is not witnessing the expected engagement levels especially in terms of collaboration of the social enterprises.
- One of the outcomes of branding and marketing exercise, to position the brand Women on Wings is to re-look at the continuity of our platform. There is an ongoing evaluation to determine if the community adds value to the brand. The maintenance agreement is renewed only until 30 April 2024. During this period the exercise to ascertain the need of the community platform will be done and a decision will be made.
- It is important to leverage the ecosystem developed by Women on Wings and showcase the strength of association with businesses focussed on livelihood creation of rural women in India. Therefore, an alternative must be evaluated before closing the platform. This will be decided and implemented in the first quarter of FY 2024-2025.

Governance

Women on Wings consists of the entities:

- Stichting Women on Wings (NL) since 2007
- Wings International Private Limited (India) since 2013

Stichting Women on Wings is registered in the Netherlands as a foundation. Stichting Women on Wings is the main organisation for fundraising, expert relations and HR, finance and communications. Women on Wings has the ANBI status (Algemeen Nut Beogende Instelling), granted by the Dutch Tax Administration, therefore tax exemptions apply to donations.

Wings International Private Limited (WIPL) is the operating agency in India. All staff in India are employed at WIPL. The staff in both India and the Netherlands comprise the Women on Wings team and jointly discuss and decide on strategy and operational issues of Women on Wings. Stichting Women on Wings holds 99.98% of the shares of WIPL. The two organisations are consolidated in the accounts of Women on Wings.

Governing structure Stichting Women on Wings

At April 1, 2024 the board of Stichting Women on Wings comprises:

- Maria van der Heijden (chair)
- Neelima Khetan
- Smita Mankad
- Wout Dekker

The two-tier board model

In FY 2024-2025 Stichting Women on Wings will move from a one-tier to a two-tier board. This means that the board will consist of the two managing directors. The board and the supervisory board are two separate bodies. The members of the board are jointly responsible for the performance of the organisation. The members of the supervisory board are responsible for their supervising tasks. Shilpa Mittal Singh and Ellen Tacoma are the managing directors and will become the members of the board. The supervisory board will consist of the above mentioned current board members. In addition, Girish Ramachandran will be appointed as supervisory board member.

Members of the supervisory board of Women on Wings are appointed for a period of 4 years which can be extended with 4 more years. Both the founders can have extra terms. The supervisory board members will not be paid for their work for Stichting Women on Wings.

Governance regulations

Supervisory tasks are strictly separated from managerial and executive tasks. All major decisions that require prior approval of the supervisory board will be included in the new articles of association. The articles of association also include stipulations on assignment, suspension, and dismissal of board members; the task and responsibilities of board members; the assignment, tasks, responsibilities and decision making of supervisory board members and other stipulations.

In addition, two new regulations have been adopted: board regulations and supervisory board regulations. The principles and arrangements that are needed to govern the actions taken by the board are laid down in

the board regulations. General matters such as the division of tasks and responsibilities are included. But also restrictions on management authority, for example in respect to transactions above a certain threshold.

The supervisory board regulations include principles on the composition of the supervisory board, the task and responsibilities, procedures on supervisory board meetings and other subjects.

Good Governance

In the performance of their duties, the members of the board and the supervisory board will comply with the above-mentioned regulations as well as the 'Governance code 2017 Goede doelen' (Governance Code 2017 Charities). Women on Wings also 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.

Risk Management

In 2014, we introduced the risk analysis to the board. The purpose of the analysis is threefold:

1. By providing insights into 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.

The risk policy is being updated annually with actualities and new regulations and will be once a year discussed in the supervisory board meeting.

Other policies

There are several other policies that underline how we want to do our business.

- Our Privacy Policy makes clear what data we have, what we do with it and what the rights of the people concerned are. This document is published on our website and shared with our experts.
- A Consent Form and Code of Conduct are an integral part of the general expert agreement since 2018.
- Our Integrity Policy sets out the standards that Women on Wings considers important for acting with integrity within the organisation and in relation to all other parties involved. The aim of the policy is to prevent misconduct and violations as much as possible. The integrity policy is also published on our website.

Wings International Private Limited

The board of directors comprises:

- Jose Vergeer
- Shilpa Mittal Singh
- Ellen Tacoma
- Neha Vikas Chaturved

Finance / budget 2024-2025

Forecast of Women on Wings											
Amounts in Euro's											
	Forecast actuals FY 2023-2024			Forecast							
FC Neth	Actuals	FC Neth	FC India	2023-2024	FC Neth	FC India	2024-2025	FC Neth	FC India	2025-2026	2026-2027
Total income	945.712	932.162	13.550	749.000	739.000	10.000	810.999	800.999	10.000	357.025	336.145
<i>Friendship Wings</i>	22.427	21.316	1.111	14.000	14.000	-	14.000	14.000	-	14.000	14.000
<i>Income for Women Entrepreneurship</i>	109.000	109.000	-	-	-	-	259.000	259.000	-	259.000	259.000
<i>Funding partners (private & corporate)</i>	792.883	792.883	-	725.000	725.000	-	510.000	510.000	-	60.000	50.000
<i>Income from investments</i>	21.402	8.963	12.439	10.000	-	10.000	28.000	18.000	10.000	24.025	13.145
Total expenditure	871.656	586.392	285.264	880.285	549.214	331.072	1.084.160	562.496	521.664	1.081.624	1.083.384
Spent objective Social Entrepreneurs	626.086	452.930	173.156	532.657	342.294	190.363	646.028	378.906	267.122	622.524	652.273
<i>Travel and accommodation expenses</i>	98.514	59.987	38.528	100.800	58.500	42.300	102.115	53.930	48.185	99.317	109.672
<i>Information and publicity</i>	43.875	41.347	2.528	40.040	32.540	7.500	23.050	15.550	7.500	20.250	20.751
<i>Personnel costs</i>	422.543	319.753	102.789	343.362	226.464	116.898	470.936	274.556	196.379	451.257	468.471
<i>General expenses: audit/advice, insurance</i>	33.583	30.948	2.635	30.776	22.790	7.986	41.615	32.830	8.785	43.150	44.399
<i>Other general costs: interest costs / tax</i>	17.164	895	16.269	5.000	2.000	3.000	5.040	2.040	3.000	5.081	5.302
<i>Office India</i>	10.406	-	10.406	12.679	-	12.679	3.273	-	3.273	3.469	3.678
Spent objective Women Entrepreneurs	182.986	88.646	94.340	255.537	151.637	103.900	362.000	136.222	225.778	380.655	350.239
<i>Travel and accommodation expenses</i>	42.473	23.829	18.643	95.300	61.000	34.300	103.620	62.310	41.310	124.000	81.076
<i>Personnel costs (incl allocation based on)</i>	120.699	64.407	56.292	160.237	90.637	69.600	232.505	73.912	158.593	237.251	248.593
<i>Impact measurement & other costs</i>	19.814	409	19.405	-	-	-	25.875	-	25.875	19.405	20.569
<i>% objective costs/ total expenditure</i>	71,8%	92,4%	93,8%	89,5%	46,3%	1903,6%	93,0%	47,3%	2671,2%	92,7%	92,5%
Expenses of own fundraising	24.595	21.324	3.271	30.468	20.269	10.199	28.625	21.312	7.313	29.430	30.267
<i>Travel and accommodation expenses</i>	150	150	-	1.665	500	1.165	1.735	500	1.235	1.809	1.888
<i>Information and publicity</i>	1.911	1.751	160	2.829	500	2.329	2.969	500	2.469	3.117	3.274
<i>Personnel costs</i>	22.534	19.423	3.111	24.974	18.769	6.205	22.921	19.812	3.109	23.504	24.106
<i>General expenses</i>	-	-	-	1.000	500	500	1.000	500	500	1.000	1.000
<i>% funding cost / total expenditure</i>	2,8%	3,6%	1,1%	3,5%	3,7%	3,1%	2,6%	3,8%	1,4%	2,7%	2,8%
Management & Administration costs	37.990	23.492	14.498	61.624	35.014	26.610	47.507	26.056	21.451	49.015	50.605
<i>Various Man. & Adm. Costs</i>	24.484	12.653	11.831	32.303	15.000	17.303	33.341	15.000	18.341	34.442	35.608
<i>Personnel costs</i>	13.506	10.839	2.667	29.321	20.014	9.307	14.165	11.056	3.109	14.573	14.996
<i>% man&adm.costs / total expenditure</i>	4,4%	4,0%	5,1%	7,0%	6,4%	8,0%	4,4%	4,6%	4,1%	4,5%	4,7%
Result (income less expenditure)	74.056	345.770	-271.714	-131.285	189.786	-321.072	-273.160	238.504	-511.664	-724.599	-747.239
<i>Withdrawal designated Reserves</i>	73.986	-	73.986	172.280	-	172.280	103.000	-	103.000	121.655	91.239
Funding gap	148.042	345.770	-197.728	40.995	189.786	-148.792	-170.160	238.504	-408.664	-602.944	-656.000

Principles in budget

The budget for the year 2024-2025 mainly increases because of the costs for the women entrepreneurship vertical. The currency rate in the budget calculation is changed from 82 to 90 INR/EUR in FY 2024-2025.

Based on the CBF recommendation regarding increasing our transparency, we have split the objective costs from FY 2024-2025 onwards in the following categories:

Split objective costs	2023-2024	2024-2025	2025-2026	total 3 FY	in % total
Research/assessment	85.590	107.243	102.958	314.739	10,4%
Consultancy/workshop/summits	645.390	870.836	875.121	2.626.191	87,1%
Engagement, website, publicity & Platform	57.214	29.950	25.101	72.790	2,4%
Total objective costs	788.194	1.008.028	1.003.180	3.013.720	100,0%

Our estimate is that 87% of our objective costs are allocated to consultancy .

We expect to co-create 64,000 jobs. This results in expected costs per job co-created of 16.94 euro.

Reserves

Continuity reserve

The continuity reserve is intended to cover short-term risks and to ensure that Women on Wings can continue to meet its moral and other obligations. The size of the continuity reserve is determined as a trade-off between the desirability of deploying as much as possible of our resources for our objectives and the need to maintain a healthy financial basis for the future. We base ourselves on the “Guidelines Reserves for Charity Organizations” of the VFI (Vereniging van Fondsenwervende Instellingen) that state that the continuity reserve should be no more than 1.5 times the annual operational costs.

Designated reserve fluctuations expected income

This is formed for fluctuations in income.

Designated reserve women entrepreneurship

The women entrepreneurship programs will have to be funded. For the FY 2023-2024 and the coming years the withdrawal of the reserves will be calculated as the direct costs of the women entrepreneurship program minus the earmarked funding for the program.

Reserve exchange rate difference

Since the risk of exchange loss is not secured by hedging, this reserve is formed to cover future exchange losses. In the years of positive currency movements, we will add to the reserve, in years of negative currency movements we will withdraw from the reserve. IReserve foreign currency translation The exchange rate differences (positive and negative) resulting from the consolidation of the Indian assets and liabilities to euros are included in this reserve. This reserve is formed according to the Guidelines 650. Assets and liabilities are translated at the currency rate at the balance sheet date.

Forecast FY 2025-2026 onwards (multi-year budget)

The budgeted expenditure FY 2025-2026 is 1,081,624 euro which is covered by committed income for an amount of about 357,000 euro. The remaining amount, after withdrawal of the designated reserve, of around 500,000 euro is shown as funding gap for FY 2025-2026. For FY 2026-2027 the funding gap will be around 533,000 euro.