

Multiyear Strategy

2025-2028



WOMEN ON WINGS

Consulting for social
entrepreneurship

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Introduction Women on Wings

What we do

Meaningful work that brings confidence and self-respect. The opportunity to support yourself and your family. A better and more sustainable future. These are things we all want. Yet millions of women in rural India are trapped in a structure of poverty and inequality. And, all too often, they are denied opportunities. That is a tragedy when they have so much to offer. When they are eager to demonstrate their strength and resilience. And show the world what they can do. How can we make this happen?

Women on Wings provides tailor-made pro bono business consultancy and mentoring to social enterprises and government institutions with the ambition to grow.

Through targeted, on-the-ground advice delivered by a professional network of Dutch and Indian experts in fields such as strategy, sales, finance, HR, supply chain and marketing. So that these organizations become more stable, achieve real growth, and create more work for women. We have been doing this for many years now. To date, we have co-created over 395,000 jobs for women in rural India. We aim to transform the lives of countless more women. So that we unleash the full potential of all women in rural India

Our goal

To co-create one million jobs for women in rural India.

Definition of a job

A 'job' is a predictable relationship with an enterprise that leads to access to economic improvement, irrespective of the amount.

Job types:

- Salaried jobs: These jobholders are often on a company's payroll and may have benefits.
- Part-time jobs: variable pay based on work done, includes seasonal engagement.
- Micro-entrepreneurship: Livelihoods that are self managed by a jobholder in terms of hours, production. The company establishes a consistent and economic relationship with the jobholder or micro-entrepreneur directly in exchange for a product/service.
- Affiliate jobs: Those who contribute to the activities of an enterprise, but are paid through an intermediary or separate entity that controls the amount and frequency of pay or are paid directly by the consumer or institutions.

Our values



Living up to

We do what we say, are proactive, disciplined and take ownership to get the job done.



Equality

We respect all, offer freedom of expression and equal opportunities.



Energetic

We have passion for the heart of the matter. We inspire and challenge ourselves and others.

Developments in India

India's economy is projected to grow at an average rate of 6.5% to 6.8% from 2024 to 2026, according to forecasts from organizations such as Deloitte, the IMF, and the World Bank. This growth is primarily driven by strong performance in the services sector, especially in IT and finance, along with a revitalized manufacturing base. Post-pandemic, agricultural employment has also rebounded, contributing to overall economic stability. Agriculture remains a critical sector for job creation, especially in rural areas where 76% of women work in this field.

The current labour force participation rate (LFPR)* for females in rural areas is 41.5% as against 63.7% for males. These figures highlight a significant disparity in labour market participation, with male involvement consistently higher than female participation. However, there is notable growth in female labour force participation, particularly in rural regions, indicating ongoing efforts to improve employment opportunities for women. Despite these positive trends, challenges remain, including conservative societal norms, safety concerns, and a lack of skills and opportunities for women.

While urban areas benefit from better facilities and economic opportunities, rural regions often struggle with inadequate access to education, healthcare, and technology. Additionally, while rural employment is seeing a resurgence post-pandemic, it often remains concentrated in low-wage sectors like agriculture, whereas urban areas are experiencing growth in higher-paying industries such as IT and finance. This disparity hinders overall productivity and socioeconomic inclusion, making it imperative for the government to invest in physical and digital infrastructure to bridge these gaps.

The developments in India in general, combined with solid attention for the rural areas are supportive to our goal to co-create jobs for women in rural India.

Where to Play

To achieve our goals we have been focussed on strengthening social enterprises and government institutions in India that engage rural women in income generating activities, these two verticals serve as the main drivers of impact in livelihood creation. We explored the idea of creating Farmer Producer Organisations as an additional target group but found it to be just as complex as working with the government. We concluded that while we will engage with large FPOs with strong management teams if they present potential, we will not make it a primary focus area.

Developments in our ecosystem

Social enterprises

India, with over two million social enterprises, leads globally in the number of social enterprises. Traditional investors are entering the social enterprise space because of the large market opportunity. Academic institutions and large corporations are also increasingly participating in building the ecosystem. Multi-stakeholder collaborations including public-private partnerships, are becoming the norm in the sector. In terms of growth plans, attracting investment remains a top priority of a majority of social enterprises including our partners. However to become successful, sales, marketing and supply chain optimization remain key focus areas.

Access to finance is seen as the largest barrier to growth by social enterprises, whether it is access to capital, grant funding or sufficient cash flow. Finding and retaining suitable mid-level talent is another key barrier to growth. Some other complex and ambiguous aspects that are impacting the playing field and growth for social enterprises are:

- Sustainable procurement has not grown at the same pace as sustainable production. Insufficient commitment from top management, ambiguous market trends, fickle consumer preferences and changing regulations in the sustainability space are some of the contributors here.
- Greenwashing by established mainstream brands to depict their products as artisanal, sustainably produced or ethically made to appeal to environmentally conscious consumers is on the rise.
- Balancing the dual goals of social impact and financial sustainability can be challenging, creating internal conflicts and strategic dilemmas. Founders may find it easier to sacrifice the financial sustainability aspect or contain their growth to prevent dilution of their social purpose.

Government Institutions

Government institutions have introduced various initiatives to provide women with opportunities for income generation, access to credit, and skill development, thus improving their socio-economic status. These efforts have enabled women to expand networks, strengthen their collective voice, and receive integrated support. Additionally, the government has focused on diversifying livelihoods through agriculture, livestock rearing, and non-farm activities, empowering women to become entrepreneurs with access to financial resources.

However, a major challenge remains in ensuring market access for rural women. Current efforts to promote market linkages, such as local and national events, gifting within public sector networks, product showcases, and e-commerce platforms, are fragmented and lack a unified strategy.

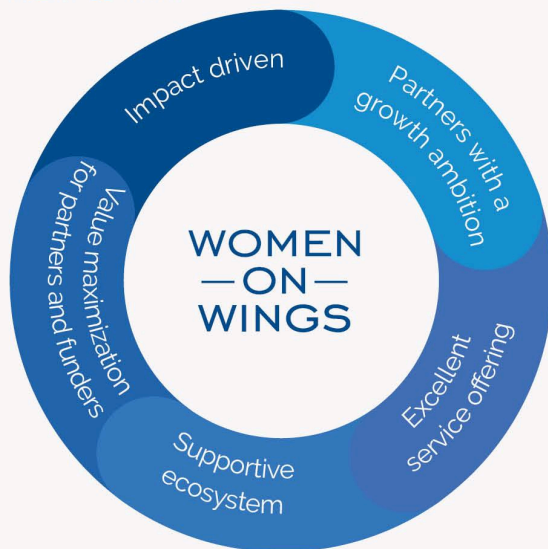
The government is focusing towards identifying scalable models that can reach and benefit a larger number of rural women selecting high-quality products, based on existing supply capacity, market demand, and growth potential, which can be scaled through a well-established value chain.

The government continues to explore strategies to sustainably increase women's income, promote entrepreneurship, and ensure ongoing market access. A big challenge is their limited experience with running a business. Therefore expectations are not always in line with reality.

Multiyear strategy at a glance

Our multi year strategy 2025-2028	Our purpose Unleash the full potential of all women in rural India	Where to play Provide business consultancy, mentoring and implementation support
	Our goal To co-create 1 million jobs for women in rural India	To social enterprises and government institutions in women centric sectors In rural India

How to win



Our key objectives

- Impact driven**
Bolster impact measurement and MEL processes
- Partner growth ambition**
Build a high performing portfolio of partners
- Excellent service offering**
Invest in deep knowledge/thought leadership
Invest in implementation support
- Supportive ecosystem**
Expand our supporting ecosystem
- Value maximization for partners and funders**
Optimize and streamline our business processes

How to win

Our strategy is based on 5 pillars:

We are **impact driven**, everything we do is focused on job creation for women in rural India. We achieve this by working with **partners with a growth ambition**, whom we offer **excellent service**, in cooperation with a **supportive ecosystem**. This way we strive to maximize value for our partners and funders.

These strategic pillars reinforce and build on each other. When executed well, they grow the value we create for our partners and thus our impact.

1. Impact driven

We have a laser sharp focus: we want to co-create jobs for women in rural India, our return on investment is jobs. Our stakeholders are aligned with our goal and we do not deviate from it. We track the results of our work with our partners and we measure the ultimate impact in terms of jobs co-created. We are transparent and honest in good and difficult times. In our work with our partners we course correct when the creation of impact is under scrutiny and do not shy away from stopping a partnership when our impact focus is not aligned anymore.

2. Partners with growth ambition

Our core business is consultancy for social entrepreneurship. We provide tailor made business knowledge and mentoring to existing social businesses. These could be social enterprises or state government institutions. They all have in common that they enable women to earn an income, by providing work that can be done at home or near home in the context of the way these women and their families live. Our consultancy focuses on growing and scaling businesses and thus co-creating sustainable jobs for women. Our service is pro-bono, our expected return on investment is the number of jobs and the increase in income for women. We act as investors. We screen and assess the social enterprises or state government institutions thoroughly on; quality of the team, growth potential, product market fit and discipline. Having the team in place, focus and implementation power of an organization are crucial for success. And most importantly they should have a drive to create more jobs for women.

3. Excellent service offering

Our team delivers high-quality, valuable services tailored to meet the needs of our partners. We aim to excel in providing expert advice and strategic guidance, and we support our partners to achieve their goals or solve specific challenges. We are committed to delivering service and solutions in the business consulting field through our team and our Dutch and Indian experts. Our uniqueness stems from a blend of factors.

- We are building long-term relationships for many years contrary to other organisations who are program and funding driven.
- We offer our clients a mix of dedicated highly experienced Indian and international experts who have knowledge and expertise in fields like business strategy, sales, finance, HR, supply chain and marketing and/or have domain knowledge. We work demand driven. We invest in response to our partners' needs and changes.

- If needed we will support in solution implementation.
- We are unbiased and independent, we do not have a financial incentive in our consultancy. We look for equal partnerships. Our work is result oriented.
- We strive for thought leadership in our fields of expertise and we will continuously invest in deep knowledge embedded in the organization, via experts or external consultants.
- We have an entrepreneurial mindset and we dare to innovate and pivot when needed.
- We are aware of external trends, assess them and act on them.
- We constantly assess the quality of our service offering through feedback sheets, and measurements.. We keep track of planned and achieved outcomes and course correct if needed.

4. Supporting ecosystem

The core of our work is providing pro-bono professional business knowledge. However, to be successful in their markets and as a result to co-create work for women, our partners need other things as well. Therefore we are working with network partners to set up an ecosystem that can support our partners in getting the right knowledge and advice on how to approach the challenges of access to finance, access to markets, and advice on specific items like sustainability. We will use both our Indian and international network to fulfill the needs of our partners.

5. Value maximization for partners and funders

The recipients of our services are different from the funders of our services. In order to win, our work should be focused on the creation of value for our partners that is both appreciated by funders and far in excess of costs paid by our funders. This means that there are two elements to focus on: maximizing value and minimizing costs.

Maximizing value for our partners resulting in the creation of jobs for women is our guiding principle. We have learned that the value we create for partners is especially appreciated by funders who have a strong business acumen. Therefore we focus on partnerships with corporate foundations, family foundations and HNIs who have established their reputations in the corporate world.

At the same time we seek to minimize expenditures per job co-created. We are an agile, accountable, and cost-effective organization that achieves its goals by deploying a network of pro bono experts in the Netherlands and India. We are committed to continuously refining and strengthening our organization. We carefully manage our biggest cost categories, personnel costs and travel expenditure and are aware to act as efficiently as possible without compromising on quality. We expect a strong commitment, focus and implementation power of partners so we use our resources in the most effective way.

What capabilities need to be in place

To achieve our desired impact, we need to continuously invest and excel in our distinctive capabilities. Our key capabilities are:

- We are a highly dedicated and motivated team, aligned with our impact target. Our non-hierarchical professional culture nurtures accountability and responsibility, where every team member feels empowered to speak their mind and be heard.
- Skills to find, assess and select the right business partners
- An expert base that is knowledgeable both in global and Indian context and able to translate knowledge into plans and actions for our business partners
- Business consultants and project managers that have a thorough understanding of what it takes to build and run a business.
- Thought leadership in business consultancy in the Indian rural context.

What management systems do we need

In addition to our regular management systems that provide transparency, support our agile way of working and give real time insight in our performance, we need management systems that build and maintain the distinctive capabilities that underpin our strategy.

For the above mentioned capabilities we need the following management systems:

Capabilities	Management systems	Status
A highly dedicated and motivated team that is aligned to our impact target	Impact dashboard MEL processes	Impact measurement in place, dashboard to be added. We track our results and have introduced feedback sheets. A more elaborate and professional MEL framework needs to be introduced.
Skills to find, assess and select the right business partners	A thorough research & assessment process for new business partners	In place, call for application process will be added
An expert base that is knowledgeable both in global and Indian context and able to translate knowledge into plans and actions for our business partners	Rigorous recruitment and performance review system	We ensure continuous improvement through partner feedback, weekly planning & review meetings, and annual expert assessments.
Business consultants and project managers that have a thorough understanding of what it takes to build and run a business.	Performance review systems	Introduce feedback sheet from partners on business consultants and project managers when possible
Thought leadership in business consultancy in the Indian rural context.	Knowledge library	System to be built to make the available knowledge, best practices and information easily and effectively accessible

Strengthening the execution of our strategy

In the coming three years we are putting additional focus on six areas to strengthen the execution of our strategy.

Impact driven

Key objective: Bolster impact measurement and MEL processes

The impact we want to create is crystal clear: jobs for women in rural India. This is what we measure in the impact sheet that is signed off by our partners and it will remain the focal point of our impact measurement. To bolster our impact measurement we are putting additional focus on measuring progress against our goals. We introduced result trackers for the women entrepreneurship vertical where we measure planned versus actual outcome and we will also implement them with our high performing social enterprise partners. Feedback on our work should play a more prominent role, we will integrate this in our work. Not only after assignments but also on annual meetings with our partners.

The coming years we will:

- Introduce an impact dashboard.
The impact dashboard aims to show our performance at a glance, as 'real time' as possible. This enables us to act pro-actively if actuals deviate from our targets/forecast. It will track key parameters on impact, financial performance and key management information. The key parameters on impact are number of jobs, turnover (growth) at the partners and income (growth) of the women. Financial performance will track expenditures, divided over our main categories.
- Introduce and work with a Monitoring, Evaluation and Learning (MEL) framework.
We must enhance our skills in monitoring and evaluating our work, particularly with high-potential clients, to better understand how we can improve efficiency and course-correct when necessary. MEL is essential for learning from experiences, improving practices, ensuring accountability and making informed decisions. It also contributes to transparency, better decision-making, resource efficiency, and organizational learning, enhancing the effectiveness and impact of our initiatives.

Partners with growth ambition

Key objective: Build a high performing portfolio of partners

In order to achieve our impact ambition we need to expand the number of high growth partners.

- In the social enterprise vertical we will aim to maintain a portfolio of 15-20 partners at any given time who significantly contribute to our impact targets. We will launch a 'call for applications' with a strong value proposition highlighting the uniqueness and strength of our offerings, in a possible collaboration with well networked, credible organization(s). This pooling of resources, expertise, and networks, we hope, will help us identify and onboard high growth partners.

- In the Women Entrepreneurship vertical, from 2025 to 2028, we will work with 4-5 government institutions at any given time to achieve our goals. Based on our work, we have developed an assessment framework to shortlist institutions that possess the mindset and readiness to invest in the necessary resources and infrastructure for preparing a strategy/model to access markets.

Excellent service offering

Key objective: Invest in deep knowledge/ thought leadership

In order to provide excellent service offerings we need

- To dive deeper in each business area and build a repository of Indian contextual knowledge. We need to on board pro bono Indian consultants and invest in external consultants who can bring in subject matter expertise. At this moment we have two Indian pro bono experts and we will expand further.
- To invest in market research for our partners. This will enable our experts to co-create more relevant (action) plans.
- To build thought leadership in the emerging developments in the sectors we operate in. We will do this by creating playbooks, landscape studies, white papers, etc. and actively participating in forums.
- A team of business consultants and project managers in India that have understanding of what it takes to run a business, They need training to become mature and convincing sparring partners with the different partners they support.

Key objective: Invest in implementation support

Our partners require support to bridge the gap between strategic goals and practical implementation. We intend to allocate additional resources to address this need. This includes:

- Developing a business plan together with our partners.
- Creating a clear road map on how to achieve the business plan which includes supporting the partner to conduct market research, define the competitive landscape, identify gaps in the ecosystem and develop a sharp brand positioning define product portfolio, develop a marketing and sales strategy and analyze financial projections,
- Developing brand books and guidelines.
- Working on organisational structure, developing job descriptions and being a part of interviewing panel for senior level positions.
- Identifying partnerships as per requirements.
- Diagnosis, discovery, formulation and implementation support for supply chain strategy.
- Developing monitoring frameworks enabling our partners to capture data in an insightful format.

Supporting ecosystem

Key objective: Expand our supporting ecosystem

In order to scale we need to build strong alliances and partnerships within the ecosystem. We aim to expand our supporting ecosystem with partners in the field of

- Enabling organizations: Share information, best practices, collaborate, and support initiatives; enable access to knowledge on investments, markets, networks, sustainability, etc. (e.g. Villgro, Upaya, Redseer Consulting, ANDE, Centre for Responsible Business).
- Funders: Include impact investors, foundations, and other philanthropic organizations.
- Academia in India and the Netherlands: Contribute to research and knowledge.

Value maximization for partners and funders

Key objective: Optimize and streamline our business processes

In order to keep our organizational cost as low as possible without compromising our effectiveness, we are optimizing and streamlining our business processes. For all systems we are looking for an inhouse, low cost application, using what Google Workspace has to offer us. We only take on external systems, if inhouse development exceeds the cost and falls short on effectiveness of a paid alternative.

- A more elaborate CRM system: providing a full picture on our partners, past, present and potential future. Next to contact details, it shows information on the type of partner, the status of our partners, sector information and information on historical contact. This will prevent unnecessary double contact with (potential) partners and provide insight in why contacts were closed/abandoned in the past. Also it will show the various stages in a pipeline, providing information on successful implementation of partners researched.
- A more advanced time tracking system: needed for input in our time spent. This system needs to be as effortless as possible, as the experts' hours are extremely important in our reports.
- The above processes should support us in clear and inspiring communication with our funders to keep them engaged.

Wanting to be as sustainable as possible, while working in an international environment, we need to track our positive and negative impact and our compensation measures. We will also investigate methods for tracking the sustainability improvements of our partners, which we can attribute to our consultancy.

Cyber security will become more and more important. We need a system that will give us insight into our threats and vulnerabilities and provide us with tools to deal with them, starting with awareness amongst us as users.

Multiyear targets

Targets to be reached 31 March 2028
Our primary target
Added 220,000 jobs for women
Key objective: Build a high performing portfolio of partners
Have a portfolio of 15-20 Social Enterprise partners that are significant contributors, year on year
Working with 4 to 5 partner states on year to year basis
Key objective: Investing in deep knowledge/ thought leadership
Invested in 5 external consultants with subject matter expertise on leadership coaching, strategy, impact measurement, supply chain, marketing
Published 2 white papers
Developed and implemented an internal central knowledge library.
Implemented a program to develop our business consultants and project managers in India
Key objective: Investing in implementation support
Created organization transformation framework for GVK
Process improvement, streamlining supply chain and providing solutions integrated into ERP systems for HoH
Developed business strategy and monitoring framework for Umed and the new partner
Key objective: Expanding our supporting ecosystem
Collaboration with 1 enabling partner
Collaboration with 2 funding partners
Collaboration with 2 academia
Key objective: Bolster impact measurement and MEL processes
Introduced result trackers for all major business partners
MEL processes optimized and operational
Impact dashboard fully operational

Targets to be reached 31 March 2028

Key objective: Optimize and streamline our business processes

CRM system complete and fully operational

Time Tracking system fully operational

Multiyear budget

Amounts in Euro's					
	Budget FY 2024-2025	Estimation Actuals FY 2024-2025	Budget 2025-2026	Budget 2026-2027	Budget 2027-2028
Total income	811,000	1,019,301	996,000	881,000	570,000
<i>Friendship Wings</i>	14,000	11,827	7,000	7,000	7,000
<i>Income for Women Entrepreneurship</i>	259,000	259,000	259,000	259,000	-
<i>Funding partners (private & corporate)</i>	510,000	729,459	710,000	600,000	550,000
<i>Income from investments</i>	28,000	19,015	20,000	15,000	13,000
Total expenditure	1,084,160	1,010,374	1,168,418	1,278,854	1,342,433
Spent objective	1,008,029	929,748	1,066,267	1,168,872	1,229,507
<i>Travel and accommodation expenses</i>	209,008	138,597	174,661	197,996	224,643
<i>Personnel costs</i>	702,365	651,244	739,257	823,605	855,476
<i>Impact measurement & research</i>	28,675	69,182	79,201	78,667	66,931
<i>Audit/advice, insurance</i>	39,891	42,078	43,448	44,100	34,365
<i>Information and publicity</i>	15,150	14,095	5,678	8,666	34,100
<i>IT/Website & communication/GoogleWorkspace</i>	7,900	11,885	10,759	8,427	5,262
<i>Other general costs: bankcosts / tax</i>	5,040	2,667	13,264	7,411	8,731
<i>% objective costs/ total expenditure</i>	93.0%	92.0%	91.3%	91.4%	91.6%
Expenses of own fundraising	28,625	29,253	35,567	40,337	40,937
<i>Travel and accommodation expenses</i>	1,735	379	711	711	711
<i>Information and publicity & IT</i>	2,969	1,222	3,433	2,799	2,661
<i>Personnel costs</i>	22,921	27,653	31,424	36,827	37,566
<i>General expenses</i>	1,000	-	-	-	-
<i>% funding cost / total expenditure</i>	2.6%	2.9%	3.0%	3.2%	3.0%
Management & Administration costs	47,506	51,373	66,583	69,645	71,990
<i>Rent Austerlitz & Adm. Costs</i>	33,341	24,637	29,090	31,129	32,412
<i>Personnel costs</i>	14,165	26,736	37,493	38,516	39,578
<i>% man&adm.costs / total expenditure</i>	4.4%	5.1%	5.7%	5.4%	5.4%
Result (income less expenditure)	-273,160	8,927	-172,418	-397,854	-772,433
<i>Withdrawal designated Reserves</i>	-	8,927-	95,331	136,512	414,490
Funding gap	-273,160	0	-77,087	-261,342	-357,944

The multiyear budget increases over the coming years, reflecting the investments described in our multi year strategy that are needed to strengthen the execution of our strategy. These include:

- Higher travel costs for the Social Enterprise vertical and the addition of a business consultant, because of an increase in the number of 'star' social enterprises and the need for more intensive mentoring.
- Higher personnel costs for the Women Entrepreneurship vertical, we will add staff as we increase the number of partners.
- Investments in external consultants to enhance our service offering and increase our own knowledge base.
- Increase in hours in Management & Admin and Funding in the Netherlands due to the substantial increase in budget over the last years and the expected increase in the coming years. Furthermore, we note that reporting requirements for funding partners are increasingly complex and demanding.