

Numbers tell the tale

Annual Report 100WEEKS 2019

Foreword of the supervisory board

This annual report will probably read like a time-capsule. Even though 2019 is only months ago, it might as well have existed in another reality. We will look back in this report, but let us also take a moment to look forward to 2020 and beyond.

The global health crisis that struck in the early months of this year was quickly followed by an economic one that now looks set to grow the ranks of the global poor for the first time in perhaps a generation. This means 100WEEKS' mission has gained in urgency.

Mobile money and direct giving, a combination pioneered by 100WEEKS, will be key in helping those afflicted by the epidemic and its financial aftermath. Direct giving can serve as a safety net that can be quickly deployed in assistance of the millions whose livelihoods have been affected by the economic hardship the coronavirus has wrought. Mobile money requires no physical contact, reducing the risk of infection.

In the fight against the coronavirus worldwide, two clear schools of thought have emerged. One would have us retreat back behind the safety of national borders, isolating ourselves from the outside world. The other sees the difficulty we are having in fighting the pandemic as proof that the world is not yet connected *enough*. This dichotomy existed long before corona, and our vision for 100WEEKS has always been that we might be able to tip the scales in favor of the latter vision. With the world at a crossroads, this mission too has now gained in relevance.

As a mobile platform, the technology we employ is modern. The urge we cater to however, is ancient: the drive to help others. Kindness to strangers is what defines us as a species. Small acts of grace and solidarity are anything but futile: they are our secret weapons. History is being made and 100WEEKS has a part to play.

We wish Jeroen and Gitte and the team strength, luck and good health in realizing this vision.

Ellen Kooij

Chair of the Supervisory Board

Foreword of founders

With the corona epidemic still raging worldwide, 2020 feels like a watershed year for the global community. For 100WEEKS, it constitutes a milestone of a different kind. Only months from now, we expect to enroll the 1000th participant in our program. Given the circumstances, this is perhaps nothing to celebrate. However, the fact that 100WEEKS continues to flourish in these trying times proves beyond any doubt that our mission is an important one.

This success has been long in the making. Over the course of last year 100WEEKS has continued to expand geographically. We crossed the border from Rwanda into Uganda, setting up the program in this country's northern neighbor. We also laid the foundation for further expansion into Ivory Coast, where later this year 600 women will join the program in a partnership with the Chocolonely Foundation and Unilever.

While 100WEEKS will continue to grow in the coming years, the Ivory Coast program marks a temporary halt to international expansion. In the near future our focus will lie with scaling up and improving our operations in the four countries Rwanda, Uganda, Ghana and Ivory Coast.

A key improvement to the program that we made in 2019 and that will bear fruit in the years to come was the further refinement of our data-gathering operation. When we founded 100WEEKS in 2015, one decision we made early on was to never stop learning. Data collection and processing are core components of the 100WEEKS method.

That decision has turned out to be right on the money. Today, we know more about cash transfers than we ever did before. Over the course of the last four years not only have we accumulated vast amounts of relevant data, we have also improved our process of data collection. The surveys we regularly conduct among our participants have been extended to cover several new topics, most importantly nutrition. This is key to measuring knock-on effects of the program, particularly when it comes to child development.

We have also digitized participants' bookkeeping. Financial training has always been a cornerstone of the 100WEEKS program. As a part of this training, participants fill out extensive financial diaries tracking their own progress. With these diaries now available in digital format another source of information has been unlocked. Of course we always ask the women for permission to collect their data and do not act without their consent.

The facts, figures and infographics dotted throughout this annual report attest the scope of our data-gathering operation and also offers insights into the impact the 100WEEKS program has on the lives of participants. In the near future we hope to make both collected data and our gathering capabilities available to third parties, to the benefit of our partners and participating women.

Evidence-based methodology has always been our guiding principle. With increasing amounts of data at our disposal, we are ever more certain of the effectiveness of direct giving and able to improve our methods when needed. Our decisions are grounded in fact. As you will see in this annual report, numbers tell 100WEEKS' tale.

Jeroen de Lange & Gitte Büch

Board of Management and Founders of 100WEEKS

CONTENT

1. Program impact and development	6
1.1 Reach	6
1.2 Method	7
1.2.1 Core parts of the program	7
1.2.2 Theory of change	8
1.2.3 Training	9
1.2.4 Working with local partners	11
1.2.5 Focus on women and children	11
1.3 Data collection	11
1.3.1 Measure of success	12
1.3.2 Measuring outcomes	12
1.4 Country programs	14
1.4.1 Rwanda	
1.4.2 Ghana	14
1.4.3 Uganda	16
1.5 Contribution to the SDGs	16
2. Engaging people in the Netherlands	20
2.1 Campaigns	20
2.2 Impact updates to donors	21
2.3 Online presence	21
2.4 Free publicity	22
3. Fundraising	23
3.1 Private individuals	23
3.2 Institutional donors	23
3.3 Corporate partners	24
4. Organization	
4.1 Vision, mission and strategy	25
4.2 The team	25
4.3 Local partners	26
4.4 IT platform	26
4.5 Governance and risk management	27
5. Preview 2020	29
6. Financial statement 2019	30
6.1 Balance as per 31 December	25
6.2 Statement of income and expenditures	26
6.3 Specification of the allocation of expenditures	26
6.4 Cash flow statement	
6.5 Accounting principles	
6.6 Notes to the balance	

- 6.7 Notes to the statement of income and expenditure
- 6.8 Approval and adoption of the financial statements 2019

Annex 1: Auditor's report

1 Program impact and development

100WEEKS worldwide: an ever-evolving program

Lifting people out of poverty has always been 100WEEKS' mission. To realize this goal we try to deploy the most effective method as widely as possible, constantly refining it as we learn through practice. Method, reach and data collection are the three core pillars of our organization and they also constitute the main subdivisions of this chapter.

100WEEKS in a nutshell: money and training

Throughout our existence, the basic premise of 100WEEKS has always been the same: our platform connects women living in poverty with organizations and people who support them with money for the duration of 100 weeks. The women decide how to spend the money, no strings attached. The cash is transferred to their phones using mobile money. Besides the money, the women receive training in basic entrepreneurial, financial and life skills. Within 100 weeks they have lifted themselves and their families out of extreme poverty.

100WEEKS' vision is that unconditional cash transfers have a better lasting impact when combined with training and peer-to-peer coaching sessions. The 100WEEKS program is based on the Graduation model, which puts particular emphasis on training in peer groups. It was originally developed by BRAC¹ and further improved upon by the World Bank, CGAP² and the UN, international research and, of course, ourselves.

Country programs in focus: Rwanda, Ghana and Uganda

After discussing the program in general terms, we will zoom in to the national level, looking at local developments. Finally, to put our work into a global context, we will discuss in brief how 100WEEKS' efforts fit into the Sustainable Development Goals as formulated by the United Nations.

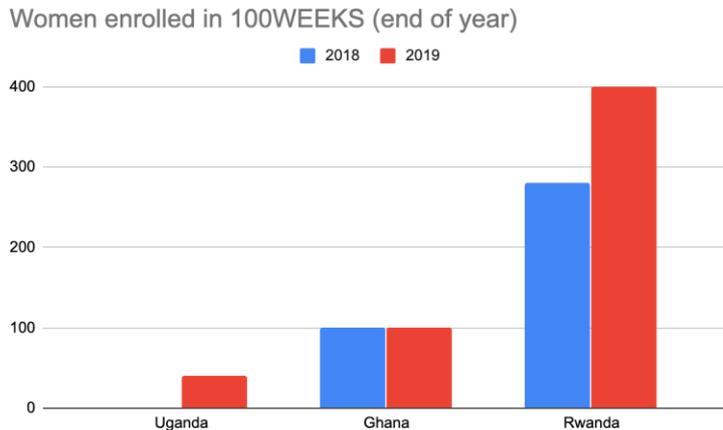
1.1 Reach

2019 saw a record number of women participating in the program. At the close of the year, nearly 480 were enrolled, with another 100 having graduated over the course of the year. The women were spread out over three countries: Rwanda, Ghana and Uganda, where 100WEEKS launched in October, with 40 women joining the program.

This year another 600 women are set to join the program in Ivory Coast, marking a watershed in our development. The coming years we intend to develop our programs in these four countries further, rather than expand across borders. We are convinced the 100WEEKS program works well in these countries because of relative economic and political stability, climate factors (sufficient rainfall) and the context of a growing economy. The combination of these factors gives rise to an environment where 100WEEKS participants are easily able to start micro enterprises and improve their livelihoods.

¹ <http://www.brac.net/>

² <https://www.cgap.org/blog/series/graduation-approach-perspectives-around-world>



[GRAPH: 100 women graduated from the program in 2019]

1.2 Method

Technological advances, particularly the mobile revolution, have made it possible to know everyone living in poverty worldwide by name and reach out to them. 100WEEKS was founded to harness technology to help people escape poverty on their own terms. Mobile tech allows us to send money to women living in poverty at very low cost and it makes it possible to collect data through phone surveys, keeping track of the progress made by recipients and their families.

1.2.1 Core parts of the program

The 100WEEKS program consists of three mutually reinforcing basic components.

- a. **Weekly cash transfers for 100 weeks.**
The women receive approximately 8 euros every week on their mobile phones, which they can cash in through agents of mobile money providers, regularly found in the streets of African rural villages. MTN, Vodafone and Airtel are our local telecom partners.
- b. **Weekly training sessions.**
Covering financial literacy, entrepreneurial, parenting and life skills, family planning and reproductive health, guidance regarding water, sanitation and nutrition and coaching on starting a small business or trade, these training and coaching sessions empower the women and grow their potential.
- c. **Weekly peer-to-peer coaching.**
The women come together each week in groups of twenty. During these group sessions, that are led by a local facilitator, the women offer each other mutual support and advice on how to benefit the most from the program. The women often pool money in order for one woman to make a larger one-off investment, e.g. buying a cow. Being part of these groups adds to the women's social capital. They now know more people they can call upon in case they need help. Being part of a new peer group is something our participants value highly, since they have often partially withdrawn from social life, ashamed as they are of living in poverty.

1.2.2 Theory of change

100WEEKS believes that escaping poverty is a multi-step process. Drawing on international research and our own experiences in practice, we have developed a 'theory of change' which specifies the four stages participating women go through during their 100 weeks.

Stage 1: Consumption – Cash transfers make it possible to have two meals a day, repay debts, pay for education and healthcare and access to clean drinking water. Families get out of survival mode and regain the hope that they can move out of poverty.

Stage 2: Investment – After about three months the women start investing in assets (generally land, housing and livestock) and income-generating activities. Their weekly purchasing power increases. They start saving money. If a large group of women receives regular cash payments, demand increases in the local economy, leading to a multiplier effect.

Stage 3: Empowerment – The women and their families are healthier, more self-confident, have gained competencies and grown their social capital. All this contributes to an increase in their resilience.

Stage 4: Out of extreme poverty – At the end of the program the women and their families are mentally stronger, financially literate, part of social networks and have substantially increased their purchasing power thanks to their flourishing businesses. They have lifted themselves sustainably out of extreme poverty. A good part of the women are ready for their first micro-credit.

Learnings from 2019

Though the theory of change has been part of 100WEEKS' core concept from the start, over the course of last year we learned more about the details of how it works in practice.

For one, most women follow the steps as outlined above, but variation in their order does exist and is highly dependent on pre-existing variables. Sometimes women take a little longer to start investing, sometimes major purchases are done in the first week of the program. (Buying a calf, for instance, or making use of a limited-time offer on a plot of land.)

Generally speaking, large purchases are made more quickly than we expected. Perhaps this has something to do with 100WEEKS' growing reputation in local communities. Now that women know they can depend on future payments, they might be able to borrow more quickly and at lower interest rates.

Cash programs by other organizations still rely on lump sums as a payment model. GiveDirectly, for instance, pays out \$500 twice. According to founder Paul Niehaus, amounts like these are required for major investments. It seems 100WEEKS participants have learned to work around lower payouts when they want to make large investments. The planning and saving required to do this could serve as a learning opportunity and lead to behavioral changes necessary to stay out of poverty in the long term.

We have found that the theory of change tends to operate at a community level as well. We have observed participants starting businesses that employ other members of the community who are not

part of the 100WEEKS program, providing their neighbors with a source of income. Participants also tend to spend more in the local economy. This means the benefits of the 100WEEKS program range far beyond those directly involved. A recent study of GiveDirectly's cash transfer program seems to confirm our observation, with a multiplier effect estimated at factor 2.6.³

[INSERT - foto + tekst]

100WEEKS IMPACT

- Increased consumption
- More assets
- Better mental health
- Financial literacy
- Financial inclusion
- Income growth



A 100WEEKS cash transfer to a participant in Musanze, Rwanda.

1.2.3 Training

Training is not only a key part of the 100WEEKS program, it is also what sets 100WEEKS apart from other cash-transfer programs. All 100WEEKS participants take part in weekly coaching sessions that are organized through local partners. A large part of the curriculum centers around financial diaries that the women keep, detailing income and spending on a weekly basis. The weekly meetings, which are also an opportunity for the women to meet and exchange experiences, are generally one of the most highly appreciated parts of the program.

A recent field study carried out by University of Amsterdam master's degree students points to a possible reason. They found loneliness to be particularly prevalent amongst women living in extreme poverty⁴. Group sessions alleviate this feeling and help women reclaim their dignity. Several groups

³ Egger, Haushofer, Miguel, Niehaus, Walker 2019

⁴ Results of the study are available upon request.

have paid for shirts sporting group numbers and logos that they wear with pride. Many groups continue to meet after graduating from the 100WEEKS program.

[GRAPH]

703 coaching sessions held in 2019

97.7% of the women said they benefit 'a lot' from the meetings.

Though financial training forms the backbone of the curriculum, other subjects that have proven to be of benefit to the women are also covered. They include:

- **Nutrition**
Many 100WEEKS participants have limited knowledge of what goes into a balanced diet when they join the program. A little information can go a long way here, since child development is closely related to nutrition. Instruction centers on diet composition and products available locally.
- **Kitchen gardens**
Almost all participants have access to some land. The kitchen garden course teaches them how to put it to good use for both business and nutritional purposes.
- **Hygiene**
A thorough review of the microbiological risks associated with kitchen work and personal care, reducing the chance of disease.
- **Entrepreneurial skills**
Related to financial training, this part of the curriculum focuses on business planning, investment and returns and the responsible use of credit.

We believe the coaching sessions we offer through our local partners are one of the reasons the 100WEEKS intervention continues to bear fruit long after the program ends.

Improvements in 2019

The coaches have taken on a more important role in the program. This has also led to a self-selection process in their ranks, meaning only the more highly educated coaches remain active for 100WEEKS. The minimum level is that of an elementary school teacher or equivalent and most have thriving businesses of their own.

Some of the coaches have proven able to take several groups under their wings simultaneously. This is a cost-efficient practice since it reduces the number of coaches we need to train. As we are able to offer more steady employment, coaches are also able to put more time and effort into their work.

Home visits have always been a part of the 100WEEKS coaching method. Over the course of last year they proved to be a crucial element. While group sessions often focus on general matters and financial diaries, more intimate settings are better suited to practical and personal advice.

1.2.4 Working with local partners

100WEEKS always works with local partners for its ground operations, meaning country programs are joint ventures in practice. We do not think of our partners as subcontractors and encourage them to

take full responsibility in all matters. This means managing issues such as tensions in local communities, unexpected issues with cash delivery and explaining the 100WEEKS process to participants. And as long as 100WEEKS as international NGO has not been registered in the countries where we work, the local partners also represent 100WEEKS legally. In 2020 100WEEKS will become registered in Rwanda as international NGO.

In Rwanda and Uganda we work with Caritas and in Ghana with AG Care.

Local governments are also key partners and need to be made stakeholders in the program. The positive effects the 100WEEKS program has on crucial statistical indicators usually gives local functionaries an incentive to facilitate our work.

1.2.5 Focus on women and children

Currently, 100WEEKS provides cash assistance to women only. An ample body of research on microcredit schemes has shown that women tend to prioritize their family's interests, meaning aid targeted at them also tends to reach their children. The weekly training and coaching sessions offer an excellent opportunity to address issues like nutrition, health and education for children and to promote good parenting skills. The 100WEEKS program has a measurable positive impact on child development, a fact we intend to document in a small study later this year.

In addition, women are disproportionately more likely than men to live in poverty because they have less access to education, work and assets. By giving cash and training to women, we give them the opportunity to catch up and become financially literate, strengthening their social and economic status.

1.3 Data collection

100WEEKS is an evidence-based organization. This approach implies constant research. Without it, we would not be able to base our decisions on facts.

The mainstay of our research program locally consists of regular mobile surveys of all 100WEEKS participants, measuring the impact of the cash and training. Local enumerators (interviewers) call all the participating women at regular intervals during the 100 weeks and one year after they have graduated from the program. There is one call center in Musanze (Rwanda), one in Accra (Ghana) and one in Kampala (Uganda). Our surveys are based on questionnaires developed by the World Bank.

The data we collect help improve the program and keep donors up to date about the impact their contribution is having. Regular infographics show them how their money is spent and how this changes the lives of the recipients and their families. Our main database is designed to enable cross-sectional and longitudinal analysis for in-depth research. Unconditional cash transfers are a relatively new form of development aid, meaning much is still to be learned about the long-term effects.

[GRAPH]

1547 interviews conducted in Rwanda

262 interviews conducted in Ghana

71 interviews conducted in Uganda

1.3.1 Measures of success

We use two main measures to determine the success of the 100WEEKS program. One, the multidimensional poverty index, is a general measure developed by UNDP making comparison with other interventions possible. The second is tailor-made to our program.

Multidimensional poverty index (MPI)

The MPI is an index developed by the UNDP to measure poverty on the household level. Rather than focusing on income, the MPI scrutinizes living standards across 10 indicators in health, education and standard of living. It offers a high-resolution lens to identify both who is poor and how they are poor. It complements the international \$1.90 a day poverty threshold by showing the nature and extent of overlapping deprivations for each person. Typical indicators include whether or not a household has access to electricity or if a child has died in the past five years. By the end of the 100WEEKS program the majority of indicators has typically improved and tends to remain so in the long term.

In-house measurement system

For our own specific uses we determine whether families meet specific criteria and continue to do so after the intervention has ended by looking at five specific criteria: (1) The household has basic housing protecting against wind and rain; (2) Family members eat three meals a day and maintain a varied diet; (3) All children attend or have completed primary school; (4) Each member of the household has at least two sets of clothes and one pair of shoes; (5) Each member of the household has basic health insurance and can therefore afford basic treatment for common illness.

1.3.2 Measuring outcomes

Based on our own in-house measurement system, we find that graduates of the program tend to fall into three categories. Some 20% (Category 'A') of the women successfully develop their businesses and prove to be real entrepreneurs. They continue to grow their businesses and income. After the program ends, they are ready for a microcredit or other alternative source of credit.

Approximately 60% (Category 'B') of the women are able to successfully maintain livelihood projects they started during the program, like trading goods on local markets, and are able to remain out of poverty.

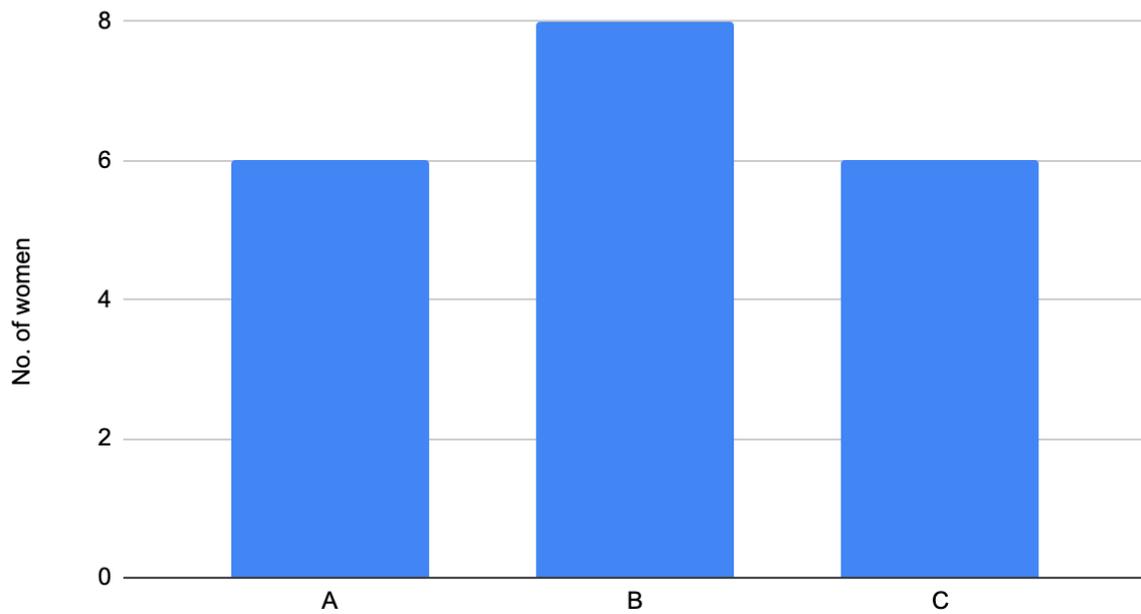
Around 20% (Category 'C') of women are unable to maintain the higher level of income and might fall back. While a permanent change in their situation has not been realized, the aid given to these women is still valuable from a humanitarian perspective. Especially their children will have benefited during the 100 weeks. (There is a direct correlation between the years a child has had a nutritious diet and has attended school and the economic opportunities it will have as an adult.)

The results of a follow-up study, following a group of participants up to a year after the program, confirmed the general results as outlined in this section⁵.

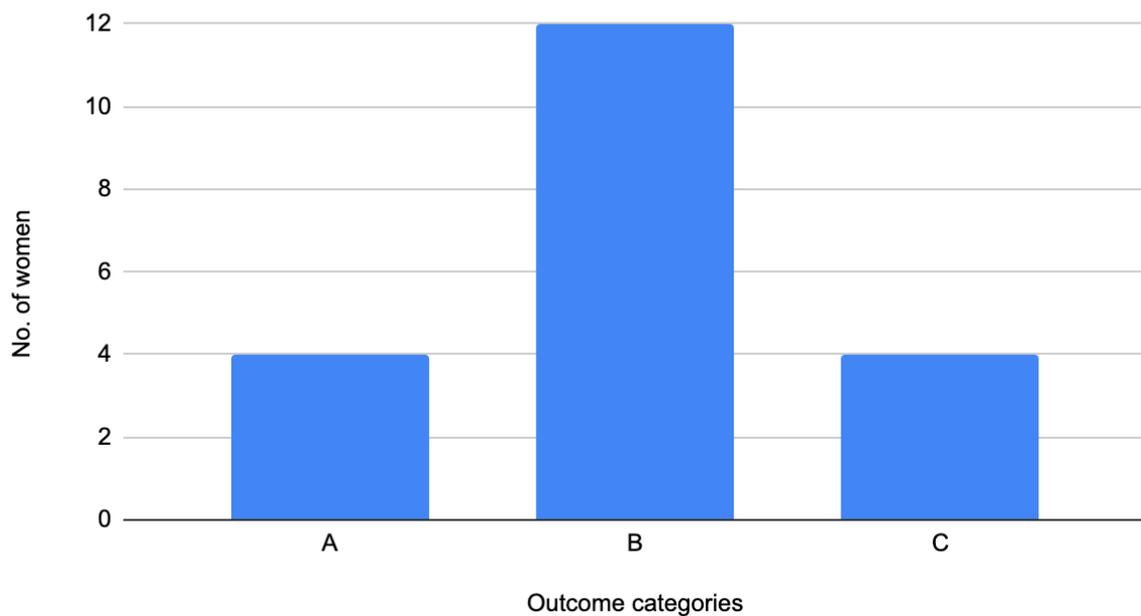
Below you will find a graphic summary of the specific outcomes for two of the first 100WEEKS-groups, 3 and 5, both composed of participants from Rwanda.

⁵ [Impact report: Measuring impact and developing the 100WEEKS model. 2018.](#)

Group 3: june '18



Group 5: graduated august '19



1.3.2 Improvements to data collection

Over the course of 2019 we made some major improvements to our data collection methods.

Improved and expanded survey questionnaire

Anecdotal evidence of program impact in various parts of the women's lives that we wanted to capture systematically has led to an expansion of our survey questionnaire, which now covers topics such as nutrition, social capital and gender relations.

Questions that proved to be too complex or sensitive were dropped. The inclusion of the aforementioned multidimensional poverty index is another improvement made over the course of last year.

Published an interviewer guidebook

To improve consistency in survey scoring, we published an interviewer guidebook for use by enumerators and provided introductory training in its application.

Improved digital call center infrastructure

We made a definitive choice to base our call centers locally and to use Nebu software to run them. In practice this implied constructing small offices and purchasing the necessary hardware (tablets and headsets). The Nebu system needed to be adapted for use with tablets but thanks to the company's pro bono assistance we are now able to do so. Nebu allows for storage of longitudinal data in a single file. Software used by other NGOs, including Kobo and Magpi, does not offer this functionality.

Nebu call center infrastructure

We have created a central repository for all our collected data. Here we also tried Magpi and Kobo before finally settling on Nebu. All the collected data had to be merged using a custom-made R script. Our current database built by our IT partner Flusso allows for cross-sectional and longitudinal analysis and extensive data visualization.

Developed tableau dashboard

We built an initial version of our own 100WEEKS realtime dashboard, connected to the data we gathered using the Nebu system. This allows all stakeholders to follow outcome data and results, including our local partners, 100WEEKS teams, INES University faculty in Musanze, the 100WEEKS team in the Netherlands and institutional donors. This makes single loop learning (Are the women getting the cash and training?) and double loop learning (Is the intervention effective? Are we achieving our goals?) possible.

Created a central data repository

We constructed a central 100WEEKS database connected to Nebu through an API. This SQL-database (paid for using a grant from another institutional donor) will allow university staff and students to use the data for research purposes. These data are anonymized to ensure the privacy of participants.

Research partnerships

We entered into a research partnership with three Dutch universities, UvA, VU and Leiden Universiteit, based on a memorandum of understanding. Two UvA master's degree students conducted fieldwork in Rwanda, studying the long-term and mental effects of our program. A group of students from Leiden Universiteit carried out statistical analyses of our dataset under the guidance of Professor Mirjam van Reisen and the VU's department of developmental economy is working on a literature review of the proven effects of cash transfers.

1.4 Country programs

1.4.1. Rwanda

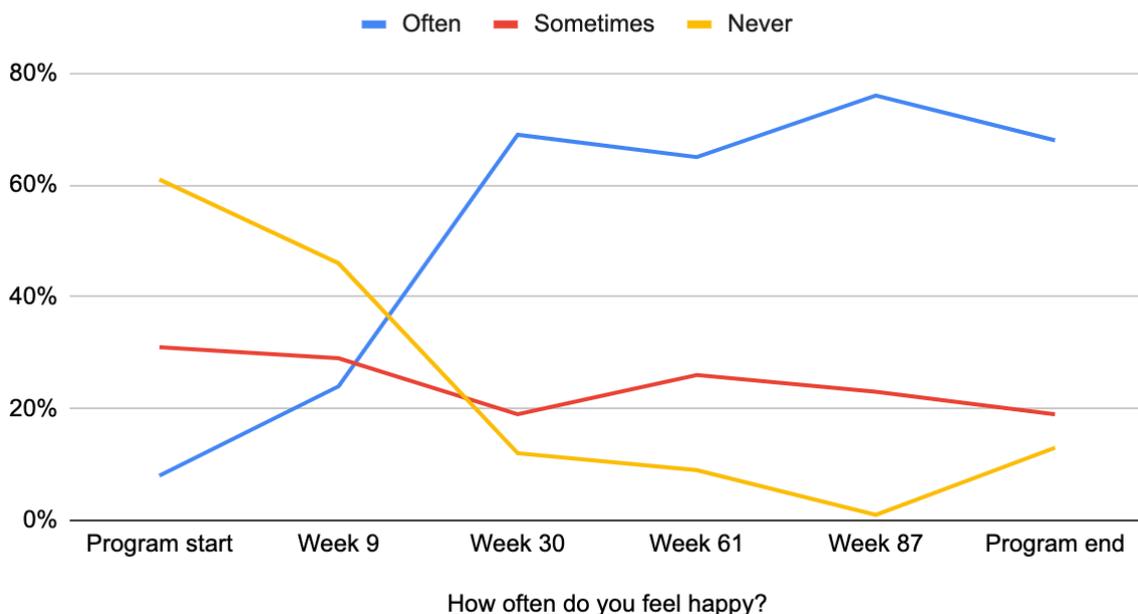
Rwanda is the birthplace of the 100WEEKS program and at the close of 2019 the majority of women enrolled in the program (70%) were living here. Unsurprisingly, over the course of last year the program here matured to a level other country programs have yet to reach.

100WEEKS's local partner in Rwanda is Caritas. Our cooperation even extends to the point that Caritas formally represents 100WEEKS on the ground. Because the program has continued to grow, it has become necessary for 100WEEKS to register formally as an NGO with the Rwandan government, a lengthy process that we expect to finish in 2020.

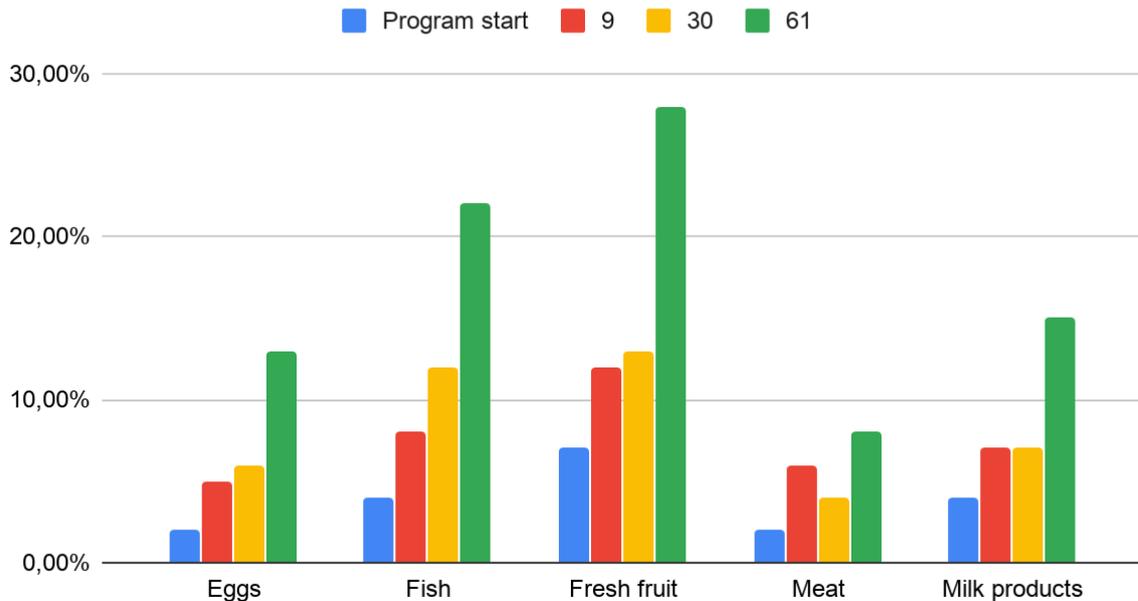
Our relationships with Caritas, local authorities and communities remain strong and have further improved over 2019. The Catholic church, a major social force in the nation, is a staunch supporter of our work and we maintain close ties with the Diocese of Ruhengeri in North Rwanda. Estimates show that close to 300,000 women who might qualify for the 100WEEKS program live in this area. Even though 100WEEKS works closely with the Catholic church, participants are not necessarily affiliated with it, which is a non-negotiable condition of our program selection.

The relatively large program in Rwanda entails a data-collection operation of similar size. After unsuccessfully attempting to set up a call center in Kigali working with freelance operators, in 2019 we negotiated a partnership with INES University in Musanze which has proven to be a great success. Our call center is located on the university campus and has a fiber-optic internet connection, a crucial condition for successful operation. The chief of the university's statistics department is closely involved in the recruitment and training of the student enumerators.

Rwandan groups that started in 2017



Children under 5 eating said food (Rwanda)



1.4.2 Ghana

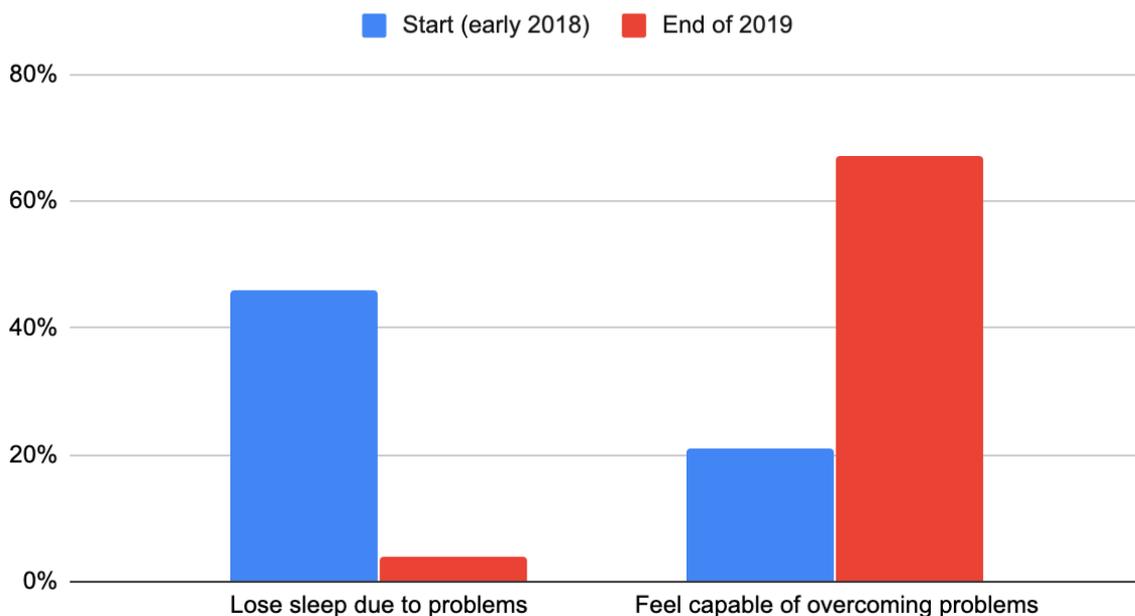
Ghana saw the launch of the first major program outside Rwanda in 2018. Participating women live in the hamlets surrounding Aponoapono in the Suhum district, a region highly dependent on cocoa farming dominated by the local cooperative ABOCFA. Not coincidentally our work here is funded by the Chocolonely Foundation.

At the end of 2019 100 women had been enrolled here for well over a year. The original pilot group of 20 women is now only four months away from their final cash transfer. With the program well underway, Ghana has taught us a lot about operating the 100WEEKS program in a different setting compared to Rwanda, experience that will prove invaluable in Ivory Coast where we will launch soon.

A study conducted here showed that many women believed that the cocoa industry represented by ABOCFA played a key part in the selection of participating women. Though ABOCFA is represented on the selection committee, obviously its say in the matter is anything but final. The local government was represented in the selection committee as was our local implementing partner AGCare. In the future this will have to be more clearly communicated.

The psychological effects of the program have been particularly pronounced. Measuring the impact our program has on psychological well being through phone surveys is standard procedure. To assess this we use a standardized question matrix which includes questions about sleep quality and self-efficacy. The results were striking, as you can see in the graph below.

% answering 'often'



1.4.3 Uganda

The Uganda program was launched at the close of 2019, with the first group starting in the last week of October. Currently 40 women are enrolled in the program, all from Nsamu, a small village in the Mpigi district, some 50 kilometers from the Ugandan capital, Kampala.

As in Rwanda, our local partner here is Caritas. Father Peter Musumba has proven to be a valuable and enthusiastic supporter of the 100WEEKS program.

Though formal follow-up surveys of the women had yet to be conducted at the close of 2019, our first impression of the results was very positive. Changes in appearance among the women were obvious and striking, with participants feeling more free to express themselves and looking well-kempt. This bodes well for 2020 when our aim is for 200 women to join the program in Uganda.

1.5 Contribution to the Sustainable Development Goals

Despite growing global wealth, millions of people continue to live in abject poverty, with their numbers set to increase for perhaps the first time in a generation due to the corona pandemic. Governments, businesses, and non-governmental organizations worldwide have pledged to end global poverty by 2030 as part of the UN's sustainable development goals. 100WEEKS' ambition is to be an innovative contributor to their realization.



Though the number of people living in poverty continues to drop worldwide, in recent years the decline has slowed. Africa in particular is still home to a large number of working poor. With direct cash transfers to those who need it the most, 100WEEKS strikes at the heart of the problem.



Extreme hunger and malnutrition remain a huge barrier to development in many countries. Children are particularly at risk. Women taking part in the 100WEEKS program can ensure their families have three meals a day and enjoy a balanced diet, preventing stunted growth.



While life expectancy has grown impressively worldwide in the last decades, a 31-year gap still separates the countries with the longest and the shortest life expectancy. Millions lack access to basic healthcare, but 100WEEKS makes it affordable for even the poorest.



Children from the poorest households are up to four times more likely to be out of school than those in the richest households. This can give rise to vicious circles of poverty that reach across generations. Virtually all children of women taking part in the 100WEEKS program go to primary school, breaking this cycle.



Ending discrimination against women and girls is not only an expression of their human rights, it's also crucial to ensure a sustainable future. Empowering women and girls aids economic growth and development. 100WEEKS strengthens the position of women within their households by targeting women exclusively.



Water scarcity affects more than 40 percent of people⁶, an alarming figure that is projected to rise as temperatures do. Families taking part in the 100WEEKS program are able to buy or otherwise ensure access to clean drinking water and sanitation facilities.

⁶ UNDP Sustainable Development Goals (2020). Retrieved May 27, 2020, from <https://shop.undp.org/pages/clean-water-and-sanitation>

Chapter 2 Engaging people in the Netherlands

Worldwide, 100WEEKS supports women living in poverty. In the Netherlands, we connect them to people who care, a crucial part of our mission.

100WEEKS offers donors the ability to see who receives their money and how it is spent. Our supporters receive regular updates about the impact of their contribution on the lives of the women and their families. Donors and women remain connected for 100 weeks: a way of giving that is transparent, personal and direct.

Without the continued support of our base in the Netherlands, 100WEEKS would not exist. This chapter details how we have engaged with our donor community over the course of 2019.

[GRAPH]



2.1 Campaigns

We carried out two social media campaigns in 2019, one in the spring and another around Christmas time.

Spring campaign
The spring campaign centered on our ambassador Akwasi. Using a video shot in his native Ghana, we created Facebook ads for online distribution. (You can find [the video](#) here.) We also reached out to the Dutch press. As a result we made De Volkskrant’s front page at the end of the summer. This introduced a large number of people to 100WEEKS for the first time and led to a substantial increase in direct giving.

Christmas

campaign

During the holiday season we carried out an online campaign to increase our name recognition and grow our community. This led to a corresponding increase in donors. The total number has now surpassed 1,000 and continues to grow.

2.2 Impact updates to donors

Donors that give cash through 100WEEKS are linked to groups of 20 recipient women and receive regular updates on their progress throughout the program. These updates are based on data collected through our mobile surveys and contain visualizations of underlying numbers in infographics. Every update contains three of them, showing donors how 'their' group is doing when it comes to saving money, school attendance, nutrition, and mental well being.

Over the course of 2019 we have improved the content of these updates and sped up their delivery. Scalable methods are essential to provide continued service of the same level to a growing donor base.

[TEXT BOX]

Our donors send us regular positive feedback regarding the updates they receive.

"I like how you foster a sense of connection between donors (that would be us) and the women by sending these informational emails. Also good to know the women's faces!"
Tallien Fokkema, 100WEEKS supporter

Our communications team continued to grow over the course of last year to accommodate the growing number of donors. This also allowed us to focus on online messaging and the growing of our community. As a result our monthly reach on Facebook increased from 1,500 to 10,000 people. The number of subscribers to our newsletter was 800 at the close of 2018 and now stands at 1,200.

2.3 Online presence

2019 saw significant improvement to our existing website and the launch of an English-language one. Our newsletter also continued to be a crucial method for reaching our supporters.

Crowdfunding bar added to website

The new website that we launched in 2018 was equipped with a crowdfunding bar last year. This shows donors exactly how much money is needed before a new group of women can join the program. This encourages people to give. The annual number of visits grew from 9,000 to 14,000 in 2019.

100weeks.org

In December 2019 we launched an English-language website to raise our visibility among international organizations and institutional donors, a key step in cross-border fundraising. This website's target audience differs from the Dutch one, meaning it is also different in content and tone of voice.

Newsletters

Our regular newsletter keeps our supporters up to date on the impact of the 100WEEKS program but also shares news about our development as an organization on the way to realizing our ambition of helping people escape poverty on a global scale. In 2019 we sent out four newsletters over the course of the year.

2.4 Free publicity

2019 was a good year in terms of media visibility, with the Volkskrant's front-page article being an obvious highlight. A few other moments in the spotlight worth mentioning:

- Volkskrant: "[Geef gewoon geld](#)", 12 August 2019
- Radio 1, [Dit is de Dag](#), 13 August 2019:
- OneWorld magazine, "Zo simpel is het: geef geld."

Chapter 3 Fundraising

In 2019, income from all sources grew steadily: individual donors and foundations as well as private enterprise. Total income grew from € 392,523 in 2018 to € 664,854 in 2019.

Of every euro received from private individuals we spent 80% on cash transfers, 10% on training and local program costs and 10% on organizational costs in the Netherlands. Platform, campaign and organizational costs were covered using earmarked donations from institutional donors.

3.1 Private individuals

In spite of limited spending on marketing, our constituency continues to grow, mostly due to free publicity, word of mouth and the two social media campaigns detailed in chapter 2. We see this high level of grassroots support as proof of the importance of our mission. Direct giving is becoming more widely embraced society-wide.

In 2019 several donors reached out to us to ask if they could lend a hand in fundraising. A high school in Leiden raised €18,000 and a retiring doctor asked his patients to donate to 100WEEKS in lieu of a present. In 2020 we hope to push this type of donor-driven fundraising to a higher level.

At the close of 2019 100WEEKS had nearly 1,000 registered private donors, up from 580 at the beginning of 2018. They accounted for approximately 30% of all income over the course of the year. Total contributions added up to € 181,099, a 64% increase over 2018.

3.2 Institutional donors

We established new partnerships and continued to build upon existing ones. Even though the amount pledged grew substantially over the course of 2019, some of the funds were not transferred until 2020, meaning year-on-year income from institutional donors appeared to increase less than it actually did. All together, contributions from foundations totalled €483,755, an increase of 42% over 2018.

Until now, most of our fundraising efforts have targeted the Netherlands. In 2020 we intend to broaden our scope to include international donors. We expect these efforts will bear fruit in the form of donations in 2021.

3.3 Corporate partners

Private companies mainly contribute in kind. Though the value of these contributions is hard to quantify, they are often crucial to the way we conduct business. We are grateful for the support we receive in this manner. Donations in kind include:

- Call-center software supplied by Nebu.
- Payment infrastructure for donors supplied by Adyen with discount.

- Mobile money transfers in Rwanda, Uganda and Ghana supplied by MTN, Vodafone and Airtel.
- G Suite from Google

Chapter 4 Organization

Our platform structure is one of the things that sets 100WEEKS apart from the pack in development aid. In 2019 we have made important steps towards the creation of an IT infrastructure that mirrors this setup, frictionlessly connecting donors to recipients. We also welcomed new members to our team and professionalized our risk management.

4.1 Vision, mission and strategy

We defined our vision and mission in 2018. They remain unchanged today.

Vision

A world where people who are determined to escape poverty are given the opportunity to do so, on their own terms.

Mission

We connect people living in poverty with people who care. Through direct, unconditional cash transfers.

We do this by

- Providing weekly cash donations and financial training for a period of 100 weeks
- Measuring impact through mobile surveys and sharing the data with donors
- Utilizing a platform and digital innovations

4.2 The team

We have the good fortune to work with passionate and dedicated colleagues. The 100WEEKS team is organized around four key areas of work:

- Delivering cash and training to the women (program)
- Proof of impact (research and data)
- Scaling the impact (engagement and fundraising)
- Development of the platform, connecting women with donors and ensuring a transparent and safe flow of cash and data (ICT)

In 2019 our team grew to 14 people (6.5 FTEs) working in four countries: Rwanda, Ghana, Uganda and The Netherlands. In line with our core value of 'equality', all team-members share equal responsibility for contributing to 100WEEKS' growth.

Each team member reports to one of the two directors (the founders). In 2020 we will continue to work hard to deliver results, and have some fun along the way.

[GRAPH - foto's en tekst van teamleden van de website + titels RvT + Akwasi]

4.3 Local partners

As mentioned in chapter 1, 100WEEKS has local partners in every country where we operate. They are responsible for participant selection, financial training and coaching. Working with organizations that are known and respected locally grants us a 'license to operate'. Having locals onboard for the delicate work of participant selection means jealousy is less likely to arise in communities where only some of the local women have been asked to join the program. Working with local partners is also cost efficient since existing organizational structures can be employed for our purposes rather than having to build them from scratch.

In Rwanda and Uganda, Caritas is our main local partner for program purposes. We work with INES University to carry out mobile surveys. In Ghana our main partner for the program is AG Care. MTN is our telecom partner in Rwanda and Uganda and in Ghana we work with Vodafone.

4.4 IT platform

Our ambition to scale up our program will only be feasible if we automate and standardize our core processes. This includes our collaboration with local partners who are responsible for implementing the 100WEEKS programs, but also making donating easy and attractive, giving donors a unique user experience, offering them insights into the impact they are having on the lives of the women. The 100WEEKS IT platform that we are building step-by-step will make this possible.

Last year we added new functionalities in the financial administrative flow supporting donations. We created an automated interface linking our payment provider Adyen, our bookkeeping environment, Exact, our website (donation page and crowdfunding bar) and our donor database. In addition we further automated our data-gathering process.

We teamed up with two excellent IT partners: digital production company MediaMonks has agreed to build a new front end and user experience for 100WEEKS' online presence, and IT service company Flusso has already started developing a new back end for our IT platform. Flusso donates 10% of total costs of building the IT platform to 100WEEKS to support women in Rwanda.

For 2020 we have big IT ambitions. We intend to finalize 100WEEKS' real-time survey database, which will be connected to our Nebu call center software and through an API, to visual interfaces produced in Tableau. This will give local teams unprecedented control of program implementation, and will allow big donors to have their own survey data dashboard, giving them up-to-date information on the impact of their donations.

Subsequently, we intend to build an automated workflow to help our local partners to work more efficiently. We will give local partners more and more tools on our IT platform to implement the 100WEEKS program. This is a prerequisite to scaling up our program further.

The financial and administrative parts of the back end will also see improvements necessary to allow an automated link to Salesforce customer relation management software, and to support the new front end that MediaMonks will build.

4.5 Governance and risk management

Foundation under Dutch law

100WEEKS is a foundation (Stichting) incorporated under Dutch law. It has an executive and a supervisory board. The local activities in the program countries are carried out by partners with whom 100WEEKS has signed MoUs (Memorandum of Understanding). We have started the process of registering as an international NGO in the countries where we worked in 2019 and the process is currently still ongoing.

Supervisory board

The supervisory board is responsible for oversight and acts as a sounding board for the executive board. In 2019 it convened twice to discuss financial and program progress, fundraising and campaigning activities, partnerships and budgets. The executive board prepares the meetings. Supervisory board members work pro bono. All members of the supervisory board have a corporate background, reflecting our start-up culture.

Meet our supervisory board

[LAYOUT: Include pictures of board members]

Ellen Kooij is chair of our board and responsible for overseeing marketing, fundraising and communication activities. She is also a member of the supervisory board of Stichting Natuur & Milieu.

Marinus Wisselink provides oversight of our financial operations and contributes to the strategic development of our organization and its governance. He also serves on the supervisory board of Ontwikkelingsbedrijf Noord Holland Noord.

Marcus Breekweg is on the board and contributes significant expertise in the areas of IT and scaling organizations. He is also a member of the Industrial advisory board for Internet Science and Technology at the University of Twente.

Executive board

The executive board consists of the two founders Jeroen de Lange and Gitte Büch. They are responsible for the strategy and structure required to achieve our mission. In 2019 both Jeroen and Gitte received €30,000 in financial compensation.

Advisory board

In 2018 we installed an advisory board to inspire and advise the 100WEEKS team on issues varying from branding to scaling to financial opportunities. We are very happy to have these inspiring people supporting us. In 2019 we welcomed Idgar van Kippersluis to the advisory board.

Risk assessment

As part of our privacy and security-of-data strategy we conduct a risk assessment every year. This exercise results in a risk-treatment action plan, providing us an overview of potential risks and the relevant measures to take. The risk assessment is conducted using tools provided by PwC.

Financial processes and mitigating the risk of fraud

Safely distributing cash to the women through mobile money systems is at the core of 100WEEKS. We created an audit trail to enable full reconciliation of all payments over the course of 2019. The quarterly mobile surveys provide an extra check to see that the right women are receiving the promised mobile-money cash transfer. The call centers operate independently from the local partners. Based on these processes we can safely state that there were no instances of fraud in 2019.

Reputational risks

A strong sense of shared values and a shared vision and mission are key ingredients to prevent behavior that can damage our reputation. With the whole team, we defined and operationalized our core values: integrity, equality and 'think different'.

In order to make sure all the data we gather are secure and that we comply with relevant data privacy rules legislation including the GDPR (the EU's General Data Protection Regulation), we developed a data privacy and security policy strategy in 2018 which we executed in 2019. We developed a privacy & security action plan and started with its implementation.

Organizational risks

Women start their 100WEEKS journey only once funding has been secured to provide them with cash and training throughout their 100WEEKS. This means there is no risk of groups terminating the program halfway through due to lack of funds.

We work in developing countries where unexpected developments can suddenly impact our work. Last year saw tensions between Rwanda and Uganda escalate to the point that the nations closed their borders, forcing us to relocate the site where we had hoped to launch our national program.

In 2020 we will expand to Ivory Coast, bringing the number of countries where we are active in to four. Working in multiple countries offers some organizational resilience to risks like these at the national level. Working in different contexts also allows for comparison and

creates learning opportunities. However, in order to maximize efficiency we will first expand our operations within these four countries before expanding into another.

A potential lack of funding can also be considered an organizational risk for 100WEEKS. The fundraising market is tough, but our income comes from varied sources, meaning we are relatively resilient if one stream dries up.

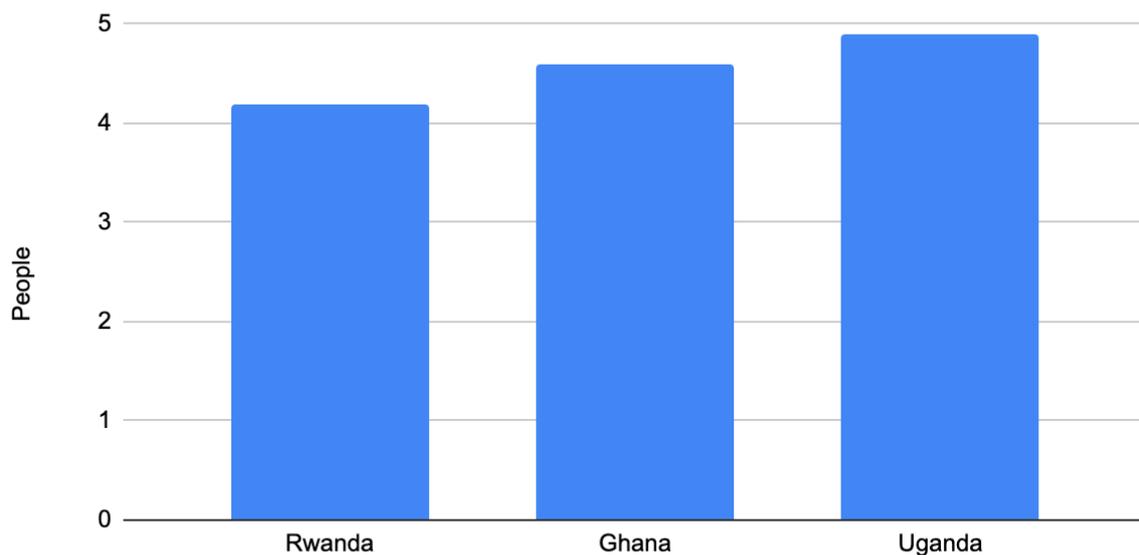
Chapter 5 Preview 2020

Worldwide, 700 million people live close to the poverty threshold. The global crisis caused by COVID-19 might add millions more to this number. Giving cash to those living in extreme poverty is one of the most effective and efficient ways to allow large numbers of people to provide for their basic needs and invest in their own micro businesses.

In 2019 we invested in a platform that allows us to send money to people living in poverty in a way that is both safe and controllable. The last steps finalizing this endeavor are set to be taken later this year.

Our ambition is to have 10,000 women join the 100WEEKS program annually by 2024. This implies 10,000 women leaving the program every year as well. With an average household size of between four and five, this means every year more than 40,000 people will be lifted out of poverty. This goal might be ambitious, but with 100WEEKS' scalable platform it is definitely feasible.

Average household size of 100WEEKS participants



Average household size of 100WEEKS participants

We intend to grow our program in the countries where we currently operate: Rwanda, Uganda, Ghana and Ivory Coast. Program effectiveness in these countries will increase as the curriculum of the training provided by our local partners is developed further.

The impact data we collect through mobile surveys are stored in a central, easy-to-access repository. We intend to team up with multiple universities to study the effectiveness of cash transfers. The results will be shared through publications and serve to further improve our program.

Publicity campaigns will grow the number of people that use 100WEEKS as a platform for direct giving to women living in poverty. We will also expand our network to include international institutional donors, an effort that will bear fruit in 2021.

We also intend to form strategic partnerships with a number of private companies, both for CSR and marketing purposes.

All these efforts serve the ultimate goal of lifting 10,000 families from poverty every year.

BUDGET 2020	
INCOME	
Private individuals	€ 226.400
Foundations (National)	€ 1.120.081
National Lottery	€ 292.000
Companies	-
Total income	€ 1,638,481
EXPENSES	
Platform & call centers	€ 320.800
Campaigning & organization	€ 416.080
Program costs	€ 901.601
Total expenses	€ 1,638,481

Chapter 6 Financial statement

6.1 Balance as per 31 December (after appropriation of result)

ASSETS		31-12-2019	31-12-2018
		€	€
Current assets			
Receivables	6.6.1	124,256	20,046
Cash	6.6.2	342,616	261,129
Total assets		466,872	281,175
		-----	-----
EQUITY AND LIABILITIES		31-12-2019	31-12-2018
		€	€
Reserves and funds 6.6.3			
Designated funds		342,363	237,184
		-----	-----
Long term liabilities			
Loans	6.6.4	18,000	24,000
		-----	-----
Current liabilities			
Short term liability loans		6,000	6,000
Creditors		55,817	6,024
Other short-term liabilities & accruals		44,692	7,967
		106,509	19,991
		-----	-----
Total equity and liabilities		466,872	281,175
		-----	-----

6.2 Statement of income and expenditure

	Result 2019	<i>Budget</i> 2019	Result 2018
	€	€	€
<u>INCOME</u>			
Income from individuals	181,099	125,000	111,523
Income from other non-profit organizations	450,422	1,050,500	281,000
TOTAL INCOME	631,521	1,175,500	392,523
<u>EXPENDITURE SPENT ON OBJECTIVES</u>			
Program and project activities	6.3 361,915	860,500	218,056
Total spent on objectives	361,915	860,500	218,056
Cost of generating funds	79,159	199,598	59,567
Management & administration costs	84,997	115,402	31,793
TOTAL EXPENDITURE	526,071	1,175,500	309,416
Result before financial income and expenses	105,450	-	83,107
Financial income and expenses	271	-	156
Result income and expenditure	105,179	-	82,951
Appropriation of the result:			
General reserve			
Allocated funds	105,179	-	82,951
	105,179		82,951

6.3 Specification of the allocation of expenditure

Expenditure		Developing platform & call centers	Program costs countries	Fundraising cost
		€	€	€
Programs	6.7.2	33,175	328,740	
Personnel costs	6.7.3	-	-	55,131
Office and general costs	6.7.4	-	-	24,028
Total		33,175	328,740	79,159

Management & Accounting	Total 2019	Budget 2019	Total 2018
€	€	€	
-	361,915	860,500	218,056
49,958	105,089	199,598	58,139
35,039	59,067	115,402	33,221
84,997	526,071	1,175,500	309,416

	<u>2019</u>	<u>2018</u>
Expenditure on goals as a percentage of total income:	57.3%	55.6%
Expenditure on objectives/total income		
Expenditure on goals as a percentage of total expenditure:	68.8%	70.5%
Expenditure on objectives/total expenditure		
Costs of direct fundraising as a percentage of income from direct fundraising:	12.5%	15.2%
Costs fundraising/total income raised		
Costs of management & accounting as a percentage of total expenditure:	16.1%	10.3%
Costs management & accounting/total expenditure		

6.4 Cash flow statement

The cash flow statement analyzes the changes in cash and cash equivalents between 1 January 2019 and 31 December 2019 and is prepared according to the indirect method.

	2019	2018
	€	€
Cash flow from operational activities		
Result income and expenditure	105,179	82,951
Cash-flow	105,179	82,951
<i>Changes in working capital:</i>		
Receivables	-104,210	-1,129
Short-term liabilities	86,518	12,830
Total changes in working capital	17,692	11,701
Total cash flow from operational activities	87,487	94,652
Cash flow from finance activities		
Movements in loans	-6,000	-
Total cash flow	81,487	94,652
Cash and cash equivalents 1 January	261,129	166,477
Cash and cash equivalents 31 December	342,616	261,129
Changes in cash	81,487	94,652

6.5 Accounting principles

6.5.1 General information

The financial statements have been prepared in accordance with the Guideline 650 of the Dutch Accounting Standards Board, the guideline for 'Fundraising Organizations'. The financial statements are prepared in €.

6.5.2 Comparative figures

The figures for 2018 have been adjusted where relevant to enable comparability with the reporting year.

Accounting policies in respect of the valuation of assets and liabilities

6.5.3 General

Unless presented otherwise at the relevant principle for the specific balance sheet item, assets and liabilities are presented at amortized cost price.

The preparation of financial statements requires making assumptions and estimates. The actual results may differ from the estimates.

6.5.4 Receivables, cash, debts and accrued assets and liabilities

The receivables, debts and accrued assets and liabilities are stated at amortized cost. Valuation takes place after deduction of a provision for bad debts, based on an individual assessment of the receivables.

Cash is stated at face value.

6.5.5 Reserves and funds

Reserves are free to be spent by the foundation. The board can designate allocated reserves for the use of a specific purpose.

All the funding we received the past years has been allocated. We only carry out activities for which we received funding. This way we minimize the risk of not being able to maintain continuity of the organization. There is no staff on payroll. This might change the coming year: we will therefore start building a 'continuity reserve'.

Funds are to be spent in line with the purpose for which they were made available. This concerns the unspent part of earmarked grants.

Accounting policies in respect of result determination

6.5.6 General principles for determining the result

The result is determined as the difference between the income and all related costs and other expenses attributable to the reporting year, taking into account the aforementioned accounting policies.

6.5.7 Income

The recorded income contains all income attributable to the reporting year.

Inheritances are recorded in the reporting year in which the size of the estate can be reliably determined. Advances are recorded in the financial year in which they are received.

Donations in kind are valued at fair value.

Donations from private individuals are always booked following the 8-1-1 principle. This means that of every euro donated 80% is paid out in cash, 10% is spent on training, coaching and other program-related expenses and 10% goes to campaign and organization-related expenses in the Netherlands.

Our goal is to apply this same principle (8-1-1) to grants from foundations, companies and institutions within a few years. Currently this money is required to establish a platform and an organization capable of growing 100WEEKS to scale.

6.5.8 Personnel costs

Salaries and social security charges are allocated to the reporting period in which they are due, in accordance with contracts.

6.5.9 Fundraising costs

The costs of fundraising include costs related to the generation of income.

6.5.10 Management and administration costs

The costs of management and administration include the costs related to internal control and administration, which cannot reasonably be allocated directly to one of the objectives and/or projects.

6.6 Notes to the balance sheet

ASSETS

CURRENT ASSETS

	2019	2018
	<u>€</u>	<u>€</u>

6.6.1 Receivables

Debtors	23,779	7,231
Receivable donations	71,172	-
Deposits	3,120	2,810
Balances money wallets/accounts	24,836	10,005
Paid in advance	1,349	-
Balance as at 31 December	<u>124,256</u>	<u>20,046</u>

6.6.2 Cash

Rabobank - Current accounts	342,616	261,129
Balance as at 31 December	<u>342,616</u>	<u>261,129</u>

All cash can be withdrawn upon demand.

6.6 Notes to the balance sheet (continuation)

EQUITY AND LIABILITIES

	2019	2018
	€	€
<u>6.6.3 Reserves and funds</u>		
Designated funds		
Balance as at 1 January	237,184	154,233
Appropriation of result	105,179	82,951
Balance as at 31 December	342,363	237,184

Designated funds are funds that are allocated to specific activities by contract. These funds have been donated by private individual donors, institutional donors and companies but have not yet been spent. The development of the designated funds can be summarized as follows:

	balance 01-01-2019	received on projects	spent on projects	balance 31-12-2019
	€	€	€	€
Platform	26,457	10,500	33,175	3,782
Rwanda	125,429	278,648	200,338	203,739
Ghana	36,946	63,947	58,256	42,637
Uganda	23,000	66,252	16,369	72,883
Program General	38,099	20,000	49,154	8,945
Program Ivory Coast	-	15,000	4,623	10,377
Organization / fundraising	-12,747	176,903	164,156	-
	237,184	631,250	526,071	342.363

6.6 Notes to the balance sheet (continuation)

	2019	2018
	€	€
<u>6.6.4 Loans</u>		
Balance as at 1 January	30,000	-
Received loans	-	30,000
Redemption	6,000	-
	<hr/> 24,000	<hr/> 30,000
Short term liability loans	-6,000	-6,000
	<hr/> 18,000	<hr/> 24,000

A loan was received from PWC. This loan needs to be repaid in 5 years time. The interest is 0%.

6.6.5 Assets and liabilities not recognized in balance sheet

100WEEKS rents an office space and facilities. The yearly gross rent of the office-space is € 3,500 (until April 2020). The contract has entered into force in 2019 for an indefinite period with a notice period of three months.

6.6.6 Subsequent events

During the finalization of this annual report we are still in the midst of the COVID-19 pandemic. At the moment of writing it is still impossible to forecast how this pandemic will develop over the course of the year and how different communities around the world will be affected.

6.7 Notes to the income and expenditures

	Result 2019	Budget 2019	Result 2018
	€	€	€

INCOME

6.7.1 Private Individuals

Donations and gifts	181,099	125,000	111,523
---------------------	---------	---------	---------

The amount collected through private individual donations and small grants from institutional donors almost doubled compared to the year before. One of the reasons is that 100WEEKS has become more widely known and direct giving has received a lot of positive media attention.

EXPENSES

6.7.2 Programs

Developing platform & call centers	33,175		13,543
Program costs general	49,154		5,750
Program costs Ivory Coast	4,623		-
Program costs Jordan	-		18,048
Program costs Rwanda	200,338		123,156
Program costs Ghana	58,256		57,559
Program costs Uganda	16,369		-
	<u>361,915</u>	<u>860,500</u>	<u>218,056</u>

We started investing in the 100WEEKS platform to be able to transfer cash on an exponential scale and deliver an audit trail. And the platform will enable us to engage people and organizations in the Netherlands. In 2020 we will finalize the platform.

The main reason for the increase of the program costs general compared to 2018 is that Jeroen, co-founder, received financial compensation for his work as director programs for the first time, starting January 2019.

The Ivory Coast program launched at the end of 2019 with a visit of the program manager to the country.

6.7 Notes to the statement of income and expenditures (continuation)

Group-related program costs increased by more than € 60,000 in 2019 compared with the year before mostly due to new groups of women joining the program. Cash transfers make up the bigger part of these costs but telephones and coaching of the women are part of group-related program costs as well.

The growing number of groups programs also leads to more work. Local costs of personnel, traveling expenses and office rent are an important part of country program costs.

The Ghana program launched at the beginning of 2018 and continued in 2019. Expenditure for these 2 years was almost the same.

Of all money received through private donations, 90.5% was spent on cash, training and program-costs directly related to the women in the program. 9.5% was spent on management, communication and fund-raising expenses.

Donations are always allocated to specific purposes. Our ambition is to grow quickly, allowing as many women as possible access to cash and training. At the same time, we are trying to build an organization capable of fundraising on a large scale, allowing us to realize these ambitions.

These goals are reflected in budgets that are similarly ambitious. However, no spending is committed to before funding has been secured, regardless of planning. For 2019 our income was overestimated, mainly because it took longer to receive the funds raised than originally thought. Part of this money has come in over the course of 2020. As a consequence the realized expenses related to 'program costs general' are € 100.000 below budget. Related expenses were also postponed such as the development of the training curriculum. Besides the program costs €200.000,- was budgeted for platform realization. Most of these expenses were postponed to 2020.

One thing that stands out when comparing expectations to reality is that income from private individuals was higher than expected, while funds raised through institutional donors fell a bit short. One explanation is that 100WEEKS has gained in name-recognition over the course of 2019. A glowing frontpage article in Dutch daily *Volkskrant* was definitely helpful in this respect, boosting the number of private donors significantly. The lower-than-expected income from institutional donors can largely be explained by the fact that two foundations that were prospective donors shifted their strategy away from the support of cash transfers.

6.7 Notes to the statement of income and expenditures (continuation)

	Result 2019	Budget 2019	Result 2018
	€	€	€
6.7.3 Personnel costs			
Remuneration to associates	105,089	199,598	58,139
Management Team	30,000		27,504
Operations	34,959		8,402
Communications	29,623		22,233
Fundraising	10,507		-
	<u>105,089</u>	<u>199,598</u>	<u>58,139</u>

Personnel costs were lower than budgeted for because additional staff responsible for institutional fundraising took longer to recruit than expected.

Management remuneration

Name	Jeroen de Lange	Gitte Buch
Position	Director	Director
Duration	undetermined	undetermined
Period	01/01-31/12	01/01-31/12
Average amount of hours a week	20	20
	<u>€</u>	<u>€</u>

Annual remuneration

Fee paid	30,000	30,000
----------	--------	--------

Jeroen de Lange and Gitte Buch work as freelancers.

6.7.4 Office and general costs

	Result 2019	<i>Budget</i> <i>2019</i>	Result 2018
	€	€	€
Housing expenses	9,482		3,458
Travel expenses	4,799		5,910
Office expenses	4,180		2,724
Accountancy and notary costs	17,515		-
Other expenses	23,091		21,129
	<u>59,067</u>	<u>115,402</u>	<u>33,221</u>

Costs of management and administration increased by more than € 50,000 compared to the year before. There were three reasons for this: a new controller was hired at the start of 2019, the organization moved to a new office with higher rent, and increased costs of accounting.

6.8 Approval and adoption of the annual accounts 2019

The Board shall approve the annual report and financial statement 2019 of the Stichting in the next meeting, including the allocation of the result of income and expenditure as presented on page **XX**.

Amsterdam, _____ 2020

Chairman

Treasurer

Secretary