



REACHING BASE CAMP

Annual Report 2018

LYCÉE FRANÇAIS
GROUPE

Vision

**A world where those 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 share the data with donors.**
- **Utilising a platform and digital innovations.**

CONTENTS

FOREWORD SUPERVISORY BOARD	5
FOREWORD FOUNDERS	6
1. THE IMPACT OF THE 100WEEKS PROGRAM	9
1.1 The 100WEEKS program	10
1.2 The 100WEEKS' theory of change	10
1.3 What do the data tell us about the impact of the 100WEEKS program?	13
1.4 What the women tell us about the impact of the 100WEEKS program	14
1.5 More women reached in Rwanda and Ghana	15
1.6 Pilot Jordan	15
1.7 Lessons learned	15
2. ENGAGING PEOPLE IN THE NETHERLANDS	17
2.1 The cash revolution is gaining momentum	18
2.2 For people who gave directly, seeing is believing	18
2.3 Foundations and companies	19
2.4 Introducing our new ambassador: Akwasi	21
2.5 Publicity in The Netherlands	21
3. BUILDING THE 100WEEKS PLATFORM ORGANIZATION	25
3.1 The 100WEEKS team	26
3.2 100WEEKS Governance and legal structure	26
3.3 Local implementing partners	28
3.4 Building the 100WEEKS IT platform to connect people	28
3.5 Controlling and risk management	30
4. ANNUAL ACCOUNTS	33



The 100WEEKS women use simple mobile phones to receive the 100WEEKS-mobile money.

FOREWORD SUPERVISORY BOARD

Money has the power to change lives. An obvious truth, but solidarity has traditionally been shown through assistance in kind. Worldwide, people are beginning to challenge this dogma. A revolution is brewing, and 100WEEKS is at its forefront. The revolutionary slogan consists of only five words. If you give a bag of rice, build a school or dig a well for someone else, ask this question: 'Why not give cash instead?'

A growing pile of research shows you would probably be doing more good if you did give cash. Unconditional cash transfers improve health, education, income, housing situations and reduce domestic violence. Crucially, they do so more efficiently than conventional forms of aid. A large-scale study conducted by American governmental organization USAID over the course of several years pitted a nutritional program against cash transfers. The results were published only months ago. Cash won. Surely Dutch government officials have already taken note of the lessons their American counterparts have learned.

The advantages of cash transfers are not merely practical though. Money can also redefine the way people see themselves. Charitable relationships have traditionally been marked by a power dynamic. Giving recipients room to make their own choices renders them more equal and demonstrates trust.

The 100WEEKS method works. I would like to invite you to join 100WEEKS founders Jeroen and Gitte and their team in realizing the full potential of it. They draw on years of international experience and are experts in their field. I am sure you will find it a pleasure to work with them, as I have throughout the course of the year both at supervisory board meetings and the time in between.

100WEEKS has grown from an idea to a start-up, and is now well on its way to becoming a scale-up, in large part thanks to their devotion, hard work and flexibility. 100WEEKS has arrived at base camp. The summit beckons, and the team is preparing for its journey to the top. Join us in the ascent, in changing development aid for the better, and in changing it for good.

Ellen Kooij
Chair of the Supervisory Board

FOREWORD FOUNDERS

100WEEKS has always had a grand ambition: to help people escape poverty worldwide. However, we do not foster any illusions. We know our journey will be long and our steps small. Even so, the annual report you are reading now marks an important milestone. Our start-up days are almost behind us. We have a system in place and it works. We have a clear view of where we want to be in 2022 and are well positioned to reach it. In short: we have reached base camp.

The summit we are aiming for is high: by the end of 2022, we want to enroll 10.000 women in the 100WEEKS program every year. This implies an annual revenue stream of 10 million euros, with 8 million going directly to the women, 1 million to financial education and program costs and 1 million to platform and campaigning. Yes, that is ambitious. And yes, we believe we can do it. We have spent the last four years developing the program, changing the lives of 465 women and their families in the process, drawing on the goodwill of 800 private donors and 6 foundations. In the process, we have established a solid foundation that allows for exponential growth.

Most importantly, our system for cash distribution is secure and effective. We have sound financial controls in place and the cost of transferring cash through local mobile-money infrastructure has been minimized. The donor-side of 100WEEKS integrates smoothly with the cash transfers that are at the heart of our operation. Fundraising has been partially automated. We have welcomed new partners on board that will support us throughout the next phase, developing a fully-automated user experience for donors.

Our overhead is low and still shrinking: the 8-1-1 pledge. Of every 10 euros donated by the public 8 are passed on to women living in poverty directly, 1 is spent on training programs locally and the remaining euro is used to pay for organization costs. We've been able to deliver on this commitment over the course of the last year to private donors and we are well on our way to doing the same for our institutional backers.

Our data gathering operation is running smoothly. Our bare-bones call centers in Rwanda and Ghana have been active for months now and the surveys they use have been well-tested in practice. This already makes it possible for us to ensure the effectiveness of our program and will also allow us to collect high-quality data in the service of third parties (such as other NGOs) in the near future. A joint-project with the University of Pennsylvania studying the impact of our program on the development of small children is being set up.

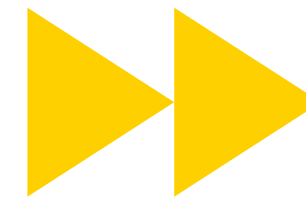
We would not have reached base camp without the support and trust from companies and individual donors. In 2018 we received the last support from PWC. We are tremendously grateful for their advice, dedication and belief in 100WEEKS. Our measurement system would not be state of the art without the support from Nebu. People at Google Netherlands helped us out. Our brand would not be what it has become without the Karma Brothers. Studio Stomp delivered a great website. Dare Creative was so generous to make the first short movie. And Stratford Design made our publications look cool & attractive. But first and foremost, we are thankful for the belief in 100WEEKS and the trust placed in us by the

800 people who support the women in Rwanda via the 100WEEKS platform believing in the incredible opportunity we now have to end poverty using modern technology.

With these solid underpinnings in place, we are ready for our rise to the top. This will be a team effort. Since we founded 100WEEKS, our biggest joy has been seeing new members join the crew, in Rwanda, Ghana and in the Netherlands. Our current staff is resourceful, dedicated and creative which gives us confidence we will achieve our goal of onboarding 10.000 women annually by 2022, helping them to make their 100WEEKS journey out of poverty.

Join us in alleviating world poverty, and let's make 100WEEKS the most innovative direct-aid platform, connecting tens of thousands of people worldwide.

Jeroen de Lange & Gitte Bück
Founders 100WEEKS



1. THE IMPACT OF THE 100WEEKS PROGRAM



With the 100WEEKS money Veronica bought a sewing machine and a knitting machine. She makes clothes that she sells in her shop. For Veronica this is a dream coming true.

1. THE IMPACT OF THE 100WEEKS PROGRAM

1.1 The 100WEEKS program

The program consists of three separate but mutually reinforcing activities that take place throughout the course of 100 weeks:

1. Weekly cash transfers.

The women receive around €8 every week on their mobile phones, which they can cash in at local cash agents in their communities.

2. Training sessions.

The women receive training in basic financial literacy, basic entrepreneurial skills and life skills (parenting skills, family planning and reproductive health, nutrition, water and sanitation) and receive coaching in personal leadership and business development. These training and coaching sessions empower the women and grow their potential.

3. 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 out of shame.

1.2 The 100WEEKS theory of change

The goal of 100WEEKS is to assist women and their families in moving sustainably out of poverty. Our theory of change specifies the four stages the women go through on their way there:

1. Covering basic needs
2. Investing in productive assets
3. Increasing human and social capital
4. Achieving sustainable livelihoods that keep families out of poverty in the long term

The women first need to meet their basic needs, like food and shelter, before they can think about the long term. Once basic needs are covered, women start building up capital, by investing in productive assets (e.g. land, livestock, sewing machine), diversifying their income in the process. This in turn improves their mental resilience. Women become more confident and capable of formulating concrete plans for the future.



With the women and their families in better shape, both physically and mentally, they are able to develop sustainable livelihoods, lifting them out of poverty for good. Our aim is that at least 80% of the families enrolled remain above the poverty line after the 100WEEKS program has ended.

1.3 What do the data tell us about the impact of the 100WEEKS program?

In our first impact report we looked at how our very first group of ten women was doing one year after the program had finished. We found seven out of the ten women studied were able to use the 100WEEKS program as a stepping stone towards a permanently improved life. Five of the women saw their income grow further and are on their way to becoming eligible for a micro credit.

This shows that the 100WEEKS program has an immense impact on the life of each participant and her family. We monitor this impact closely. We continuously conduct evaluations via (mobile) surveys that contain questions on subjects related to our theory of change.

Our findings show that the women generally are able to meet their basic needs after three months in the program. Most of them can now feed their families three meals a day, they have health insurance, their children are in school and nearly all family members have at least two pairs of clothes and one pair of shoes. With their basic needs taken care of, the women begin to invest in capital goods. We see the number of livestock and other assets they own increase.

The data show that at this point in the program the women have become more confident and, perhaps more importantly, happier. We believe their social capital also grows and that their position within the community improves as they have more people to turn to in times of need. However, while we have anecdotal evidence of this from the field, we have yet to definitely ascertain this through quantitative evaluations. This year we will expand our mobile-survey questionnaires to include questions on social capital.

The real test of the effectiveness of the 100WEEKS program is the percentage of families that stays out of poverty after the program has ended. With our first group, we carried out two post-program impact surveys, one 25 weeks and one a full year after the last payment. We found a pattern that we believe is representative of developments currently still underway in other groups..

In every group, by the end of the program around 20% of the women have proven to be real entrepreneurs. They have started a small business that is doing well and is growing. Another 60% of the women have sustainably moved out of poverty by investing in assets. The final 20% are somewhat better off than before the program and have also seen an improved quality of lives for the duration of the program. However, this group has not moved sustainably out of poverty. Next year we will have more data about the long-term impact of the program because more groups will have graduated. The latest impact data of all groups are available upon request.

1.4 What the women tell us about the impact of the 100WEEKS program

Our local team in Rwanda regularly pays home visits to the women to check on their progress. This helps us to better understand the social impact of the program which is not easy to measure through mobile surveys. The women have indicated that they appreciate these visits as well. They feel a sense of belonging and that someone is watching over them. In this chapter we want to share some of the women's stories.

Virginie: dress to impress

Virginie was living in extreme poverty at the start of the program. Her house was leaking and her kids had no shoes and only dirty T-shirts. She lacked self-confidence and had withdrawn from social life, but new outfits for her family changed things for the better. She told our local team: "The neighbors use to laugh at me, because my kids had no shoes. I stopped going to church because I felt ashamed. But now I am back." According to our country manager for Rwanda, Fabrice Ngenzi, Virginie's experience shows the huge social impact poverty can have, and, reversely, how much a life can be improved by escaping it. "Taking pride in your appearance is not vanity. It is a form life-support", Fabrice said.

Even though we have not measured social capital through our surveys in 2018 (we intend to in 2019), we have seen in practice that women acquire more of it as they make new friends in the coaching group. The group meets every week for the duration of the program and provides a platform for mutual support. When a woman encounters a problem she cannot solve alone she can now call upon others to help her.

Beatrice: help one, help many

Before she enrolled in the 100WEEKS program, Beatrice had to take care of her family by herself. Her husband was away from home a lot and struggled with alcohol addiction. During the rainy season, the family was unable to stay dry during the night, as their house was in extremely poor condition. Beatrice decided to take matters in her own hands and used part of the money she received through 100WEEKS to have repairs done. According to Fabrice, the husband felt ashamed of himself after he came home to the refurbished house. He quit drinking and took up his old job as a shoemaker to provide for his family. This example shows that the 100WEEKS program does not only help the women, but has a positive impact on their entire family.

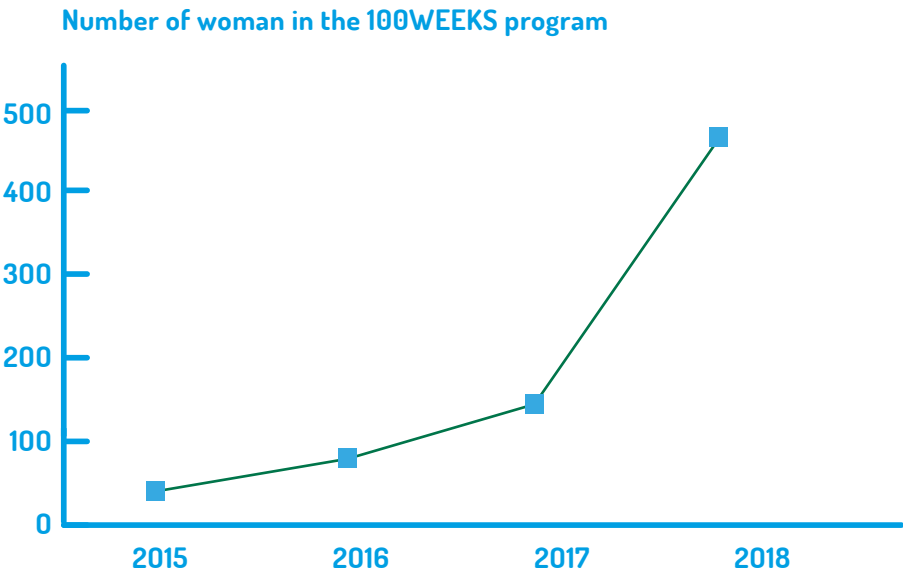
Alone no longer: the importance of mutual support

According to Fabrice, the social effects of the 100WEEKS-program are hard to overstate. The weekly group meetings have the ability to change lives. Fabrice has a particularly vivid recollection of one woman standing up for a fellow group member that had fallen victim to domestic violence, a taboo subject in Rwanda. Talking about their problems during the weekly meetings makes the women more capable of overcoming them. Fabrice is convinced that incidents of domestic violence decrease during the 100 weeks.

1.5 More women reached in Rwanda and Ghana

The number of families we support is growing exponentially. As you can see in the graph below, over the course of 2018 the number of women in the program more than tripled. We started the year with 145 women and we ended it with 465.

In Rwanda, 20 groups have joined the program so far. Starting with group 3 we have closely monitored group development. This means we now have data covering the entire 100WEEKS journey. In April 2018 we expanded the 100WEEKS program to Ghana, with financial backing from the Choccolonely Foundation. 100 women were selected by our local partner AG Care to join the program and divided into five groups of 20. The women meet on a weekly basis, and local partners have given them various training sessions on financial literacy and life skills. Our data show that the women in Ghana react to the program in a manner comparable to those in Rwanda. As the general level of material poverty in our groups in Ghana is less severe than in Rwanda however, we see that the women in Ghana are able to improve their circumstances more quickly and invest more. General wellbeing and happiness measures showed considerable improvements during the first months of the program in a manner comparable to Rwanda though.



1.6 Jordan Pilot

A small pilot project we were running in Jordan came to a close in 2018. We supported 5 refugee families (Syrian Palestinians) with weekly cash donations equivalent to 50 euros and coaching provided by local volunteers. These families did not receive support from the UNHCR in Jordan because they lacked

formal refugee status. The weekly amount they received through 100WEEKS was much higher than in Rwanda or Ghana to compensate for higher prices in Jordan and sufficient to cover basic needs locally. However, because the Jordanian government has forbidden Syrians to start small businesses it was all but impossible for these families to invest in income-generating activities. The pilot taught us a lot about the circumstances under which the 100WEEKS program can and can't work. We have also learned a lot about the practicalities of running our program in the Middle East. We believe the 100WEEKS program can work in a humanitarian context, but only if certain prerequisites are met. The 100WEEKS program is not meant to be exclusively humanitarian in nature, so participants need to be able to grow and fend for themselves. However, we are convinced 100WEEKS can bridge a gap that currently exists between humanitarian aid and development aid. Our program combines direct humanitarian aid with a focus on building livelihoods that can sustain refugees after the cash transfers have ended.

1.7 Lessons learned

2018 was the year that the 100WEEKS program grew into its definitive form. The results of our Rwandan impact study and our work in Ghana gave us the confidence necessary to explore further expansion into Uganda. Drawing on our experiences in the first two countries, we have drawn up a manual for the implementation and execution of the 100WEEKS-program.

The weekly coaching sessions are rated very highly by our participants. We want to improve the quality of the training and coaching curriculum further, based on what we have learned over the last two years. A high-quality curriculum will ensure a longer-lasting effect of the cash transfers. We are looking for funding to develop the curriculum further as soon as possible.

Another lesson that we learned last year is that the social environment of participating women plays a big part in determining the success of their business. In one illustrative case, jealous neighbours started to spread malicious rumours about a 100WEEKS participant. They were envious of her successful business and became suspicious. How was she able to change her life so rapidly? The neighbours tried to undermine the success of the bar she owned by claiming the beer served there was poisoned. Our local partners now monitor closely for this type of behaviour and intervene when necessary. We also try to include all women eligible for the 100WEEKS program in the communities we are active in. This leaves fewer people in a position where jealousy might develop. The selection process is carried out by local committees of Caritas in Rwanda who are well aware that community support is key to our success.

Our local partners have asked us to provide them with a dashboard that allows them to see how each group is doing quickly and easily. This will help them to intervene rapidly if a group is doing worse than it should based on benchmarks. We will work on this in 2019.



Beatrice added an extra room to her house to be used as storage for potatoes. This way she always has her stock at hand.

2. ENGAGING PEOPLE IN THE NETHERLANDS

2. ENGAGING PEOPLE IN THE NETHERLANDS

2.1 The cash revolution is gaining momentum

In April, Dutch news website De Correspondent ran an article on direct giving featuring 100WEEKS, headlined “This simple idea has the potential to disrupt 99% of development aid”. The publication set off a steady stream of publicity, and 100WEEKS has been the beneficiary of an increasing amount of media attention since. A few months later, the results of a landmark large-scale study commissioned by USAID were published, adding to a growing body of research that finds direct giving to be more effective than other forms of aid. The media buzz that followed in the Netherlands grew interest in direct giving and 100WEEKS even further.

As a result, the momentum behind the Dutch direct-giving revolution is growing. For 100WEEKS this has translated into an increase in grassroots support. Our pledge to give 8 euros of every 10 donated directly to women in poverty has convinced a growing number of private donors to support 100WEEKS, giving €111.523 over the course of the year.

2.2 For people who gave directly, seeing is believing

We have put a lot of effort into realizing a system that allows our supporters to see for themselves the effect their money has on 100WEEKS-program participants. This intricate system is one of the things that distinguishes 100WEEKS from other other organizations. A funding bar on our website tracks total donations, and once enough money has been raised to fund 100 weeks of donations for 20 women, a new group kicks off their 100WEEKS that joined our cause since the funding round started are linked to this specific group. Approximately every three months we reach out to the women to ask them about their progress. The data collected are then translated into graphics which we send out to our people who gave the money givin supporters, allowing them to see how the group of women they support is doing. This approach fits well with our evidence-based approach. We are also the only organization in the Netherlands that provides private donors with this level of insight.

Over the course of the year we have streamlined the process of sending out updates a lot, a prerequisite for the growth we envision in the years to come.

Until now, our main priority has been on demonstrating the effect of the 100WEEKS-method to our existing supporters through regular updates, newsletters and social media, including Facebook and Twitter. Over the course of the year we’ve added Instagram to the mix. In 2019 we intend to shift our focus towards reaching new audiences, ensuring our message is heard in Dutch media.

2.3 Foundations and companies

Our institutional fundraising has mainly looked to support the development of our platform and our publicity campaigns. We raised €281.000,- over the course of the year, an amount we expect will

more than double in 2019. We are lucky to also have numerous partners that contribute in-kind. Their support ranges from free office space in Ghana and Rwanda to campaign development and consultancy in the Netherlands.

The following is a list of organizations, foundations and companies that support us and their specific contributions.

Office space and access to vehicles	Caritas Uganda, Caritas Rwanda, AG Care
Reduced commission on mobile money transfers in Rwanda, Uganda and Ghana	MTN, Vodafone
Free call-center software	Nebu
Brand and campaign development	Karma Brothers, Kluun, Michael Jansen
Consultancy regarding AO/IC, financial processes, security and privacy	PwC
Website development Office tools	Studio Stomp, Google
Cash transfers	Adyen
Institutional donors	Diorapthe, Adessium, Fred Foundation, Chocolony Foundation, Sint Antonius Stichting And a couple of anonymous foundations



100WEEKS ambassador Akwasi talks with Janet about how the 100WEEKS cash & training has improved her life. December 2018, Ghana.

2.4 Introducing our new ambassador: Akwasi

In the final months of 2018, 100WEEKS teamed up with the Dutch musician and poet Akwasi. The Amsterdam-born rapper has Ghanaian roots, making him the perfect match for 100WEEKS in more than one way. Akwasi joined 100WEEKS-founder Gitte for a visit to our Ghana program before agreeing to take on the role of 100WEEKS ambassador. The trip left Akwasi with little doubt about his wish to join forces with 100WEEKS. "I've visited Ghana a lot, but this time I saw a side of the country I've yet to become familiar with", Akwasi said. "Poverty is obviously an important issue here, and I believe 100WEEKS is on the right track in finding a way to tackle it." Akwasi now promotes 100WEEKS through his appearances in Dutch media. We have also produced four short videos drawing on footage shot during the visit to Ghana featuring Akwasi, which are due to be published in 2019.

2.5 Publicity in The Netherlands

Online mini-campaign

With our plans to reach a large-scale audience in 2019 in mind, we've begun to experiment with social-media campaigns. In a modest but promising start, we produced a short video featuring Rwandan 100WEEKS participants, showing the impact the program has had on their lives. The campaign was well received, reaching an audience of more than 20.000.

Other media

Both Gitte and Jeroen appeared in Dutch media several times over the course of the year.

- Jeroen was a guest on BNR radio station, explaining how cash is more effective than conventional aid.
- Jeroen was a guest on Spraakmakers, exploring the ways technology can help end poverty.
- Gitte gave a talk at the TEDx event in Amsterdam.
- Gitte was a guest on the Boostz podcast where she spoke about life-changing potential of 800 euros.



GITTE BIJ TEDx AMSTERDAM: 'CASH IS QUEEN'

100WEEKS-oprichter Gitte Büch was 29 november te gast bij TEDx Amsterdam waar ze de 100WEEKS-methode introduceerde bij een nieuw...

17-01-2019



JEROEN DE LANGE BIJ BNR: 'GOEDKOPER KAN NIET'

Listen to Jeroen de Lange bij BNR:
'Goedkoper kan niet' by Eric van den Berg
#np on #SoundCloud

 SOUNDCLOUD | 03-05-2018



NEUROLOOG SCHERDER OVER METHODE 100WEEKS: 'ECHT SUPER'

100WEEKS-oprichter Jeroen de Lange was eerder deze week te gast bij het radioprogramma Spraakmakers. Hij was daar uitgenodigd om te praten...

21-12-2018



DIT SIMPELE IDEE KAN 99 PROCENT VAN DE ONTWIKKELINGSHULP OP Z'N KOP ZETTEN

Armoede is een complex probleem. Maar armoede is ook gewoon: een gebrek aan geld. Wat als we al onze ingewikkelde hulpprogramma's nu eens als cash zouden uitkeren aan arme mensen?

 DE CORRESPONDENT | 09-04-2018



"800 EURO? HIER IS DAT EEN SMARTPHONE. DAAR EEN NIEUW LEVEN."

"Een revolutionaire manier van hulp." Zo omschreef Niels van der Grift 100WEEKS in de podcast van ondernemersplatform...

26-09-2018

3. BUILDING THE 100WEEKS PLATFORM ORGANIZATION



Alfonsine has improved her brewing business. With the 100WEEKS money she bought an electric crusher to grind the sorghum and produce and sell beer in larger quantities.

3. BUILDING THE 100WEEKS PLATFORM ORGANIZATION

3.1 The 100WEEKS team

We have been very fortunate to work with a passionate and dedicated team. The 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) and the development of the platform, which connects the women with the donors and ensures a transparent and safe flow of cash and data.

In 2018 the team grew to 12 people (4 fte) working in four countries: Rwanda, Ghana, Jordan and Netherlands. In line with our core value 'equality' everybody is equally responsible for contributing to 100WEEKS growth. Each team-member reports to one of the two directors (the founders). In 2018 we developed a clear vision and mission, core values and a strategic goal. In 2019 we will work on improving the organizational structure ensuring that hard work leads to set results and that we have fun on the way.

3.2 100WEEKS governance and legal structure

Foundation under Dutch law

100WEEKS is a foundation incorporated under Dutch Law. It has an executive and a supervisory board. The local activities in developing countries are carried out by partners with whom 100WEEKS has signed MoUs. 100WEEKS will be registered as international NGO in the countries where we work over the course of 2019 and 2020. They meet three times a year.

Supervisory board

The Supervisory board is responsible for supervising and acting as a sounding board for the executive board. In 2018 it convened three times. During these meetings financial and program progress, fundraising and campaigning activities, partnerships and budgets are being discussed. The executive board prepares the meetings. Supervisory board members do not get financial compensation for their contributions. All members of the Supervisory board have a corporate background which reflects our start-up culture.

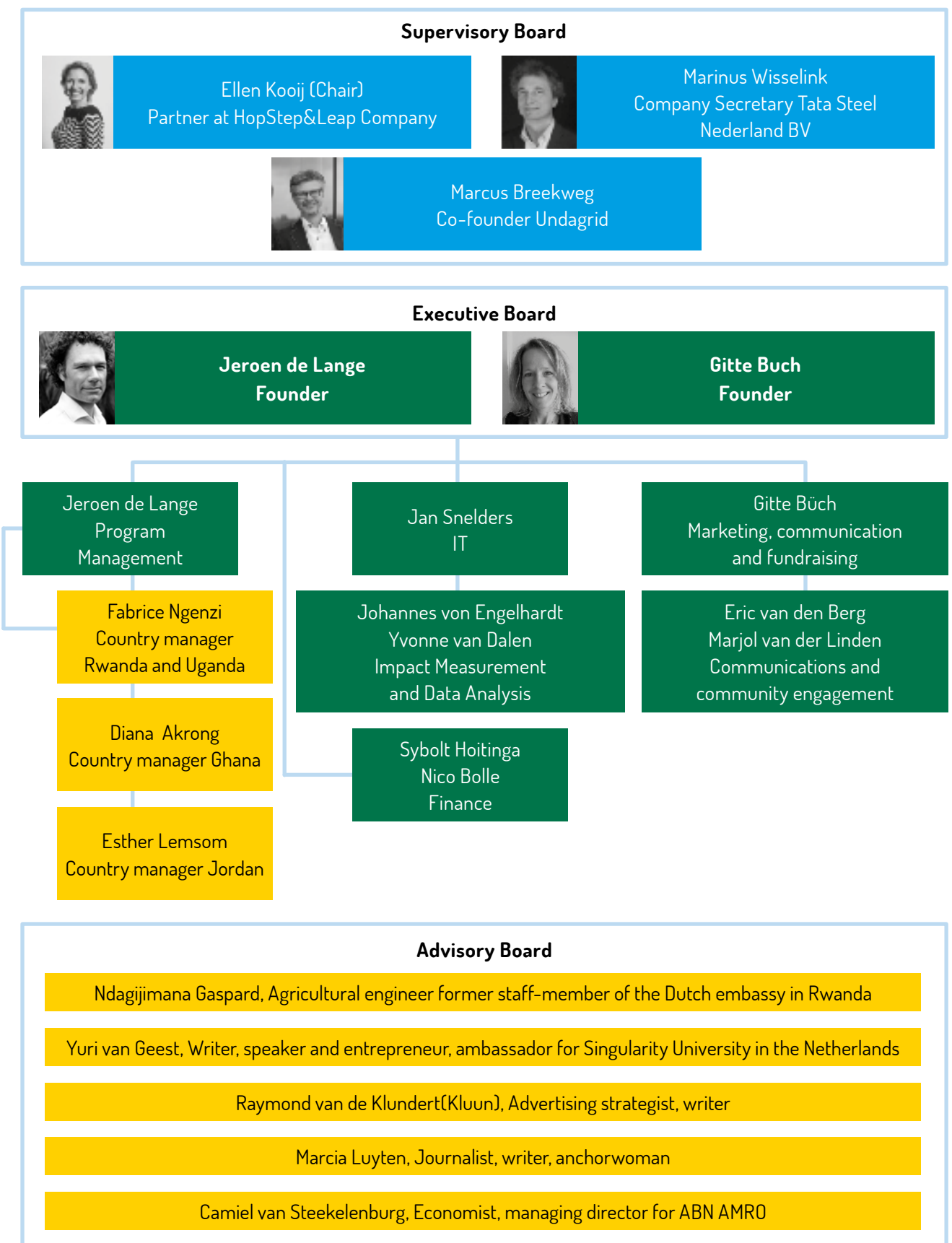
Executive board

The executive board consists of the two founders Jeroen de Lange and Gitte Büch. They are responsible for setting the strategy and structure to achieve the mission and for running the organization and day-to-day operations.

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.

Structure of the organization



3.3 Local implementing partners

100WEEKS always works with local implementing partners that know the local context and communities well. They are the ones creating impact by supporting the women in the realization of their dreams and full potential. Working with local partners ensures our program is implemented in a consistent manner. They are responsible for the selection and coaching of the women. In Rwanda we work with Caritas. Father Theoneste Munyankindi, director of Caritas Ruhengeri Diocese, is particularly invaluable as 100WEEKS partner.

We profit tremendously from the advice and support we receive from Gaspard Ndagijimana, a local senior consultant. He joined the 100WEEKS Advisory board in 2018.

In Ghana we have partnered with AGCare to implement the 100WEEKS program. AG Care has very competent staff who know the local communities well. Stephen Abarika leads the AG Care team.

3.4 Building the 100WEEKS IT platform to connect people

Digital platform to scale exponentially

From the start 100WEEKS has been conceived as a platform directly connecting people who care with women who are determined to escape extreme poverty. Donors do not give money to 100WEEKS. They give money to these women. We make sure their donations end up in the right hands in the form of mobile money, and we make sure the donors get regular updates about the impact of their money on the lives of the women. To measure the impact, we conduct mobile surveys.

To be able to reach many thousands of women and to keep costs as low as possible, we need to automate our standardized processes. We envision a platform that will give people who care a completely new experience of giving, of doing good. Intimately connecting them to the people they support. We will enable people to start their own crowdfunding campaigns. It should be as easy to use Uber or Airbnb as to directly support people living in extreme poverty. With current IT that is now possible and in 2018 our IT and data teams led by Jan Snelders and Johannes von Engelhardt made tremendous progress in bringing our platform closer to that final goal.

Digitalization of funding

We launched a new website with a crowdfunding bar. The website was designed by Studio Stomp. Our IT team built the money bar and the donation interface to enable public crowdfunding via Adyen. In addition we built an automated connection between the 100WEEKS platform and the online presence of accounting software provider Exact Online.

Mobile impact data gathering and automated visualization

In 2018 we made substantial progress on automating our impact measurement system using the Nebu software to run our call centres and carry out mobile surveys. The data management system is designed to realize four key ambitions: safeguarding the quality and timely availability of M&E data; ensuring maximum scalability of all data processes; allowing for full transparency and accountability towards donors and other stakeholders. An impact data dashboard has been built in Tableau which encompasses all social and economic data relating to all women.

At the moment, we are working on aggregating all the data that was gathered in the past into a single dataset. Once we have entered all our collected data into a central repository, we will be able to analyze it in far greater detail. Next year we will be ready to share our data with collaborating partners. We are currently discussing possibilities with organizations like the KIT and universities that are interested to do research projects with our data. We are very interested in this kind of collaboration, since it will allow us to explore our own program even more deeply.

Our first pop-up call centers in Rwanda and Ghana are operational

We have opened our first pop-up call center in Rwanda in order to continuously monitor the progress of the women in the program. The call center is managed by our local country manager and staffed by four enumerators whenever a new round of surveys has to be conducted. These enumerators are students from INES Ruhengeri University in the North of Rwanda. Every other month the enumerators call the women of the groups to ask them how they are doing. In around 10/15 minutes they ask the women a series of questions, which we use to inform our donors

Every enumerator is linked to a specific group so that the women can get to know the enumerator and build a bond of trust. This is beneficial both for the trust the women put in 100WEEKS and for the quality of our survey data. One woman told us that she is very happy with the survey rounds, as the enumerators always give her valuable feedback.

Our Rwandan team was leading in our effort to expand call-center capacity and improve the quality of the questionnaires used in interviews. Equally important, we invested in professionalizing and streamlining the workflows of planning, conducting and reporting for each survey round.

In Ghana, where a trailblazing group of 100 women started the program in April 2018 (see below), we set up a small-scale pop-up call center at the offices of our local partner AG Care in Accra.

Joining forces with INES University in Rwanda

The Memorandum of Understanding (MoU) that has been signed with INES-Ruhengeri Institute of Applied Sciences last year has been very valuable. It means 100WEEKS has an academic partner on board that

supports the 100WEEKS team in data gathering and in program execution. Our presence also allows students to put their acquired knowledge into practice as they aid us in data collection. It is a great symbiosis.

Also, since the start of 2018 we are closely collaborating with Nebu. Nebu provides us the call center software that we use to conduct our surveys. Via Nebu we are able to manage the surveys in the Netherlands, while they are conducted by our team in the country.

Ambition

In 2019 we plan to make a big leap forward in automating our current processes: the impact data process will be fully automated with a dashboard and automated data visualizations. The data gathered in the Nebu datahub will be automatically imported into the 100WEEKS platform. Data cleaning and data visualization will be done on the 100WEEKS platform.

In 2019 the donation process will be completely automated. First settlements and reconciliation will be digitalized and subsequently, donors will be automatically linked to specific groups to support. Finally, the process of selecting, onboarding and managing groups of women in the program will be automated, a prerequisite to the rapid growth we envision.

3.5 Controlling and risk management

Financial processes and mitigating the risk of fraud

Safely distributing cash to the women through mobile money systems is at the core of 100WEEKS. That is why we teamed up with PwC. A dedicated PwC team has worked with us the last two years to thoroughly document all processes. With the support from PwC we have finalized our administrative organization and internal control processes. We built our audit trail to enable full reconciliation of all payments over 2018. In order to prevent fraud once we start scaling up, we have introduced a systematic distinction between the initiator of payments and the authoriser. The quarterly mobile surveys provide an extra check if the right women received 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 2018. In 2019 we will further improve the financial processes and have fully implemented our administrative and internal-control system.

Reputational risks

A strong sense of shared values and a shared vision and mission are key ingredients to prevent behaviour that can damage our reputation. With the whole team we defined and operationalized our core values: "Integrity", "Equality" and "Think different". In 2019 we will discuss with the a code of conduct with the whole team to further operationalize our values. In the light of the scandals that have plagued the charitable sector in 2018 we consider this is a high priority.

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 (General Data Protection Regulation of the EU) we have developed a data privacy and security policy strategy with the help of PwC. We will implement this policy in 2019.

Organizational risks

We are working in developing countries where unexpected developments may occur that may suddenly impact our work. At the start of 2018 we were already present in Jordan and Rwanda and over the course of the year we expanded to Ghana, reducing our dependency on any single country. By the end of 2019 we intend to expand to Ivory Coast, bringing the number of countries we are active in to four. Apart from organizational resilience there is another reason to work in several countries: learning from each other and being able to compare contexts and lessons learned. In order to maximize efficiency, we will first scale deep in these four countries before we move to another country.

Lastly an organizational risk may come from competing organizations. The fundraising market is tough and societal trust in NGOs is declining. However, we feel confident that we are on the right track to be truly transparent and highly efficient and effective in achieving impact and communicating about it. We bring a totally new concept. There is no other organization in the Netherlands that can claim to directly connect donors with recipients the way we can. Being as transparent as we can on impact will engage the Dutch public.

Project implementation risk

Our aim is to leverage local structures. This is cheaper and we believe efficient and effective. In the countries where we work, we collaborate with local implementing organizations like Caritas in Rwanda and AG Care in Ghana. We have partnerships with universities like INES in Rwanda. We work with local enumerators (interviewers). We work with corporate mobile-money platforms (MTN). In order to mitigate project implementation risks we did the following in 2018:

- * We standardized all our processes and described the processes and roles of all staff in a RACI table (For every action this table shows who is Responsible, Accountable, Consulted and/or Informed) and in an operations manual.

- * We standardized process of pre-selection, selection, onboarding, having women in program, and exit of program. This process will be fully automated.

- * With signed either Memorandum of Understandings or contracts with local partners which we review at least once a year.



4. ANNUAL ACCOUNTS

4. ANNUAL ACCOUNTS

4.1 MANAGEMENT SUMMARY

2018 has been a year of tremendous growth. The total income was € 392,523. This is an increase of 95% in comparison with 2017. We established partnerships with an increasing number of foundations. With their financial support we are able to invest in the program, platform and in campaigning. This investment is needed to connect more people to women living in poverty. Besides the number of foundations also the contributions from the private donors grew substantially.

With the donated cash twelve new groups of women (20 women in one group) started their 100WEEKS program. Besides we received funding for one more group in Rwanda and two groups in Uganda that will start in 2019. The latter offering the opportunity to start in Rwanda's neighboring country. In 2018 in total seventeen groups in Rwanda, five groups in Ghana and 1 group (five women) in Jordan took part in the 100WEEKS program. The Jordan project has ended in 2018. From the contributions donated by private donors (individuals) 82% has been sent to the women in cash, 8% has been used to pay for the training and local program costs and 10% has been used to pay for organizational costs in The Netherlands.

In 2019 we focus on (institutional) foundations as main contributors of income. We extend current partnerships and start new ones. We expect that the contributions from private donors (individuals) will grow exponentially next year as we will do more campaigning.

The financial statements of 2019 will be drawn up in accordance with RJ 650 as published by the Dutch Accounting Standards Board (Raad voor de Jaarverslaggeving).

We will be receiving the CBF quality mark in the course of 2019. The financial statement 2019 will be made fully in line with the CBF guidelines.

The financial statement has been presented in Euro's which is the functional currency of the organization.

4.2 GUIDING PRINCIPLES

100WEEKS Foundation

The 100WEEKS foundation has been established in 2014 and is registered with the Chamber of Commerce under number 6438070. The Foundation is located at Valeriusstraat 227 II in Amsterdam.

The Dutch Tax and Customs Administration has designated 100WEEKS as an 'Institution for General Interest' (Algemeen Nut Beoogende Instelling, ANBI). Therefore, 100WEEKS is exempt from gift tax and inheritance tax in the Netherlands. Dutch donors to 100WEEKS can deduct their donation from their income taxes or corporate taxes (within legal limits).

Accounting principles

General

The accounting concepts applied to the value of assets and liabilities are based on historical costs. Revenue and expenses are allocated to the period to which they are related.

Reserves and funds

The reserves consist of freely disposable capital and designated funds. The freely disposable capital provides security for the continuation of the organization in order to capture unforeseen deficiencies and thus provide a guarantee for the continuity of the foundation. At this moment, the organization does not yet have any freely disposable capital.

Designated funds are funds that are allocated to specific activities by contract or general regulations (designated fund assets). Designated funds that have not been used during the financial year are transferred to the next year.

Result

The determination of the result is linked to the valuation of assets and liabilities. Donations and gifts are accounted for in the year in which they were received, insofar as the related expenses are included in that year. Expenses are attributed to the year to which they relate.

Other information

The board of 100WEEKS consists of two members, the founders Gitte Büch and Jeroen de Lange. The board members are not remunerated, but may claim compensation for reasonable expenses.

100WEEKS has a supervisory board in place. It consists of three members. The supervisory board is responsible for supervising and acting as a sounding board for management, supervising general affairs and for entry to supporting networks. They meet three times a year. They don't receive financial compensation for their contribution.

The three members of the supervisory board are:

- Ellen Kooij (chairperson): Partner with HopStep & Leap Company
- Marinus Wisselink: Company Secretary Tata Steel Nederland BV
- Marcus Breekweg: Co-founder Undagrid

4.3 FINANCIAL STATEMENT 2018

BALANCE SHEET

in EUR	2018	2017
4.3.1 Assets		
4.3.1.1 Shares call center	€ 1.486	€ 1.660
4.3.1.2 Other Assets	€ 1.324	€ 0
4.3.1.3 Receivables	€ 7.231	€ 17.257
4.3.1.4 Liquidities	€ 271.134	€ 166.477
Total assets	€ 281.175	€ 185.394
4.3.2 Liabilities		
Funds		
4.3.2.1 Designated funds	€ 237.184	€ 154.233
Total funds	€ 237.184	€ 154.233
Other Liabilities		
4.3.2.2 Loan	€ 30.000	
4.3.2.3 Creditors	€ 6.024	€ 171
4.3.2.4 Invoices to be received	€ 7.967	€ 990
Total Liabilities	€ 43.991	€ 31.161
Total liabilities	€ 281.175	€ 185.394

STATEMENT OF INCOME AND EXPENDITURE

in EUR	FY18 Act	FY17 Act
Income own fundraising (Individuals)	€ 111.523	€ 53.461
Income own fundraising (Foundations)	€ 281.000	€ 132.943
Income own fundraising (Companies)	€ 0	€ 15.000
Share in actions of third parties	€ 0	€ 0
Other income	€ 0	€ 0
4.3.3 Sum of income	€ 392.523	€ 201.404
Programme and project activities	€ 218.056	€ 64.715
4.3.4 Expenditure on the objective	€ 218.056	€ 64.715
Cost of own fundraising	€ 59.567	€ 464
Cost of obtaining third party grants	€ 0	€ 0
Cost of obtaining government grants	€ 0	€ 0
4.3.5 Expenditures on fundraising	€ 59.567	€ 464
4.3.6 Management and administration	€ 31.949	€ 3.844
Sum of expenditures	€ 309.572	€ 69.023
4.3.7 Net result	€ 82.951	€ 132.381 *
Appropriation of results; Addition to designated funds	€ 82.951	€ 132.381
As % of income		
Income own fundraising	100%	100%
As % of expenditures		
Objective related expenditures	70,4%	93,8%
Fundraising expenditures	19,3%	0,7%
Management and administration	10,3%	5,6%
Total % of expenditures	100%	100%

* Als voorbereiding op richtlijn 650 worden de cijfers van de jaarrekening op een nieuwe wijze gepresenteerd.

EXPLANATORY NOTES TO THE BALANCE SHEET

4.3.1.2 Other Assets

These are deposits for office rent and the payments system Adyen.

4.3.1.3 Receivables

This is related to receipts from individual donors, received by the website payment hub but not yet transferred to the 100 WEEKS bank account.

4.3.1.4 Means of liquidity

100WEEKS is established in 2014. The first financial activities took place in 2015. The value of the means of liquidity has increased from 2017 to 2018 from €166.477 to € 271.134 . This is caused by donations from individual donors for groups of women which have not yet started. Besides it is due to work advance payments from institutional donors.

4.3.2.1 Designated funds

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. Funds for women groups disbursements and support have been transferred to the next financial year.

	31-12-2018	31-12-2017
Balance as at January 1st	€ 154.233,00	€ 21.852,00
Withdrawal and addition	€ 82.951,00	€ 132.381,00
Balance as at december 31st	€ 237.184,00	€ 154.233,00

Liabilities

4.3.2.2 Loan

A loan was received from PWC. This loan needs to be repaid in 5 years' time; first installment of € 6000 was paid in January 2019.

4.3.2.3 Creditors

These are the invoices for the month of December 2018 that were paid at the beginning of 2019.

4.3.2.4 Invoices to be received

This relates to costs from 2018 for which the invoices were received in 2019.

EXPLANATORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURES

4.3.3 Income

The income of institutional donors increased with 111% in comparison to 2017.

4.3.4 Program and project activities

The cash transfers to women and local management and support costs are allocated to program and project activities. In total € 218.056 was spent. This is an increase of 337% in comparison to 2017 (€ 64.715). 100WEEKS starts transferring cash to the women only when the full amount for the transfers for 100 weeks has been committed.

From the contributions provided by private donors (individuals and companies) 90% was spent on the objective and 10% on organization and fundraising.

4.3.5 Costs of own fundraising

These costs are mainly spent on impact updates to donors. Besides, these include costs of fundraising from foundations.

4.3.6 Management and administration

These costs are related to the management of the organization in the Netherlands and furthermore mainly consists of rent, software licenses etc.

4.3.7 Result

The result over 2018 has been € 82.951. This result is added to the designated funds.

PARTNERS AND DONORS



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100WEEKS heeft ANBI status

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