



ANNUAL REPORT 2020-2021

FWWB
FRIENDS OF WOMEN'S WORLD BANKING  INDIA



Cover page photograph:
FWWB's supported entrepreneur,
R.K Indira seen weaving on her
newly purchased power loom at
the workshed set up by the
Government of Manipur



ANNUAL REPORT 2020-2021





VISION

A society based on equity and social justice where women are active partners in holistic development.

MISSION

Providing financial and capacity building services to organizations promoting livelihoods and self-reliance of poor women.



1. NO POVERTY



4. QUALITY EDUCATION



5. GENDER EQUALITY



6. CLEAN WATER AND SANITATION



7. AFFORDABLE AND CLEAN ENERGY



8. DECENT WORK AND ECONOMIC GROWTH



10. REDUCED INEQUALITIES

EFFORTS TO ACHIEVE SUSTAINABLE DEVELOPMENT GOALS

PRIMARY

FWWB works with bottom of the pyramid communities in order to ensure that they are pulled out of poverty through sustainable interventions that have sustainable impact.

By building technical and vocation skills of the communities in order to support better livelihood means for the beneficiaries, FWWB contributes to the 4th SDG of Quality Education.

FWWB promotes women's full & effective participation and equal opportunities for leadership at all levels of decision-making in social, economic and public life. It also undertakes pro-active approach of bridging the gap of access to products, services, knowledge and skills.

Under its Water and Sanitation Program, FWWB through its micro-credit model, enables the marginalised access to affordable and reliable water & sanitation services and infrastructure, thus contributing to 6th SDG of Clean Water and Sanitation.

FWWB through its Solar Energy Program, enables access to affordable and reliable solar products & services for all, especially to the deprived and disadvantaged. Hence, contributing to the 7th SDG of Affordable & Clean Energy.

By promoting and strengthening Women Entrepreneurs & Producer Organisation results through increased incomes and job creation, along with strengthening domestic financials organisations' capacity to encourage & expand access to financial services for all, FWWB contributes to 8th SDG of Decent Work and Economic Growth.

FWWB through its approach of targeting the bottom-of-the pyramid under all the activities, aims to progressively achieve and sustain income growth for beneficiaries and attempts to empower and promote the social & economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status, hence contributing to SDG of reduced inequalities.

SECONDARY

2. ZERO HUNGER | 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE | 12. RESPONSIBLE CONSUMPTION AND PRODUCTION | 13. CLIMATE ACTION



Jayshree Vyas
Chair Person, FWWB, India

MESSAGE FROM CHAIRPERSON

Dear Friends,

The world across witnessed challenging times in 2020-21 due to the Covid-19 pandemic. It continued to be a turbulent year, impacting every household and individual in some way or the other. The low-income households faced the worst impact due to loss of livelihoods, health and much more.

Though a challenging year, Friends of Women's World Banking India (FWWB) continued to scale its work across all its programs. Extensive efforts have been made in terms of reaching out to various beneficiaries, across states and extend our support to them in all possible ways.

During the year, while continuing its key thematic programs, FWWB also engaged in multiple pandemic relief initiatives through its partner institutions spread across various states of India. Relief activities by way of distribution of grocery kits, medical kits, masks and sanitizers was undertaken. FWWB also actively created and disseminated various online content on awareness and mitigation of Covid-19.

In addition to this, FWWB continued to implement its diverse programs, while making need-based modifications. We expanded our outreach in the women entrepreneurship support, which turned out to be even more crucial in the COVID times. Support to Producer Organisations under Agriculture Finance program was continued by way of credit and capacity building support. The Solar Energy Program and Water & Sanitation Program did see good traction in terms of newer demand areas and extended geographical coverage.

During the year, FWWB supported 16 organisations through its Agriculture Finance Program, while capacity building support was provided to 38 Farmer Producer Companies. Under the Solar Energy Program, a total of 1 lakh plus solar lighting devices, and under the Water & Sanitation Program more than 87000 plus sanitation loans have been provided during the year. The Women Entrepreneurship Support Program empowered more than 20000 women through its training and facilitation activities.

I would like to extend my sincere gratitude to every Board Member for the continued guidance during the year. I truly appreciate the Management and the Staff for their enthusiasm and dedication which has helped us achieve greater success. I would also like to thank our funders, lenders, partners and consultants for their active contribution and support to FWWB. We sincerely remember the contribution made by Late Smt Vijayalakshmi Das in making FWWB a very strong organisation.

We sincerely hope to achieve our goals with the dedication and collective efforts in the coming years.

Jayshree Vyas
Chairperson, FWWB, India



S S Bhat
CEO, FWWB, India

MESSAGE FROM CEO

It is with great satisfaction and sense of pride; we present the Annual Report for the year 2020-21. The year bygone is one of the most arduous in human memory with pandemic onslaught. Covid-19 catastrophe has impacted even the advanced countries while vulnerable segments are gravely affected as their earnings have nearly dried out. Lives are metamorphosed and may take longer journey to be back where they were. The low-income earning women are distressed in terms of their economic conditions and life style. It is feared that even though the Indian economy's recovery is significant, but the recovery is believed to be in K shape affecting certain segment of people.

In the last three decades, the country righteously recognized the imperative need for women empowerment with the objective of reducing the gender inequality. Landscape of rural economy is becoming greener with their supplemental earnings. This inclusive growth has led to many social empowerments such as girl education, savings, better nutrition and more. A McKinsey Global Institute report finds that \$ 12 Trillion could be added to global GDP by 2025 by advancing women's equality.

At FWWB, we are committed to encourage the low-income women to participate in the mainstream economy which will in turn help in changing the local economic fabric. Our approach to the women empowerment is holistic and multipronged. Savings promoted in the initial years are leading to setting of various micro enterprises with the local talent and resources. Required tools and techniques to improve the quality of their incomes are made available. It gives serene satisfaction to witness the gigantic strides that these entrepreneurs make in terms of their social and cultural status in general and more significantly the leadership and decision-making evolution. The flagship Women Entrepreneurship Program of FWWB has been able to assist about 3700 low-income women during the year who are in the cusp of bringing the change. In this sojourn, we could bring the smiles on the faces of 20000 women across the country undertaking 160 different activities. The trained women have become the Change Agents in their respective areas and guide other women to take up similar activities, both individually and on community basis. A Self Help movement in true letter and spirit with cascading positive impact. In addition to technical and moral support, we provide initial catalytic credit support to spur the growth and create a credit history for them.

Gender inequality is a deep-rooted issue in the country which is ranking 112th in the Global Gender Report, commissioned by the World Economic Forum in 2020. Yeomen efforts are being made by the Governments and private/voluntary agencies to address this gap. Notable gains are made against the insurmountable age-old barriers. Women of India are able to defy the odds and carving out their own prosperous future for their own betterment, well being of their children and prosperity of their families. They have not only entered niche markets, but quickly sensed the opportunities. In the pandemic times, it is happy augury to see them making masks, sanitizers, phenyl and PPE kits which are national priorities.

All that women need is equal access to education, skills, opportunities and finance at critical times. FWWB believes in strong stakeholder partnerships to support women and beneficiaries to pursue such opportunities with persistence.

The focused areas in our functioning are providing finance and technical services for the water and sanitation space. With our assistance, the women have been able to construct over one lakh toilets, thus giving them the dignity and required impetus for health. Sanitation entrepreneurs are also encouraged in the local areas to make the program sustainable. In the year, we have disbursed loans of Rs 12.70 Cr to the sanitation sector which in a way addresses Goal No. 6 of SDGs.

We are also alive to the national green energy initiatives. As part of the same, we encourage women to buy solar equipment with our financial assistance which ensures availability of light at crucial times of cooking, children's studies etc. Close to one lakh such equipment have been financed so far. Over Rs 1 Cr was disbursed during 2020-21 addressing Goal 7 of SDG.

One of the major impediments of Indian agriculture is fragmentation and sub division of agricultural lands. Small holder farmers who form 78% of total farmers contributing to 41% national grain production, have to encounter multiple challenges. FWWB has supported Farmer Producer Organizations who are working with small farmers to improve their economic conditions through collectivization and other support systems. We have assisted more than 100 FPOs through capacity building and finance support. The credit provided to these organisations has crossed Rs 100 Cr mark. The year 2020-21 saw a disbursement of Rs 18.81 Cr to this sector. During the year, we have supported 38 FPCs in 3 states for building their capacity to make them sustainable organizations.

Women Enterprise loans which had a good demand also received a disbursement of Rs 6.37 Cr. Affordable housing and house repair loans to the migrant labour community touched Rs 1.5 Cr during 2020-21. In all, we could disburse over Rs 40 Cr meeting the genuine credit requirement of the nascent organizations to assist the low-income women.

It was a proud moment for us to bring out the book 'Remembering Viji' on Late Smt Vijayalakshmi Das containing experiences of people who knew Viji well. The book takes the legacy forward and can serve as a guide and inspiration for budding women leaders. Two awards were awarded in the memory of Smt Vijayalakshmi Das, one for the 'Emerging Small and Medium Microfinance Organization' and the other towards 'Friend of Women FPO' for the FPOs that work with women.

The journey is giving us a sense of humongous contentment and courage to move forward with invigorated will. We are further humbled with the generous support from our donors and funders for the cause of women empowerment, water & sanitation, solar energy, and small holder farmers. Looking ahead, it is our endeavor to address the area of Climate Risk Mitigation and Adaptation Strategies considering the level of impact it has on human health, agricultural production, water availability and above all the GDP of the nation. To broad base this cause on a larger scale, we will work with like minded organizations and partners to bring greater awareness on climate risk for the low-income households working in different sectors as they are the most vulnerable to the adversities.

"If the world had more people like you, it would be a better place. You do make a difference." – Catherine Pulsifer. From the bottom of my heart, I wish to sincerely thank my ebullient team at FWWB, Chair person Ms Jayshree Vyas and the Hon'ble Trustees for their excellent support and guidance. I will be failing in my duty if i do not thank and place on record the support of our Funders, Donors and Lenders with abundant belief in our philosophy, culture and work. My thanks are also due to our Auditors, both Statutory and Internal, for their timely review and guidance. I also express gratitude to our partners and consultants who continue to be the great source of strength in transforming the lives and bringing smiles on the faces of low-income women.

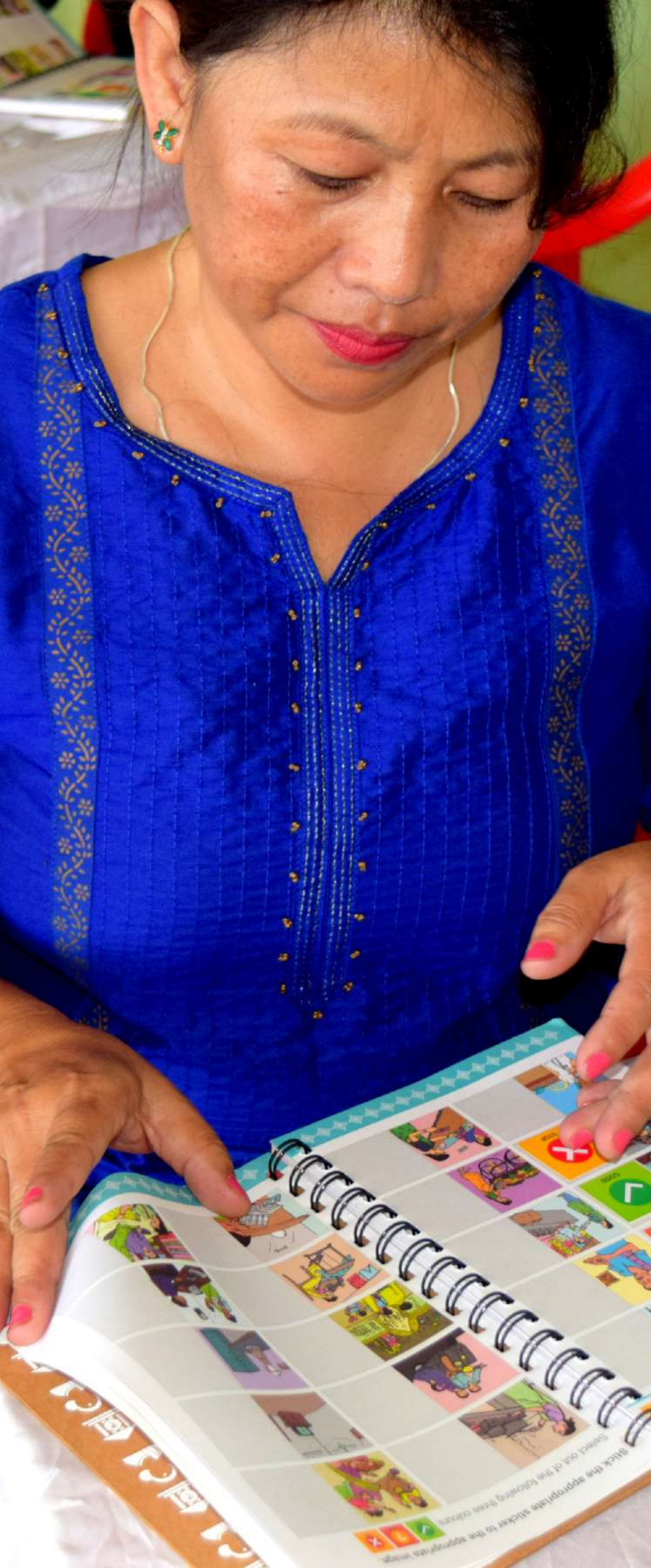
We stand committed to our goals of empowerment of women, working with the strong team and ecosystem partners to build a more equitable world of inclusive growth where no one is left behind in climbing the ladder of progress.

We look forward to a great year ahead.

Warmest Regards

S S Bhat
CEO, FWWB, India





Chair Emeritus
Ms. Elaben Bhatt | Founder Chair



Chair Person
Ms. Jayshree Vyas
Managing Director, SEWA Bank

BOARD OF TRUSTEES

CHAIR EMERITUS

Ms. Elaben Bhatt | Founder Chair

Born in 1933, Padmabhushan Ela R. Bhatt, a Gandhian, always clad in khadi, is widely recognized as one of the world's most remarkable pioneers and entrepreneurial forces in grassroots development. Known as the "gentle revolutionary", she has dedicated her life to improving the lives of India's poorest and most oppressed women workers. In 1972, she founded the Self-Employed Women's Association (SEWA), a trade union with around 2 million members now. She founded SEWA Cooperative Bank in 1974 which has an outreach of 3 million women now. She was President-nominated Member of the Indian Rajya Sabha and subsequently Member of the Indian Planning Commission. She founded and served as Chair for Women's World Banking, (WWB), the International Alliance of Home-based Workers (HomeNet), Street Vendors (StreetNet) and Women in Informal Employment: Globalizing, Organizing (WIEGO). She also served as a trustee of the Rockefeller Foundation for a decade. She has received several awards, including Padmashree, Padmabhushan, the Ramon Magsaysay Award, Right Livelihood Award, George Meany-Lane Kirkland Labour Rights Award by AFL-CIO, US and Légion d'honneur by France, Madrid Creatividad Award, CGAE Human Rights Award by Spain, Indira Gandhi International Prize for Peace, Disarmament and Development, and the Freedom from Want Medal' by Roosevelt Institute of Netherlands. She has received honorary Doctorates from Harvard, Yale, Natal, McMaster, M.S. Baroda and other Universities. She has been a Member of the Council of The Elders brought together by Nelson Mandela (2007). She was Director on the Central Board of the Reserve Bank of India (RBI). She has authored the book, 'We Are Poor But So Many: The Story of Self-Employed Women in India', book published by Oxford University Press, NY (2006). Currently, she holds the position of Chancellor of Gujarat Vidyapith University, founded by Mahatma Gandhi in 1920. Her latest book is 'Anubandh: Building Hundred-mile Communities'. Recently, she has been appointed as the Mahatma Gandhi Chair Professorship by Panjab University and the Chair of Sabarmati Gandhi Ashram. Currently, Elaben as she is called, is working on the idea of Building an Economy of Nurturance. She has daughter Ami, son Mihir and four grandchildren. Elaben regularly learns Indian classical music.

CHAIR PERSON

Ms. Jayshree Vyas | Managing Director, SEWA Bank

A Chartered Accountant by professional education, she worked as a Financial Analyst with Central Bank of India. She has been part of the non-government financial sector to work with a clear focus on the financial inclusion and economic empowerment of socio-economically disadvantaged women for more than two decades. She has been leading Shree Mahila Sewa Sahakari Bank, Ahmedabad (since 1986), pioneer in providing access to financial services for working class women. A recipient of the 'Outstanding Women Entrepreneur' award by FICCI in 1993-94, she has been a member of the board in the Gujarat Urban Cooperative Bank Federation, Central Depository Services Limited, a member of Advisory Committee of SEBI, and the Executive Director in Indian School of Micro Finance for Women, to mention a few. She is also Independent Woman Director on the Board of BSE.



Dr. Sudha Kothari
Managing Trustee, Chaitanya



Ms. Girija Srinivasan
Development Consultant



Ms. Smita Kumar
Independent Consultant



Mr. Siddharth Sinha
Professor, IIM Ahmedabad



Dr. Venkatesh Tagat
Development Consultant

TRUSTEES

Dr. Sudha Kothari | Managing Trustee, Chaitanya

With a PhD in Sociology, she has a rare blend of strong grassroots as well as institutional level experiences in the development sector spanning over three decades. She is the Managing Trustee of the well-known development agency called Chaitanya, based in Pune since 1993. A recipient of several awards and citations, she is on the Executive Committee of AFARM (Association for Agricultural Renewal in Maharashtra), Jnana Prabodhini and Chair of Indian Foundation for Inclusive Growth (IFIG).

Ms. Girija Srinivasan | Development Consultant

An MBA by professional education, she has three decades of experience in rural finance, community owned institutions (SHGs and Federations and FPOs), project design, monitoring and evaluation, institutional assessment and gender. She started her career with NABARD and moved to freelancing and worked with IFAD, UNOPS, GIZ, ILO, SIDBI, NABARD and some leading NGOs in India. She was a member of the Task Force formed by the Government of Maharashtra on micro-finance. Besides, she has been contributing to the field of knowledge building in the sector by authoring several articles and books.

Ms. Smita Kumar | Independent Consultant

An MBA in Finance and Marketing, she has over three decades of experience as a Banker, Banking technology specialist and a Professor of Finance. She started her career in Reserve Bank of India where she was involved in currency management, making policy and supervision of Urban Co-operative Banks as well as Foreign Exchange operations of Commercial banks. She then moved to TATAs (erstwhile Tata Infotech) as the Banking Domain expert and helped them develop/sell enterprise systems to the banking and Insurance industry. She has also been a CFO of a foreign bank - Bank International Indonesia where she set up Accounting and Management Information Systems in addition to her other responsibilities. She has been a Professor of Finance in various Business Schools teaching International Finance. She has also been involved in Corporate training where she conducted programs like Finance for non-Finance professionals, Retirement planning etc.

Mr. Siddharth Sinha | Professor, IIM Ahmedabad

A PhD in Finance from University of California, Berkeley, USA, Professor Sinha taught for about five years in University of Massachusetts, Amherst and has been teaching in IIM Ahmedabad since 1992. He has significantly contributed to the knowledge domain in the areas like corporate finance, corporate governance and risk management. He was member of the committee on Power Sector Reform Review, set up by the Government of Odisha. He has several publications at the national and international level to his credit.

Dr. Venkatesh Tagat | Development Consultant

Venkatesh Tagat has been a student of agriculture, having completed his Ph.D in soil and water management from the Indian Agricultural Research Institute, New Delhi. He worked as an agronomist at the Central Coffee Research Station, Chickmangalur. He later pursued a development-banking career by joining Reserve Bank of India and later on National Bank for Agriculture and Rural Development. He has had experience of working with village communities in the NABARD-KFW and supported Indo-German Watershed Development Program in Maharashtra. He has also designed and implemented tribal development programs in many states. He initiated the capacity development of producer organizations and prepared the road map for the promotion of FPOs in 2014. As part of a knowledge series by NABARD, he authored a paper on Financing for FPOs - focus on transforming agricultural lending which was published in 2016. Currently, he is nominated on the Board of Directors of AME Foundation, Friends for Women's World Banking (FWWB), Sanghamitra Rural Finance Services, Samunnati Financial Intermediation & Services, and Samunnati Agro Solutions.

OUTREACH AT A GLANCE

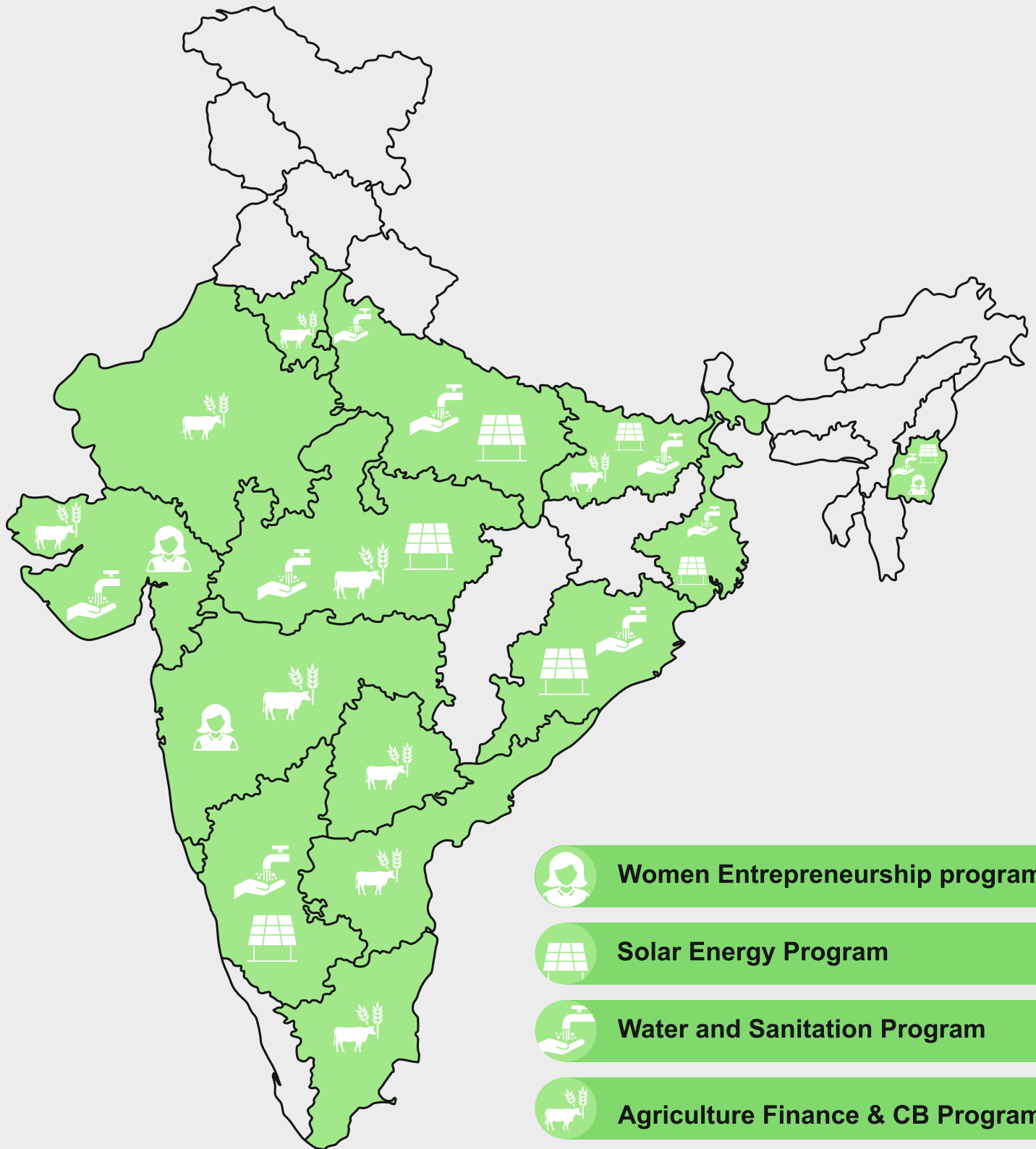


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A photograph of two women sitting on a tiled patio. One woman is wearing an orange and green sari, and the other is wearing a red patterned sari. They are sitting on a wooden bench and a small blue stool. In the background, there is a concrete wall, a blue bucket, and a metal stand with a bowl. A large yellow circle is overlaid on the image, containing the text 'WOMEN ENTREPRENEURSHIP SUPPORT PROGRAM'.

**WOMEN
ENTREPRENEURSHIP
SUPPORT
PROGRAM**



WOMEN ENTREPRENEURSHIP SUPPORT PROGRAM

Women are breaking through the wall and growing stronger in entrepreneurship, developing and supporting their families in dynamic terms through their own micro-enterprises. Across the journey, Friends of Women's World Banking, India is working parallel with women from marginalised and improvised communities. In this quest, we are empowering the existing and emerging women entrepreneurs to create conducive environment towards resilient, sustainable and inclusive economy. As an enabling platform, FWWB, India motivates aspiring women entrepreneurs to start a business, provide an ecosystem with relevant knowledge to foster entrepreneurship, and support the scaling up of the micro-enterprises.

Being a driver of change, FWWB, India also addresses gender equity and financial inclusion of women in low-income households, towards meaningful participation in entrepreneurship and sustainable business growth. Through integrated and human-centred approach, FWWB, India helps the aspiring women to be self-independent and overcome deprivation in all aspects towards holistic well-being. These efforts are crucial towards positive psycho-social impact and to encourage self-employment opportunities locally.

During the four decades of our engagement in this sector, we have experienced through working with many women from marginalised and improvised sections that micro-entrepreneurship is widely recognised as an important aspect towards income generation and poverty alleviation in rural areas of our developing country - through women empowerment as the pivot. Our efforts, combined with that of women entrepreneurs, boost economic participation of an individual woman in a low income household as it directly impacts income, employment and capital formation while indirectly benefitting household-level resource allocation. However, achieving the same is a complex effort, but the achieved results underline the unprecedented opportunities to change the economic and social trajectory of women from disadvantaged backgrounds.

Beyond the myriad success stories about women entrepreneurs in marginalized communities embracing increased economic empowerment and social status, as a major drawback, there are inevitable challenges that these women face every day in terms of limited access to basic resources, in comparison to the male counterparts. These include lack of capital, limited access to education, low risk taking abilities, discriminatory customary laws, family responsibilities, ineffective networking skills, along with constraints of security and safety measures. These factors are further compounded by discriminatory social and cultural norms. Considerately, the micro-enterprises by the women tend to be concentrated in low productivity, low profitability and informal sectors.

Since the last 8 years, and against this backdrop, the Women Entrepreneurship Support Program at FWWB has been making critical efforts to address the underlying challenges. We are trying to create a strong entrepreneurial ecosystem that co-exists in the socio-economic milieu of the women entrepreneurs in evolution. The objective of the women entrepreneurship program includes capacity building, mentorship in business capabilities, networking, and financing the enterprise. The core focus is also on creating awareness about women entrepreneurship, mobilisation of resources, training in enterprise management, advance enterprise formation skills, and sustainability efforts.

Since the beginning of the Women Entrepreneurship Support Program at FWWB, we have supported 20000+ women and 160+ women-led micro-enterprises. We shall continue to create the optimal environment for women entrepreneurship to thrive through the marginalised existence in rural economy.

APPROACH OF THE PROGRAM

In developing countries, most of the women have immense potential to contribute to the economies, but are constrained from the participation. The process of empowering female entrepreneurs broadly includes creating employment, increasing familial income, and reducing poverty towards holistic wellbeing. The process is critical for greater social and economic transformation, but building this robust entrepreneurial ecosystem has certain appended challenges.

- **INFORMAL ENTERPRISES:** The products created by the women entrepreneurs have the potential to succeed in larger markets, but do not sufficiently cater to the formal requirements of the ecommerce platforms. This considerably affects the mass outreach and directly impacts the business growth.
- **LACK OF FINANCIAL LITERACY AND FLAWED ENTERPRISE MANAGEMENT:** Towards effective management of the ventures, it has been observed that the women entrepreneurs utilise most of the profits in the household, rather than re-investing it in the business for greater profits or diversify according to the emerging trends. The formal training imparted by FWWB India clearly focuses on enterprise management skills, budgeting expertise, business information, effective decision making and competent business behaviour.
- **LACK OF TECHNOLOGY/MEDIA/DIGITAL LITERACY AND ADOPTION:** Internet connectivity, adoption of digital technologies, and digital literacy are important for enterprise growth, marketing and innovation. As most of the women entrepreneurs belong to the marginalised communities in rural areas, they find more comfort in traditional way of dealing businesses.

At FWWB India, we address the above stated challenges being faced by the aspiring women entrepreneurs by adopting a multifaceted approach, including both online and offline efforts. We support them in establishing, scaling up, strengthening and expanding the enterprises, by following interventions.

- **TRAINING IN BUSINESS EDUCATION AND SKILLS:** Imparting high-quality business capabilities, mentoring, networking support, and financing opportunities. Our curricula are tailor-made keeping the cultural context and social norms in consideration, to open market opportunities for the women in male dominated sectors by integration of community engagement elements.
- **CAPACITY BUILDING AND MENTORSHIP:** The axes of capacity building are identified as financing strategies, business growth, and relevant training towards sustainable enterprises.
- **LEGAL AND REGULATORY REFORMS:** At the advanced level, we focus on the women's economic participation and financial growth by targeting legal and regulatory elements. Here, we support in digital marketing strategy, financial management, governance, structural leadership and facilitation for availing business compliances in a non-discriminatory manner.

PROJECTS UNDERTAKEN DURING 2020-2021

S.NO.	PROJECT NAME	OPERATIONAL STATES	OF WOMEN
1	School of Entrepreneurship Skill Development of Women - Supported by HSBC	Maharashtra, Manipur and Madhya Pradesh	1800
2	Developing Women Entrepreneurs through Business Skill Building - Supported by MA Knowledge Service Research (India) Pvt. Limited	Manipur	180
3	Women Entrepreneurship Program - Supported by ICRA Limited	Gujarat	700
4	Nurturing Women Entrepreneurship - Supported by HSBC	Maharashtra, Manipur and Gujarat	925
5	Promoting Women Entrepreneurship - Supported by Ananya Finance for Inclusive Growth Pvt. Ltd	Gujarat	135

OUTREACH OF THE PROGRAM

During the year 2020-2021, FWWB India reached out to more than 3700 women entrepreneurs through the series of interventions. The interventions have promoted women entrepreneurship in marginalised communities, created vibrant enterprise ecosystem in rural economies, fostered scaling up initiatives and curbed the bottlenecks by constant efforts. Currently, the program is operational across 4 states - Gujarat, Madhya Pradesh, Maharashtra and Manipur. Our efforts have seen a collaborative approach through the regional institutions (partners) who provide local support to the women entrepreneurship support program by FWWB India. The details are as follows:

STATE	DISTRICTS COVERED	PARTNER ORGANISATION
MANIPUR	Imphal, Kakching, Bishnupur, Thoubal, Senapati, Ukhrul, Tameglong, Kamjong	Chanura Microfin Manipur Socio Economic Action Trust (SEAT)
MAHARASHTRA	Khed, Nashik, Pune, Ahmednagar, Satara	Chaitanya
MADHYA PRADESH	Indore, Dhar	Priyasakhi Mahila Sangh
GUJARAT	Ahmedabad, Surendranagar, Kutch, Bhuj, Kalol, Gandhinagar	Prayas- Organisation for Sustainable Development Saath Livelihood Services

ACTIVITIES UNDERTAKEN

S.NO.	ACTIVITIES	DETAILS OF THE ACTIVITIES
SUPPORT AT MASTER TRAINER LEVEL (MT)		
1	CAPACITY BUILDING PROGRAM FOR THE MASTER TRAINERS	In collaboration with FWWB India, the locally-based Master Trainers are deployed at project locations and envisaged to form the backbone of the FWWB India's implementation structure. The MTs conduct trainings, provide strong mentorship, handhold potential/established entrepreneurs and undertake subjective guidance. They function in close association, consultation and coordination with the regional FWWB India teams. The MTs themselves undergo rigorous training for the right impact, sometimes undergoing need-based sessions. For example, during the pandemic, the MTs underwent specialized training to assist the women entrepreneurs in navigating through the adverse impacts of the lockdown, creating awareness about the support initiatives by the government and reinventing the business models.

SUPPORT AT WOMAN LEVEL

1	FINANCIAL EDUCATION	Empowering women through financial awareness and education is of utmost importance. The trainings cover various aspects, including, financial planning, finance management, personal budgeting, savings, credit, investments, debt management, banking services, digital banking, social security (micro insurance and pension).
2	BUSINESS MANAGEMENT SKILLS	The training includes identifying the activity, developing business plan, identification of resources, business cycle, working capital requirement, financial management, cash flow management, calculation of unit costing, pricing and profits, marketing management negotiation skills, risk mitigation techniques, and more. These inputs enable the progression of women entrepreneurs by developing their competence to manage and grow their business enterprises successfully.
3	TECHNICAL SKILLS	Based on the business plan developed, women receive inputs for skill upgradation of specific activities, developing value added products, finding suitable market for products - from an independent consultant or training institutions. This helps women to start, expand and diversify their enterprises.
4	HANDHOLDING AND MENTORSHIP SUPPORT	The team addressed the real-time needs and challenges faced by the entrepreneurs on a variety of subjects, like product branding, negotiations with traders, enabling women to run their enterprises in a sustainable manner.
5	COVID-RELATED AWARENESS	FWWB developed awareness campaign materials, audio and visuals in the regional languages on preventive measures to be taken and imparted the same at the grassroots-level via text messages, WhatsApp calls and other media.
6	ADVANCE TRAINING	Following the basic entrepreneurship training and support, advance trainings are given to the women entrepreneurs to upscale their enterprises. A strong support has also been extended to women whose business activities were adversely impacted by the pandemic, in terms of new skill development keeping the market demand in consideration. For e.g., following these trainings, women undertook PPE kit making, sanitizer preparation, masks stitching and more.
7	DIGITAL LITERACY TRAINING	The digital literacy training is critical in helping individuals gain the digital skills necessary to embrace digital tools to support their enterprises. Covid-19 triggered a widespread shift in the adoption of digital tools. All at once, more people were using mobile services out of necessity. Restrictions on movement and the potential risks of handling cash led consumers to quickly turn to digital payments as a safer and more accessible option. Considerately, FWFB organized sessions to impart knowledge on usage of different digital platforms, namely; BHIM, Google Pay, Paytm, WhatsApp etc. Trainings were also provided to use and acclimatize with social media platforms for promoting and selling the products.
8	MICRO FINANCE BORROWERS AWARENESS ON LOAN MORATORIUM	Due to Covid-19, incomes and businesses of the entrepreneurs were adversely affected, making it difficult to repay the loans on time. Recognizing this, Reserve Bank of India (RBI) permitted all financial institutions to allow a three-month moratorium. Hence, there was a need to address misinformation coming from media/community groups/social media that it is a waiver and highlighting it as postponement of the repayment. Mass awareness helped members in taking the right decision to avail moratorium with consideration to their business and domestic cash flow.

CREDIT SUPPORT THROUGH WOMEN ENTERPRISE LOAN

It is an understatement that easy credit access helps the economy grow and women entrepreneurs foster. As the number of small enterprises tend to be informal in nature, the women entrepreneurs have to face umpteen challenges in terms of credit accessibility, such as, limited information available in the public, flawed awareness about bank processes, issues with credit risk assessment and more. All the mentioned factors result in higher asymmetries in information on the bank lending to the women entrepreneurs.

Considering that the magnitude of credit constraint affecting small businesses is immense, FWWB has made significant strides to decrease the credit gap for small enterprises by offering Women Enterprise Loan (60 thousand to 1 lakh) to women entrepreneurs. The activity is undertaken through partner institutions in different states under the Women Entrepreneurship Support Program.

As a pilot project and in the first phase of credit financing, loans were disbursed towards 250 women entrepreneurs in Manipur who were trained under the project.

IMPACT ASSESSMENT THROUGH FWWB'S UDHYAMI ANDROID APPLICATION

To measure the impact of the project, FWWB uses a robust in-house technology 'FWWB-Udhyami', an android mobile application that primarily captures detailed information of beneficiaries twice during the entire intervention, pre and post. The application is enabled with business intelligence tools that helps in generating numerous automated analytical reports, giving a fair view of the impact during our intervention through the project.

The data depicts economic indicators like savings, debt, income, expenditure, investment, borrowing behaviour, usage of technologies and many more. It also includes the livelihood status in terms of occupational profile, sources of income, consumption expenditure, and asset ownership. Further, the information also provides valuable inputs in designing customized curriculum for women entrepreneurs.

TRAINING MATERIAL DEVELOPED

Under the program, we have developed tailor-made modules for training. The material is available as easy-to-follow manuals, workbooks, presentations, videos, exercises and other instructional formats. The modules have also been customised based on the findings of the livelihood scoping study, primarily related to business development and livelihood skills. Further, we have also translated the modules into vernacular languages based on the project location. These modules are packaged as a training kit for Master Trainers to undertake the trainings locally.

TRAINING MATERIAL	BRIEF INFORMATION
DAILY DIARY	Developed in English, Hindi and Marathi Ensures consistency in the record keeping of daily transactions, driving women entrepreneurs to be more focused on money management
TRAINING PRESENTATION AND VIDEO	Presentations on financial education and business management, translated into local languages i.e. Hindi, Marathi, and Manipuri The film ATM: Aapka Dosth (by NABARD) was dubbed in Manipuri, explaining the benefits of using ATM with real life stories
ENTREPRENEUR ASSESSMENT TOOL	Comprises of set of questions wherein women entrepreneur assesses herself and subsequently MT provides scores on identified parameters Both the scores are tallied-collaborated, and women entrepreneurs scoring 7 and above are considered for next phase of intensive training
WOMEN ENTREPRENEUR'S WORKBOOK	Compilation of all the components of training - available in Hindi, Marathi, and Manipuri Ensures that the participants are engaged step by step and they develop a habit of maintaining their financial records, unit costing and pricing and other relevant parameters for self-reflection
A GUIDE TO DEVELOP YOUR BUSINESS PLAN	Compiling various exercises that provide insights into viability of a business idea, and lays a framework to develop a business plan by end of the training Developed business plan shall act as a road map for the entrepreneur Available in Hindi, Marathi, and Manipuri
TRAINERS KIT	Training tool kit comprises of simulation exercises focusing on orientation and business plan preparation Training posters are developed for training on financial education, basic business management and development of a business plan
TRAINERS' MANUALS	Focused on financial education, basic business management and business plan development Brief about training modules for guidance to Master Trainers
SESSION GUIDE - POSTERS	Pictorial posters prepared in English and Gujarati, comprising of all training topics
WRITTEN AND VIDEO DOCUMENTATION	Published case studies of successful women entrepreneurs in Manipur and Gujarat Developed video documentaries of successful women entrepreneurs under the program operational in Manipur, Maharashtra, Madhya Pradesh and Gujarat
COVID-19 AWARENESS MATERIAL	Audio/visual aids in relevant vernacular languages highlighting covid-related precautionary protocols and safety practices



IMPACT OF THE PROGRAM

Based on the Indian entrepreneurial landscape for women from disadvantaged backgrounds in rural regions, the interventions undertaken by FWWB India have seen a positive impact. The efforts immensely impacted the beneficiaries in terms of effective women entrepreneurship development, financial planning, enterprise management and resource mobilization skills.

- **SKILL-BUILDING, TRAINING AND CAPACITY BUILDING** - financial, management and leadership proficiency, along with knowledge of the enterprise market and the product
- **STRONG TIES AND BROADER SOCIAL NETWORK** - influence of risk taking abilities, access to credit, easy adoption of newer information/market opportunities
- **SOCIO-ECONOMIC UPGRADE** - Women enjoy financial inclusion, larger social acceptance and greater respect in the community

The intervention has fostered amongst the beneficiaries a sense of growth and sustainability in the enterprises. Interventions have subjectively impacted as follows:

- **UTILISATION OF PLATFORMS SUCH AS WHATSAPP** - Using various tools and services of the platform, women entrepreneurs have been able to share images and information about their products with a larger audience. The beneficiaries have also used WhatsApp to interact and undertake business transactions with the vendors.
- **ESTABLISHMENT OF PHYSICAL STORES TO SELL PRODUCTS** - Women have confidently rented stores in the local market, after thorough market research and understanding the advantage of location and target buyer group
- **IMPROVED BUSINESS PLANNING AND NEGOTIATION SKILLS** - Women found newer confidence through the acquired skills in accounting, marketing, advertising, product differentiation, and the use of technology.
- **MENTORING INSTINCTS** - Many women are 'paying forward' the benefits of the program by mentoring other women on business skills, supporting a range of social causes, and providing relevant benefits to their employees.
- **BUSINESS PLAN TO AN ADVANTAGE** - The initially planned framework for business was highly beneficial for the women entrepreneurs, in terms of market competition, business growth and innovation.
- **PREPARING THE NEXT GENERATION OF WOMEN ENTREPRENEURS:** A few women are also inspiring and motivating other women entrepreneurs from their families, neighbourhood or and community - bringing more women in male-dominated enterprise markets.

LEARNINGS OF THE PROGRAM

- Women entrepreneurs struggle to participate in high value markets, rely heavily on local traders and attain negligible brand recognition. This can be because of patriarchal foundation in the society, timidity and unfavourable business environment.
- Though many women entrepreneurs manufacture competitively innovative products, they find it difficult to promote them at the required scale and for the target buyers. They also lack the packaging skills and expertise in logistics.

- The household responsibilities, along with the operational demand of the enterprises take a toll on the women. The whole environment results in compromised business operation, scaling up efforts and inability to cope up with the constantly changing business environment.
- Women Entrepreneurs have been members of micro finance organizations and avail loan support for their enterprises. The financial requirements, from establishing to expanding the business, are much larger than the credit available from the micro finance institutions.
- A large number of women micro-entrepreneurs use basic technology for business operations, but fail to leverage the available technology support to the full potential. For instance, smart phones are used to communicate with vendors through voice call, but it is rarely used to explore e-commerce opportunities, manage accounting, utilize e-payment platforms, function through online banking solutions, or promote products through social media.

FUTURE PLANS

- **INCREASE REGIONAL PRESENCE:** On a long term basis, the program envisages to establish regional presence across majority of the states in India, ensuring complete handholding support and skill development training for the aspiring women entrepreneurs. With the expansion of project presence, we wish to inspire women to adopt micro entrepreneurship towards holistic women empowerment to maximum level possible.
- **SUSTAINABILITY BY CONNECTING SKILLS TO INDUSTRIES:** The approach which makes the program sustainable is its focus on the local economy. The livelihood activities that FWWB India aims to support are already existing in the socio-economic environment of the regions. The learnings are embedded in the traditional environment, skills, and locally available resources. We aim to create more value addition by thinking ahead and connecting skills to industries.
- **FOCUS ON COLLECTIVE EFFORTS AND GROWTH:** The program will focus on peer learning, support and mentorship aspects. Along with it, the trainings will attempt to form allied groups of women entrepreneurs to achieve the same. This will enhance collective bargaining powers, allow to pool their skills-knowledge, and enable them to overcome constraints that women usually face.

NEED BASED INTERVENTION: DIGITAL MICRO PENSION In rural India, pension protection arrangements are generally restricted to the formal sector. To decipher, the self-employed or informal sector workers are traditionally secluded from the micro-pension schemes. This is a gigantic gap, as without pension benefits, most of the informal sector workforce is at a high risk of extreme poverty, if they stop earning. Considerately, the only sustainable option to fill this gap is to encourage-enable meaningful financial and social security inclusion. The approach should focus on improved access to regulated savings, formal banking services, secured micro-payment systems and digital micro-pension inclusion.

Making the right efforts in this direction, FWWB India in partnership with pinBox Solutions is engaging in a pilot project to thrive in the micro-pension space, empowering women from disadvantaged backgrounds to save for a secured retirement. The aim is to strengthen the pension system for low-income women in India by driving adoption of a digital micro-pension platform that has an easy to use interface, simple on-boarding, integrated delivery of services, and awareness-building through channels that women trust and are familiar with.

CASE STUDY

BRIDGING THE GAP WITH MENSTRUAL HYGIENE PRODUCT

Vandanaben Halani, 45

Surendrangar district, Gujarat (IND)

Shasakt, Women Entrepreneurship Programme - Sanitary Pad Manufacturing



“I can see a dream with this start-up and I am working passionately for it. It has transformed my life, both economically and socially. My dream also comes true by addressing society as an empowered woman, with everyone around admiring my work and supporting me.”

The stigma of menstruation is inflicted by lack of education, cultural beliefs and associated discrimination. While a lot of us are trying to overcome the oppression by making affordable feminine hygiene products accessible - there still is a scope to bridge the larger gap. Vandanaben has made a difference by scaling an enterprise model of sanitary pad manufacturing that empowers her financially and also serves a good cause.

MEMBER BACKGROUND:

Following a marriage that suffered, Vandanaben started living back with her family. Her father looked far beyond the traditional system of upbringing by giving all the children in the family the right to make personal choices and take important decisions independently. He ensured that all the children in the family are educated, with Vandanaben also pursuing BA, LLB. Driven by the strong support, Vandanaben chose to become an entrepreneur and establish her own manufacturing setup for feminine hygiene products. The decision has made a considerable difference with improved economic conditions, the zeal to grow further with business and to benefit the community at large.

BEGINNING OF THE ENTERPRISE ACTIVITY:

Vandanaben initially traded women apparel as her first enterprise. With time, she was motivated to own an enterprise that serves a social cause and also supports her financially. Her friend suggested sanitary pad manufacturing as an option and the unique idea was carried forward in spite of many challenges. Starting on 27/01/2017, she took three months to start the actual operation by 25/04/2017. Over time, she has been employing 6-7 women to assist her with the expanding business.

SUPPORT FROM FWWB:

FWWB and Prayas supported Vandanaben with entrepreneurship advance training, livelihood management training and quality improvement training. The training equipped her with the required skills in finance (education and awareness), business development planning, effective budgeting, quality control and cost effective operation.

CHANGE AND TRANSFORMATION:

Vandanaben has been able to introduce important changes in her business operation that has considerably improved her business outlook and has raised the profit margin by almost 50%. With no local competition and larger scope of success, she has been able to scale her enterprise at the regional level, with a supply contract with the local government. By Jan 2019, Vandanaben has been able to cover all government schools of Surendranagar district, still in a quest to improve the supply chain and ensure that her products reach to the remotest corners of the district. She is simultaneously working in improving the projected output of the business in terms of training the employees and selling price. Currently, her annual income is 3.8 lacs.

The market potential of enterprise has also leveraged Vandanaben's social status, as she can,

- improve the health awareness and provide a medium to safe menstrual practices
- provide direct and indirect employment to the rural women
- influence the sanitary hygiene levels of all the adolescent girls and women in the region
- create sustainable-biodegradable products with local manufacturing
- achieve long-term profitable and stable business model, with lesser risk to fail

FUTURE PLANS:

Overall, Vandanaben aims to enhance the outreach of her products by introducing them in the retail market. She also wants to benefit the community with affordable prices and sustainable women hygiene product range. At the business forefront, she wants to focus on creating sustainable distribution channels that increase the access to her products - to benefit all.





AGRICULTURE FINANCE PROGRAM





Agriculture, along with its allied sectors, is the largest source of livelihood in India, majorly in the rural areas. Agriculture is a critical aspect in Indian economy as it contributes about 17% to the total GDP and generates employment for over 60% of the population in the country. The agriculture sector in India is expected to play a central role in poverty alleviation and food security, as it is generating great momentum in the coming years with increased investment in agri-infrastructure and support to improve the yield for Indian farmers. Inevitably, this revolution has a high possibility to create better opportunities for improved market participation, for both men and women.

However, as observed, equal access for women in these markets is limited and still a concern. With relevant uncertainties, equity concerns are being raised, as poor and micro producers, 'often women', are excluded from the lucrative high-value markets as they are unable to compete in terms of product costs with larger producers. Currently, the agriculture sector is dominated by big traders and producers who are more resourceful and have the ability to take higher risks. Thus, there has been increased vulnerability for individuals with limited resources, especially marginal farmers, who traditionally have limited access to crucial services and opportunities because of inexorable cultural, social and political biases.

To address these underlying issues, Farmer Producer Organizations were proposed a way forward to address the challenges. Some of the objectives are as follows,

- Good agricultural practices
- Primary processing activities
- Post-harvest, branding and marketing
- Enhanced access to finance and related activities

Currently, FWWB India is playing a role of sector builder in the FPO (Farmer Producer Organisation) domain. FWWB's agriculture finance focuses on Farmer Producer Organizations, especially those working with small and marginal farmers. Currently, FWWB is providing credit and capacity building services to FPOs, indirectly supporting the emerging and developing agriculture markets with appropriate skills and risk-mitigation products.

CREDIT SUPPORT TO FARMER PRODUCER ORGANISATIONS

LEGAL ENTITY: Farmer Producer Companies (FPCs/Societies/Cooperatives/Mutually Aided Cooperative Societies (MACS)/Section 8 and private companies which are in to agriculture and specifically working with FPOs.

PURPOSE: Working capital (procurement of produce from farmers/purchase of agri inputs), loans to member farmers of the FPOs for diversification of income, alternate livelihood creation and other related activities.

CREATING SUSTAINABLE COMMUNITY COLLECTIVES – A DECADE

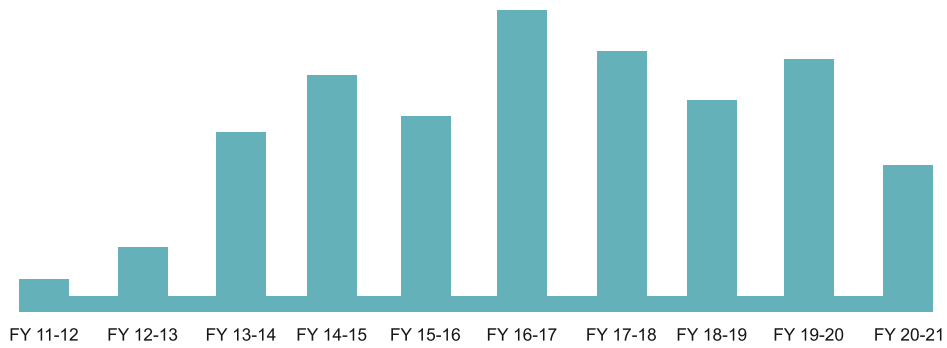
FWWB started its journey in contributing to the growth of farmer producer organizations (FPOs) in the financial year 2011-12 and established a decade of continuous support recently. In 2011-12, the FPO concept was relatively new and it was still in its growing stage. Backed by more than 30 years' experience, FWFB anticipated the role of FPO and realized that it could create sustainable livelihoods for the small and marginal farmers. In the context of poverty alleviation, the importance of these enterprises is emphasized as they leverage benefits of aggregation of 'producers' like higher bargaining powers for purchasing and selling, skill building, usage of technology and common infrastructure. Further, FWFB was one of the early movers who realized the importance and potential of FPOs to bring change in the lives of the small holder farmers. To support such organizations, FWFB started its agriculture finance program for providing working capital loans and capacity building support to the FPOs. The key achievements from the last 10 years of FWFB's engagement with the FPOs are highlighted below.

FWFB'S APPROACH

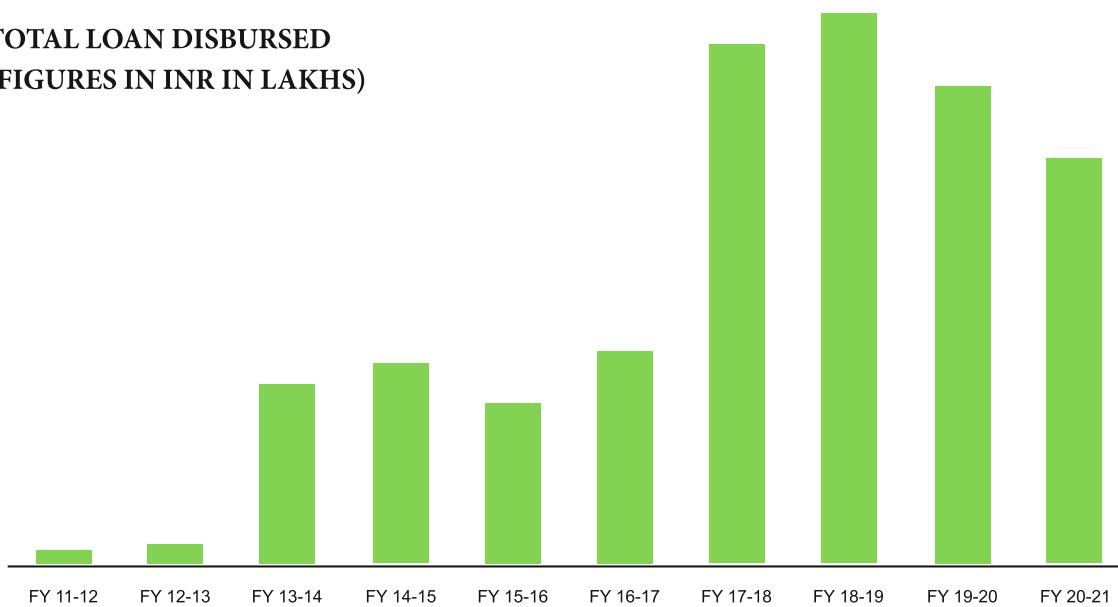
FWFB is an apex organization which provides credit and capacity building services to the community collectives. FWFB played a pivotal role in creating a sustainable eco system for the microfinance sector in India. FWFB always has an innovative and unique approach for assessing the needs of the organizations and grassroot level set-ups. During the diligent processes, FWFB spends ample time with the organizations to understand their financial needs, capacity building requirements and commitment towards the cause of empowering small holder farmers with a gender focus. It is an important exercise as it helps the FPOs to understand their potential, as well as their strengths and weaknesses. It also helps FWFB to determine the suitable product and services for the FPOs. Further, FWFB offers tailor made products to FPOs with flexible disbursement and repayment terms and conditions, ensuring that the FPOs are able to maximize the use of the working capital provided to them.

GROWTH

NO. OF ORGANISATIONS SUPPORTED OVER THE YEARS



TOTAL LOAN DISBURSED
(FIGURES IN INR IN LAKHS)



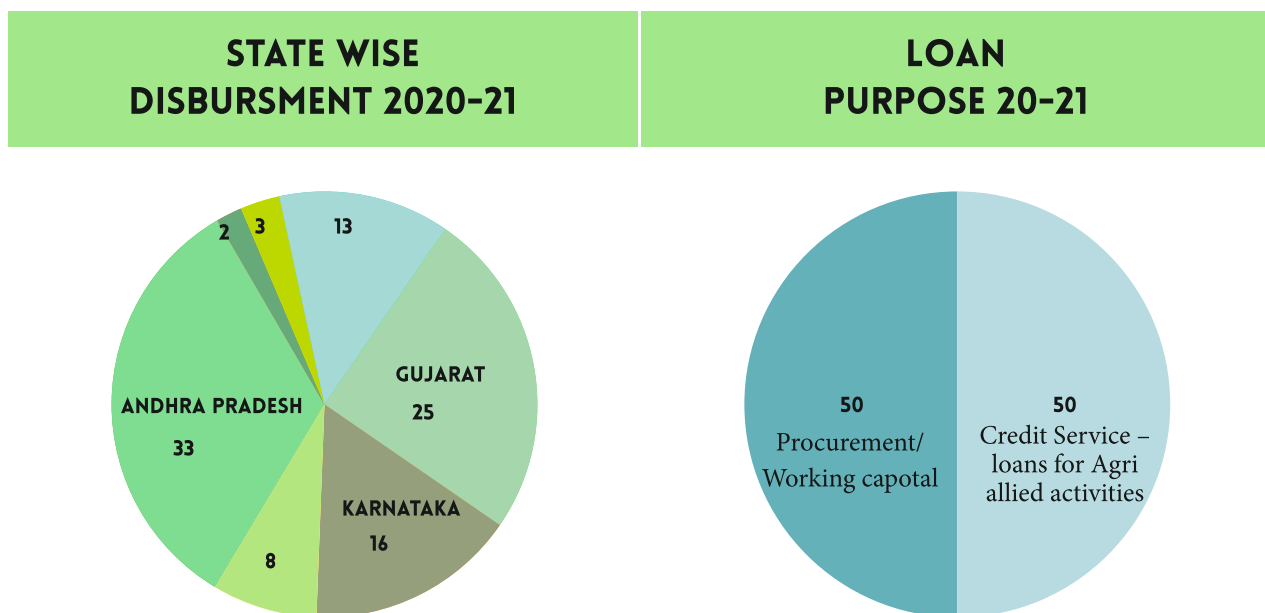
STATE WISE DISBURSEMENT (INR)

SR. NO	NAME OF STATE	NO. OF PARTNERS SUPPORTED	LOAN AMOUNT DISBURSED AMOUNT IN RS
1	Andhra Pradesh	8	15,70,00,000
2	Bihar	6	5,15,00,000
3	Delhi	1	25,00,000
4	Gujarat	8	11,54,50,000
5	Karnataka	12	10,10,00,000
6	Madhya Pradesh	24	21,71,00,000
7	Maharashtra	9	9,81,50,000
8	Odisha	3	45,00,000
9	Rajasthan	7	5,57,00,000
10	Tamil Nadu	26	27,05,50,000
11	Telangana	7	19,69,00,000
12	Uttar Pradesh	1	5,00,000
13	Uttarakhand	1	25,00,000
		113	1,27,33,50,000

Initially, FWWB started its agriculture finance program supporting 2 organizations. FWWB continued its journey by reaching out to many more organizations which were finding it difficult to raise finance through banks and other financial institutions. Zeroing on those organisations who have hunger for growth and impact, until now, FWWB has supported 113 organizations and disbursed a total loan amount of more than INR 100 Crore to 86 FPCs, 13 cooperatives/MACs, 9 section 8/ Pvt Companies and 5 Trusts and NGOs.

Activities In the financial year 2020-21, FWWB disbursed INR 18 Crore to 16 organizations - 10 existing partners and 6 new partners. The loan was disbursed for various activities of the FPOs, including procurement from farmers, providing agriculture loans to farmers, purchasing of agriculture inputs and other relevant activities. Despite the challenge of Covid-19 pandemic, support was continued to encourage the organisations working with the farmers towards the cause of empowering small and marginal farmers, especially women beneficiaries.

PURPOSE OF LOAN In the financial year 2020-21, 50 % loan was disbursed for providing credit services to farmers (on lending to farmers for purchase of cattle, goats, poultry and inputs for crop cultivation) and 50% was disbursed for procurement of agriculture produces from farmers.



NEW PARTNERSHIPS

RANGDE.ORG (PEER TO PEER LENDING) - Rang De is a public charitable trust set up in 2008. It was registered with the mission to use technology and design to solve the complex problem of poverty. The objectives and activities of the trust are all aligned with this mission to provide people with the tools to overcome poverty. In 2017, Rang De started to transition the peer-to-peer lending activities into an RBI regulated NBFC P2P. FWWB has provided soft loan to Rang De for supporting farmers who are majorly affected during Covid-19 pandemic.

DILASA JANVIKAS PRATHISHTHAN - Dilasa Janvikas Prathishthan is one of the reputed organizations in the sector. They have promoted more than 100 FPOs in the state of Maharashtra and are closely involved in creating sustainable FPOs by providing various capacity building services and also linking them with financial institutions. In the financial year 2020-21, FWWB has provided a total loan of INR 4.16 Crore to Dilasa for catering the working capital requirement of the FPOs promoted by them. They have managed finance procurement activities of 4 FPOs that are supported by them.

TANANGER, GUJARAT - Tanager is an international non-profit based in USA, with their Indian arm in Uttar Pradesh. Tanager is working towards economic and social upliftment of farmers. In alignment to their objective, Tanager has promoted Madhuvanti Farmers Producer Company Limited in Junagadh district of Gujarat. The FPC is mainly involved in procurement of groundnut without aflatoxin content and supplying them to traders and manufacturer Mars Wrigley. FWFB has supported the FPC in their procurement operations.

JANARA SAMUHA MUTUAL BENEFIT TRUST - JSMBT is a community-based organisation with over 5000 associated rural women, working towards their own economic development. JSMBT works with women in over 9 villages and hamlets spread across Raichur district in the southern state of Karnataka. The procurement of NPM produce is one of the major activities of the organization. FWFB has provided a loan of INR 2 Crore to JSMBT for procurement of NPM produce from farmers under FWFB's own initiative of promoting NPM produce in collaboration with Safe Harvest Private Limited.

Apart from these new partnerships, FWFB continued its partnership with organizations like CCD, Vtutti, Saath Mahila Savings, Credit Cooperative Society and ASA Development Services.

PORTFOLIO - AS ON 31 MARCH, 2021

LOAN OUTSTANDING - INR 24.45 CRORE

NO OF PARTNERS - 27

STATE WISE PORTFOLIO

SR. NO	NAME OF STATE	NO OF ORG	PORTFOLIO MARCH 21 INR	OF AGRI PORTFOLIO
1	Andhra Pradesh	3	4,09,98,027	17
2	Delhi	1	7,76,419	0.1
3	Gujarat	3	4,23,58,561	17
4	Karnataka	4	3,45,82,014	14
5	Madhya Pradesh	3	1,20,00,000	5
6	Maharashtra	3	5,90,79,642	24
7	Rajasthan	1	42,21,001	2
8	Tamil Nadu	6	1,24,38,220	5
9	Telangana	3	3,80,57,632	16
	Total	27	24,45,11,516	100

PROGRAM IMPACT FOR THE YEAR 2020-21

- No of organizations supported - 16
- Member base - 58,520
- No of women farmers - 31,702 (54%)

PROCUREMENT AND INPUT ACTIVITIES

- Loan amount - INR 9.46 Crore
- No of organizations - 9
- Quantity procured - 14,447 Quintal
- Major commodities- Ground nut, redgram, maize, paddy, wheat, mentha etc.

CREDIT SERVICES TO FARMERS

- Loan amount - INR 9.34 Crore
- No of organizations - 7
- No of farmers who received support - 3,974 (more than 70% are women farmers)



SPECIAL INITIATIVES DURING COVID-19 PANDEMIC

The Covid-19 pandemic and the lockdown as a fallout has created an unprecedented situation for the entire world. The consequences of the pandemic are stretching far beyond the contagious spread of the disease, with an equal adverse distributional impact on low-income households. The small farmers, marginal farmers and migrant workers have been at the centre of the adversity. Considerately, FWWB supported various organisations that are working with the severely affected poor farmers and migrant workers.

- **SOFT LOANS TO SMALL AND MARGINAL FARMERS** FWWB in collaboration with Rang De provided interest-free soft loans to farmers via Rang De P2P platform. A total of 938 farmers were benefitted through FWWB's loans, with 90% being women farmer beneficiaries.
- **SUPPORT TO MIGRANT WORKERS** Amidst massive wage losses, decline in daily earnings and reduced food availability, migrant workers struggled throughout the lockdown. The psychological and emotional issues during the pandemic drove the migrant workers to return to their native regions, walking 1000s of kilometres on the roads as transport facilities were declared non-functional as a precautionary measure to curb the fatal spread of the Covid-19 virus in the country. FWWB took the initiative to support RSSA, one of its long-term partners who was further supporting the migrant workers during the difficult time. FWWB has disbursed a loan of INR 2 Crore to RSSA for financing house completion activities of migrant workers. This support came in during a crucial time, allowing the migrant workers to build houses for themselves that are suitable for decent living.
- **STUDY TO UNDERSTAND THE IMPACT OF COVID-19** FWWB conducted study of 22 partners with an objective to understand various impacts and implications of Covid-19 on FWWB's partner organizations and clients. Efforts to Promote Climate Smart Agriculture Excessive use of fertilizers and pesticides by farmers in agriculture to enhance crop yield is immensely detrimental to the environment and human health. To address these issues, FWWB has promoted various indigenous varieties of Paddy in the state of Tamil Nadu in the past. Further, FWWB works closely with Safe Harvest Private Limited and its associated FPOs for promotion of Non-Pesticide Management (NPM). NPM uses various pest-control techniques which do not rely on pesticides. It is used for growing organic produce, as well as in other conditions where introduction of toxins is undesirable. NPM advocates for intelligent pest management by using bio pesticides prepared with natural ingredients. They act on pests in a non-toxic manner, without damaging the environment. Till now, FWWB has disbursed a total loan of INR 5.89 Crore to Safe Harvest and its associated FPOs. The support enables FPOs to obtain NPM produce for a larger positive impact on climate change. FWWB is very keen to promote NPM produces and plans to involve various stakeholders to create a higher impact.

WAY FORWARD

Partnership with stakeholders FWWB is planning to collaborate with promoting agencies in a focused way. FWWB will have an MoU with promoting agencies, with both the organizations leveraging the skills and resources to create a sustainable FPO. The MoU will focus on credit requirements and capacity building of the FPOs. It will help us in reaching out to more FPOs and crucial impact.

FWWB is also in discussion with various private marketing and software companies that can help the FPOs in areas like marketing, adopting simple technology, accounting and MIS for FPOs.

ASSESSMENT TOOLS FWWB is strengthening its existing assessment tools for FPOs. This will help us in mitigating risk and identifying the capacity building requirements of the FPOs with more efficiency.

ADOPTION OF TECHNOLOGY FWWB is in the process of leveraging the technology for assessment and loan management by obtaining customized software.

PRODUCT INNOVATIONS FWWB IS PLANNING TO INTRODUCE NEW PRODUCTS,

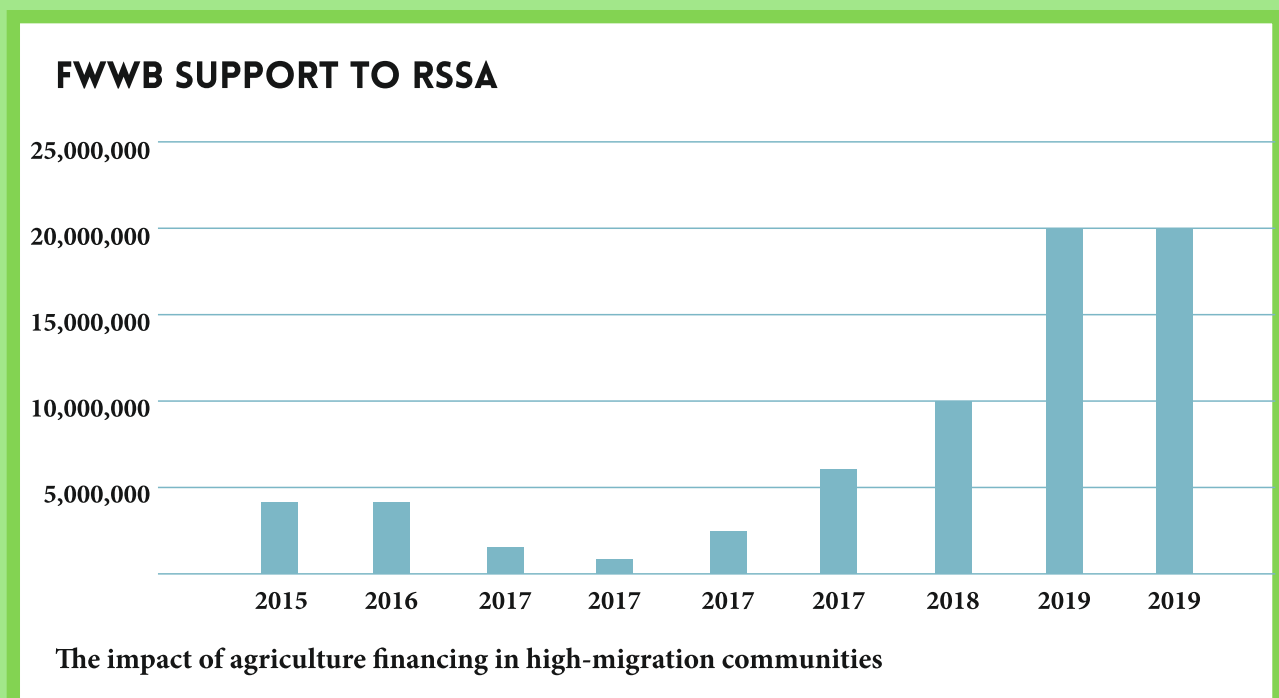
- Similar product to cash credit facility
- For establishing custom hiring centres
- Customization of agri-input product
- Loan for warehouse construction, if backed by government schemes and guarantee

CASE STUDY

RAJASTHAN SHRAM SARATHI ASSOCIATION (RSSA)

Serving the Unserved, an Organizational Approach

FWWB is known to work for upliftment of the groups and communities that are neglected by the mainstream organizations. FWWB has been supporting numerous organizations who have adopted innovative measures to support women and farmers at large. Standing firmly to the objective of serving the unserved, FWWB has established a relationship with Rajasthan Shram Sarathi Association (RSSA) in providing livelihood opportunities to migrated workers in Udaipur district. RSSA offers a diverse suite of financial services to seasonal migrant communities. These services are delivered through unique channels, both in rural and urban areas, with high concentration of footloose workers. Till now, FWWB has provided a total credit of Rs 6.8 Crore to RSSA, extending continuous support to the organisation's activities at the grassroot level. The year wise details of loan disbursement is explained in the below chart.



RSSA is the first dedicated financial services institution in the country that offers wealth solutions to vulnerable migrant workers and their families in southern Rajasthan. In partnership with FWWB India, Shram Sarathi provides micro-loans to migrant workers, with a view to enhance their livelihoods through agriculture and allied activities, as follows,

- Levelling rocky and uneven land, aimed at increasing the land under cultivation and output of food grains
- Improving water availability for irrigation throughout the year - digging wells, tube wells and purchasing pump sets
- Cultivating vegetables, ensuring that nutritious intake is available for self-consumption even during the absence of male migrants
- Purchase of livestock
- Purchase of agricultural inputs, such as seeds and fertilizers
- Helping in regaining ownership of mortgaged land, aimed at improving agricultural output

Over the years, demand for credit to make agricultural investments have significantly increased among migrant communities. The rise in credit demand can be attributed to availability of timely credit and larger loan amounts that make it possible for migrant families to make high ticket investments in pump sets, pipes and other irrigation techniques. Moreover, timely availability of credit subsequently provides the migrant workers a greater visibility on ways to make their land more productive. It is noteworthy that due to the financial support, several migrants, anecdotally, report spending more time in improving agricultural productivity beyond labour-dependent existence. Moreover, for many migrant families, there is a trade-off between investing on agriculture in villages and migrating for work to cities - availability of appropriate credit services often tilts the balance in favour of agriculture.

The impact of such investments by the migrant workers in agriculture are significant. On an average, a Rs 25,000 worth loan helps the family bring an additional 2 bighas of land for cultivation. For every additional bigha brought under cultivation, a family is able to cultivate a minimum of 3 additional quintals of food grains per agricultural season. Furthermore, after levelling the land for two years, the soil continuously becomes more suitable for cultivation of produce like coriander, ginger, tomatoes and spinach. This dynamic set-up considerably improves the nutrition availability for the families and also generates surplus produce that can be sold in the local markets. Further, better irrigation facilities also ensure that families can cultivate a third crop instead of a rain dependent single crop. Also, additional irrigation sources imply that families can cultivate a second crop during the rabi season, thereby improving food security.

As observed, some families who have set aside small parts of land for cultivation of vegetables have reported better nutrition for their family members, while others also have earned additional by selling excess vegetables from their land. During the Covid-19 pandemic, several families survived on cash incomes by selling vegetables to the local communities. Migrants who lost their jobs in cities chose to make agricultural investments that would allow them to manage the household and debt from the agriculture-generated income. Thus, in the past year, agriculture has emerged as an important area of diversified source of income for the migrant workers, especially considering the current uncertainty around urban employment. A few impact stories from our agriculture lending initiatives are given below.

THE ULTIMATE BENEFICIARIES

CHUN SINGH

A migrant worker who could transform his life through farming

The Gurra village in Palasma panchayat is a small hamlet comprising of over 50 migrant families in Rajasthan. This region is surprisingly unusual as every resident family owns a significant amount of land adjacent to their homes. However, due to the need for cash incomes and rising inflation, most of the youth from the region migrate to Surat for saari cutting or to nearby Rajsamand district for construction work. A few families also migrate to Pali district to engage as sharecroppers on larger farms.



Chun Singh who still stays in the village has a family comprising of six members. One of his sons has migrated to Mumbai and earns Rs 6000 a month by working as a helper in a hardware store. Chun Singh and the rest of his family are associated with agriculture, with the produce mostly for self-consumption. Initially, Chun Singh took his first loan of Rs 10,000 from Shram Sarathi for constructing a fence around 1 bigha of his land and start cultivating on it. As a constraint, he also had to hire a camel for Rs 2000 every year to transport agricultural inputs such as fertilizers because of the extremely mountainous landscape of the village. Therefore, in 2019, he availed a second loan of Rs 30,000 from Shram Sarathi to purchase a camel. In doing so, he was able to save the cost of hiring a camel, but simultaneously, he also began earning an additional of Rs 5,000 per month approximately by renting out his camel to other families in the region. He took another loan of Rs 45,000 in 2021 to deepen his existing well by 20 feet and also purchase a motor.

With the availability of more irrigation facilities, he is also able to cultivate cauliflowers on his land. With a newly ignited zeal with successful cultivations, Chun Singh further invested Rs 7,000 in purchasing good quality cauliflower seeds and Rs 6,000 in fertilizers. So far, he has sold 1,200 kilograms of cauliflower at a wholesale rate of Rs 30 per kilo and has earned approximately Rs 36,000 in a single season. It is noteworthy that Chun Singh's overall income has increased from Rs 6000 per month to Rs 18000 a month, considerably improving their psycho-socio-economic condition.

The regular availability of credit for agricultural purposes has immensely helped Chun Singh and his family diversify their income sources through migration, camel rental and sale of home-grown vegetables. Considerately, they are better prepared to withstand any further calamity or unprecedented emergency.

KRUPA RAM

A daily wage worker who cleared all the debts and enjoys successful harvests

A small village named Umiya Pati in Sayra block of Rajasthan observes migration towards Pali district in large numbers. This area is known for full-family migration, particularly for employment in agriculture and construction sectors. Additionally, the migrants who engage as share-croppers usually receive 50% of the crop as compensation at the end of the agricultural season. The sharecropping families stay for several months at the farms, with the women engaging in cultivation activities and male members often taking construction work at nearby sites. 40 years old Kupa Ram, usually migrates to Sumerpur to work as a head loader and also travels to Pali as an unskilled construction worker. He is usually able to find 22-25 days of work each month and earns a wage of Rs 400 per day. His family of six has been completely dependent on his earnings.



Krupa Ram availed his first loan of Rs 5,000 from Shram Sarathi in 2012 to repay an old debt, followed by two more loans of Rs 20,000 and Rs 24,000 for constructing a house. During this time, Kupa Ram's wife fell ill and had to be treated at a private hospital in Falna for over a week. They had to incur a significant expense for her treatment and were compelled to borrow Rs 20,000 from a local money lender at a monthly interest of 5%. Driven by the adversity, they also had to mortgage their agricultural land and one kilo of silver jewelry. Despite the timely treatment and efforts, his wife unfortunately succumbed to the illness. Krupa Ram was facing a grave situation with his wife's demise and lack of income as he had not migrated for work since a long time, with the interest on the debts rising. To overcome the hardship, Kupa Ram availed an additional loan of Rs 30,000 from Shram Sarathi. He repaid the loan availed from the local moneylender and regained possession of his mortgaged assets.

Krupa Ram also had an ancestral land (~5 bighas) which was occupied by a neighbor since his father owed them money. He further took a credit of Rs 50,000 from Shram Sarathi, managing to repay all the past dues and even got that land formally registered under his name. Currently, he is able to grow 7 quintals of wheat and 4 quintals of maize annually on this piece of land. As a result of selling the surplus produce, his family is now earning an additional amount of Rs 20,000 each year. Kupa Ram has also stopped migrating longer distances. He now works at local construction sites and plans to grow vegetables on his land that might help him earn an additional of Rs 60,000 annually.

BHANWARI DEVI

Only bread earner, an experienced farmer who was able to sow the seeds on time

Bhanwari Devi is an experienced farmer from Barmer, Rajasthan. She has been farming on her 2.5 acres of land for the past twenty-five years. Being the only bread earner for a family of seven, Bhanwari has been working hard to ensure that the needs of her household are met on time.

When the country went into a lockdown during the Covid-19 pandemic, Bhanwari struggled to sustain her farming operations and earn for the family. With the local markets struggling to stay open due to the government mandates, Bhanwari observed no cash flow or market demand for the produce from her farm. Her plan to start the kharif sowing on time was facing diminishing possibilities. During the adversity, most of the families were on the behest of local money lenders who were offering credit at exorbitant interest rates.



However, through Unnati's partnership with Rang De, Bhanwari was able to secure an interest-free loan of Rs 5000 which was funded by FWWB. She also added her savings of Rs 2000 to the loaned amount and was able to purchase quality agricultural inputs, especially seeds and fertilizers. She was also able to rent a tractor to till her land and install an irrigation system to start the sowing activities of the cultivation season on time.

Bhanwari had cultivated bajra and kidney beans during the kharif season, and was able to have a successful harvest. This year, her produce has doubled as compared to the previous year. She has also seen an increase of Rs 2500 in her monthly income. According to Bhanwari, a loan from the money lender would have compelled her to leave her farm unattended for 3-4 days to engage in daily wage jobs to repay the expensive credit. With the availed interest-free loan, Bhanwari is being able to focus on what is important for her family by being at ease. She believes that receiving an affordable loan during the adversity of the pandemic has been a blessing to her family, as they have been able to sustain the agri-business without having to compromise on any aspect of their daily needs.

Bhanwari is motivated by the success of her agri-business and plans to shift her focus towards the micro-level animal husbandry. She aspires to utilise her savings to purchase cattle for her farming activities and domestic use. Along with agriculture, she hopes to diversify her sources of income by establishing a dairy farm enterprise in the future.







AGRICULTURE CAPACITY BUILDING PROGRAM

In the current scenario, Farmer producer organisations (FPOs) are emerging as the most practical approach towards empowering the smallholder farmers. The FPOs are making agriculture profitable to them without bias. Without the handholding support from FPOs, the smallholder farmers, especially from the marginalised backgrounds, are at a greater risk of being exploited and suffering loss in the larger markets. FPOs help in leveraging economies of scale in production and marketing. They aim to enhance overall productivity of the farmers through cost effective and efficient use of resources – towards sustainable income oriented farming and improved income for holistic development of their families.

The major impact is driven by the decentralised agriculture marketing system of FPOs, which inevitably results in better price realisation of agriculture produce for small and marginalised farmers. In the recent years, the efforts of FPOs and their essence for upliftment of marginalised farmers has been recognised by the government at various platforms, one of which involves creating farm gate valued agriculture infrastructure through them. However, following interventions, majority of FPOs still lack access to credit and capacity building support. This drawback has led the FPOs to grow and succeed at a limited pace. Considerately, FWFB's approach is focused on capacity building requirements combined with credit support for FPOs.

Towards its vision for FPOs in India, FWFB initiated its 'Capacity Building Program for FPOS' in 2017 with support from Rabobank Foundation and Ceniarth Foundation. The program aims to provide capacity building support to nascent and emerging FPOs by helping them become self-sustainable institutions through their Producer Organisation Promoting Institution (POPI).

PROGRAM ACTIVITIES

The program has adopted direct intervention model and cascade model for its interventions. Under direct intervention model, the experts directly provide trainings at FPO level, while in cascade model, a cadre of trainers are groomed to train the members of FPOs at grassroots level. The various topics and modules covered under the training program are financial management, primary group strengthening and management, legal and statutory compliances, operation management, value chain and marketing, governance, sustainable agriculture practices, climate change and resilience, strategic business planning, and other relevant subjects. The target beneficiaries of the training programs are members of the FPO, FPO board members and FPO staff.





OUTREACH UNDER CAPACITY BUILDING PROGRAM FY 2020-21

Sr. no	PARTICULARS	TOTAL NUMBER
1	Number of FPCs	38
2	Number of states	03

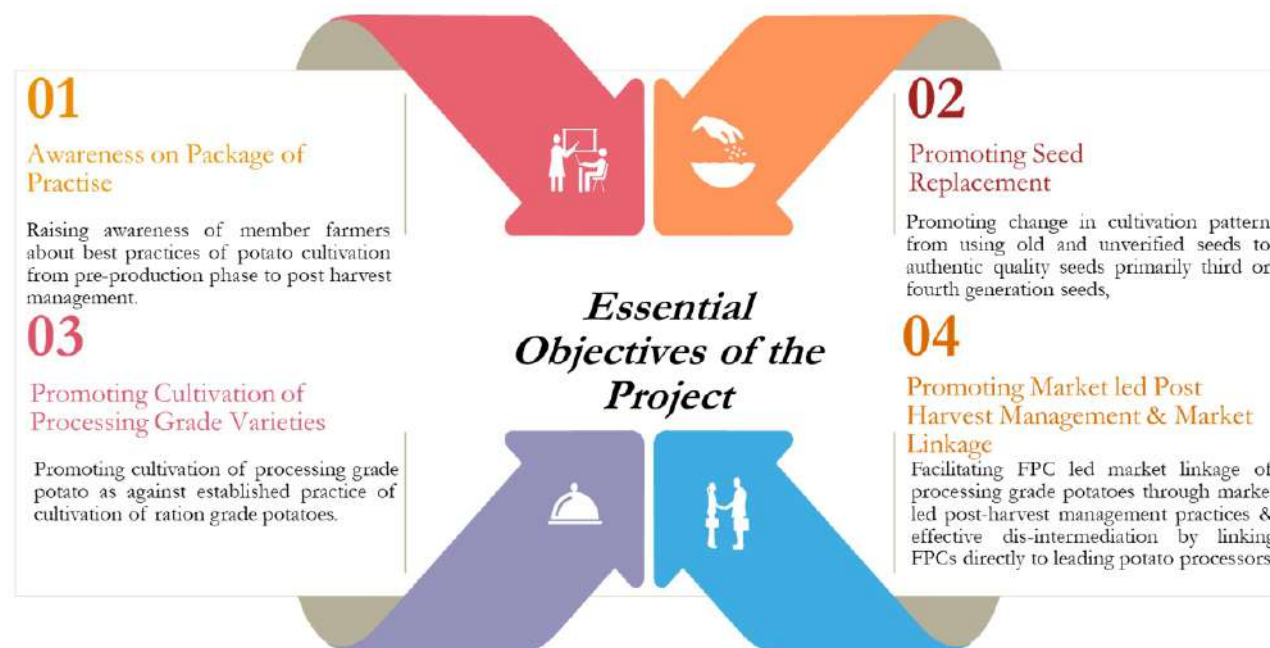
COMMODITY SPECIFIC VALUE CHAIN DEVELOPMENT SUPPORT - POTATO

FWWB started a pilot project on Commodity Value Chain Development support with 11 of Bihar Agriculture Growth and Reform Initiative (BAGRI) promoted Farmer Producer Companies (FPCs) in Bihar. Under the project, the FPCs received technical guidance along with business support on grade potato cultivation practices, effective processing and primary value addition activities.

About the Project This project was conceptualized towards strengthening of Farmer Producer Companies promoted under erstwhile BAGRI program through development of potato value chain in working areas of identified FPCs.

The project included technical assistance in two phases. In the first phase, end-to-end potato value chain intervention from pre-production phase to post-harvest management was undertaken. In the second phase, FWFB provided support towards accounting, compliance and credit linkages. Handholding support towards record maintenance, statutory and other compliance was observed to strengthen the FPCs in their nascent phase, considerably determining their growth in the future. With the two-phase support, FWFB aims to make the FPCs market-ready, for both agriculture and financial sectors.

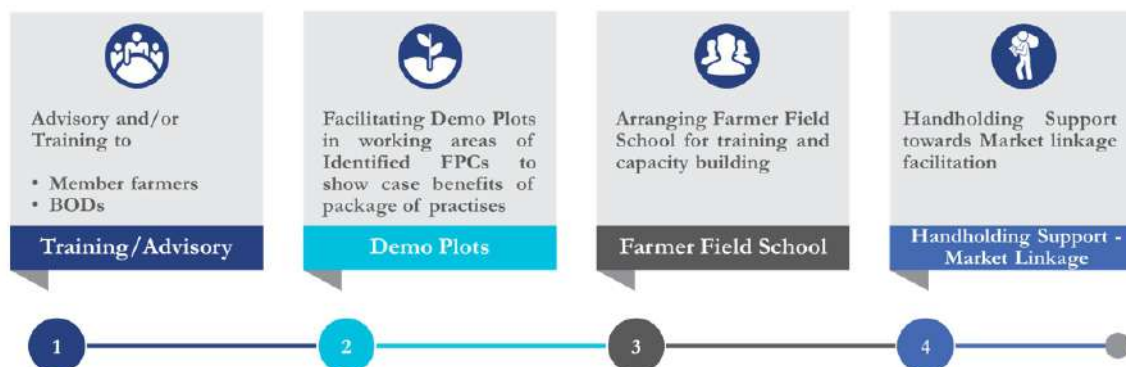
The project carried forward the following major interventions.



The interventions were done through various activities, including,

- Sensitization meeting for board members of respective Farmer Producer Companies
- Workshops for business planning and capacity building
- Pre-sowing capacity building/advisory support to Partner Groups (Pgs)
- Facilitating demand generation for seeds
- Post-sowing capacity building/advisory support to Partner Groups (Pgs)
- Facilitating demand generation for seeds
- Facilitation of demo plots and farmer field school
- Post-harvest management with market linkages

The following tools were used to achieve the stated objectives and activities of the project.



Owing to the challenges posed by Covid-19, innovative channels of communication were developed to ensure that farmers are aware about the project package consisting of practices to be followed during cultivation of the crop. Along with limited physically-delivered trainings, WhatsApp groups were created for two-way communication and to receive real-time information. Furthermore, advisory services to the farmers were given through mobile SMS, exclusive videos on YouTube and via mobile application.

THE LIST OF FPCS WITH SEED SOWN QUANTITY AND DEMO PLOT AREA, IS AS FOLLOWS

Sr. no	Name of FPC	Potato Seed Sown (in kg.)	Demo Plot Area (in kathha)
1	Cheria Bariarpur FPCL	5300	6
2	Ravidas Baba FPCL	-	-
3	Dumraon FPCL	-	-
4	Biharsharif FPCL	7500	3
5	Noorsarai FPCL	8000	3
6	Muraul FPCL	300	6
7	Kasma Samridh FPCL	2400	6
8	Patepur FPCL	300	6
9	Dhoi Sakra	300	6
10	Naubatpur Vikram FPCL	300	6
11	Saraiya FPCL	-	6

CAPACITY BUILDING OF 15 C AND D RATED FPOS (NABARD PROMOTED) IN GUJARAT

Friends of Women's World Banking (FWWB) was selected by NABARD to provide Capacity building support to 15 C & D rated FPOs in Gujarat. The capacity building program covered 6 focus areas, namely, Governance, Management, Business Plan, Market, MIS/Compliance and Record Keeping. The capacity building training program was divided in two phases, 3 days each, additionally including exposure visits and need assessment of respective FPOs. FWWB successfully completed Phase I and exposure visits for FPCs before the second wave of Covid-19 pandemic.

LIST OF FPOS SUPPORTED UNDER THE PROGRAM WERE:

Sr. no	Promoting Institution	District	Name Of FPO
1	Prakriti	Dahod	PD Dhan Ghughas Khedut Utpadak Sahkari Mandali Ltd
2	Foundation		PD Dhan Bhilpur - Chorwana Khedut Utpadak Sahkari Mandali Ltd.
3	Vijay Bharti	Bharuch	Agro Empire Sahkari Mandali Ltd.
4	Mahiti Trust	Ahmedabad	Shree Pipal Krushi Evam Pashupalan Producers Co. Ltd.
5			Shree Radheshyam Krushi Evam Pashupalan Producers Co. Ltd.
6		Botad	Alampur Farmer Producer Company Limited
7			Dharpipla Farmers Producers Company Limited
8			Jalila Farmers Producer Company Limited
9			Sanganpur Farmer Producer Company Limited
10			Sundariyana Farmer Producer Company Limited
11			Fariyadka Farmer Producer Company Limited
12			Godhavta Farmers Producer Company Limited
13			Khas Farmers Producer Company Limited
14			Malanpur Farmers Producer Company Limited
15			Mota Khokhara Farmers Producer Company Limited

IMPACT OF THE PROGRAM

Under the capacity building program, the FPOs have improved their performance on various parameters, as summarized below.

- GOVERNANCE** The training sessions on governance and management of FPCs have increased the awareness about the roles & responsibilities of the Board and staff. The Board Members of Bihar's FPCs are now managing the organization on their own as the support of POPI Act has ended. However, there is a huge requirement for continued support in understanding the nuances of governance and management. Also, the learning curve shows slow progression that differs from region to region, playing a very crucial role in the sustainability of FPOs.
- REVENUE AND PROFITABILITY** Over the period of three years (2017-2020), the program has resulted in increase in revenue for FPCs in Tamil Nadu. Despite the increase in revenue, most of these FPCs have run into losses in the last financial year, primarily due to overdue of farmer members' credit and negative effect on business due to Covid-19.
- MEMBERSHIP, WOMEN'S PARTICIPATION AND MEMBER CAPITAL** Over the period of three years (2017-2020), 120% increase in membership for 5 FPCs in Tamil Nadu was observed. It is also worth highlighting that the increase in women membership was approximately 130% during the same time. A similar trend for increased women representation in the Board of FPCs was observed. 5 FPCs from Tamil Nadu also had an 88% rise in member capital during the span of three years. Unfortunately, women member participation has been significantly low in the FPCs of Bihar and Gujarat. FWFB is working towards increasing women member participation and member capital in these states as well.
- STRATEGY AND BUSINESS PLANNING** All the FPCs are facilitated with a strategy and business plan during the capacity building support. The FPCs who have developed the business plan are working tirelessly to achieve the required results, with the Board members personally involved in the business planning exercise and reviewing of day-to-day activities vis-à-vis the standardized FPC plan. The remaining FPCs are being facilitated to develop business plan that would enable them to review and track the progress.

- **MARKET LINKAGE** Market linkage plays a vital role in the sustainability of FPOs once they start maturing from nascent and emerging phase. The FPCs from Bihar were able to purchase 24.5 MT of G3 potato seeds and sold their produce to S V Agri Processing Pvt Ltd. Also, three FPOs from Pudukkottai, Tamil Nadu were able to supply vegetables to a total of 2665 households with a gross revenue of Rs 2, 21,271 during Covid-19. Additionally, a total quantity of 11,912 kilograms of vegetables worth Rs 1,88,926 were procured from 113 farmers from the three FPOs.
- **ACCESS TO CREDIT** 4 FPCs from Bihar were able to apply for SFAC's Equity Grant Scheme, and are in process of availing the due benefits. FPCs from Tamil Nadu have able to receive credit support from FWFB and mainstream organizations in FPO lending space, including, Samunnati, Nabkisan and NABARD. These loans were majorly provided to famer members - to be utilized towards working capital requirements of farmer members including procurement, crop and animal husbandry. The FPOs from Gujarat and Bihar have also been encouraged to approach other banks and lending organizations to avail suitable credit support.
- **TECHNOLOGY ADOPTION FOR EFFICIENT DISSEMINATION OF INFORMATION** Following the Covid-19 pandemic, technology adoption is happening at a faster pace and FPOs are utilizing technology to an advantage. FPCs have also seen an increase in ownership of computer/laptops for operations and transactional requirements including accounting, record maintenance, compliances and external communication. As the physical meetings had zero possibility due to the pandemic, the information dissemination and capacity building of Board Members and Staff were shifted to e-platforms, such as, WhatsApp, emails, mobile SMS, YouTube channels and other mobile applications. The FPCs were also able to use online banking, Google services to transact with members and other stakeholders.

To mention, as capacity building is a gradual process and is dependent on various dynamic factors, the statistical impact on the FPOs can't be directly attributed to the handholding support provided by FWFB and would need time to analyze/interpret.

FUTURE PLAN Unaffected by the adversity of the Covid-19 pandemic, FWFB provided continuous capacity building and handholding support to the FPOs at the ground level. The interventions led to a significant impact on the beneficiary farmers and operational capabilities of beneficiary FPCs. Considering the growth driven by the capacity building support to 15 C & D rated FPOs in Gujarat, FWFB is highly motivated to strive better in its future interventions.

FWFB is also scaling up the existing program in alignment with its credit vertical. It shall provide end-to-end services to the FPOs and will increase its commodity-specific value chain interventions to other parts of country. FWFB is also planning to develop new business models for FPOs by making them ready for the highly competitive market with specific value-added products.





CAPACITY BUILDING OF FPOS - KARNATAKA SUPPORTED BY NABARD

The project aims to provide Capacity Building support to Farmer Producer Organisations (FPOs) to help them become sustainable institutions by facilitating credit, value chain and market linkages. A team of experts of FWWB and Partner Organisations would work towards achieving the following goals- 1) Capacity Building and Upskilling of FPO - includes training on subjects such as finance, business planning, marketing, technical aspects etc 2) Credit Linkages 3) Building Value Chain and Market Linkages.

METHODOLOGY AND APPROACH

FWWB approach includes developing a core team or cadre of farmers called Key Resource Persons within the FPO who can support the CEO and Governing members to successfully implement FPO's activities such as commodity procurement, knowledge dissemination, group-strengthening activities etc and can eventually help run FPOs in a self-sustainable manner.

The second aspect of our approach involves piloting initiatives relevant to the growth of the FPO and its members, in the form of business opportunities through market linkages and value addition, technical upgradation, need-based credit linkages linkages, with the involvement of the core team.

PROFILE OF THE PROMOTING INSTITUTIONS

The project comprised of 7 Promoting Institutions and 12 Farmer Producer Organisations. The POPI are as under:

AVISHKAR is a non-governmental, non-profit, voluntary organization from Tumkur which is established in 2004 for strengthening, reviving or restoring and conservation of land and water resources in the Karnataka. As part of the Village Institutions Development initiative AVISHKAR promoted FPOs in the district of Tumkur covering a total of 1800 farmers in 19 villages.

MOTHER (Multipurpose Organization for Training, Health, Education & Rehabilitation) is a non-profit in Tumkur and involved in activities such as Soil and Water Conservation, Sustainable Agriculture, Tree-based farming, Forestry, and Women Development through SHG and capacity building activities.

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FPO NAME	DISTRICT	NAME OF THE POPI/NGO	VILLAGES COVERED	NUMBER OF SHAREHOLDERS
Shivaganga Organic FPCL	Bangalore Rural	ESAF	20	1000
Swavalambhi Krushi Uthpadakara Abhivruddi Samsthe	Tumkur	ORDER	10	584
Tumkur Organic Farmer Producer Company Limited	Tumkur	ORDER	10	510
Suvarnamukhi	Tumkur	MOTHER	21	517
SalughatteFPCL	Tumkur	MOTHER	9	500
Kunigal taluk Coconut Producer Company Ltd.,	Tumkur	KCPC	15	500
Sri Marikamba FPO	Tumkur	AVISHKAR	7	540
Gramachethana FPCL	Tumkur	AVISHKAR	9	613
Gurushri FPCL	Tumkur	SIFL	20	1029
Chennakeshaswamy Farmers Producer Company Ltd	Chikkaballapur	NRDS	11	510
Mokshagundam Vishweshwarayya FPCL	Chikkaballapur	VRUTTI	51	1059
Janadhanya FPCL	Ramanagara	VRUTTI	42	1192
Total			225	8554

In terms of crops or commodity type since most of the FPO/FPC fall in Tumkur District, millets are the main agricultural commodity produced by the farmers. Amongst the millets, Finger Millet or Ragi is the main crop followed by the other Millet varieties such as Foxtail Millet, Little Millet, Proso Millet, Kodo Millet, Banyard Millet and Browntop Millet. In addition to Millets, nuts such as Coconut, Arecanut and Groundnut as well as Horticultural crops like Potato and Tomato are produced in these areas.

PROGRESS SO FAR

INCEPTION PHASE

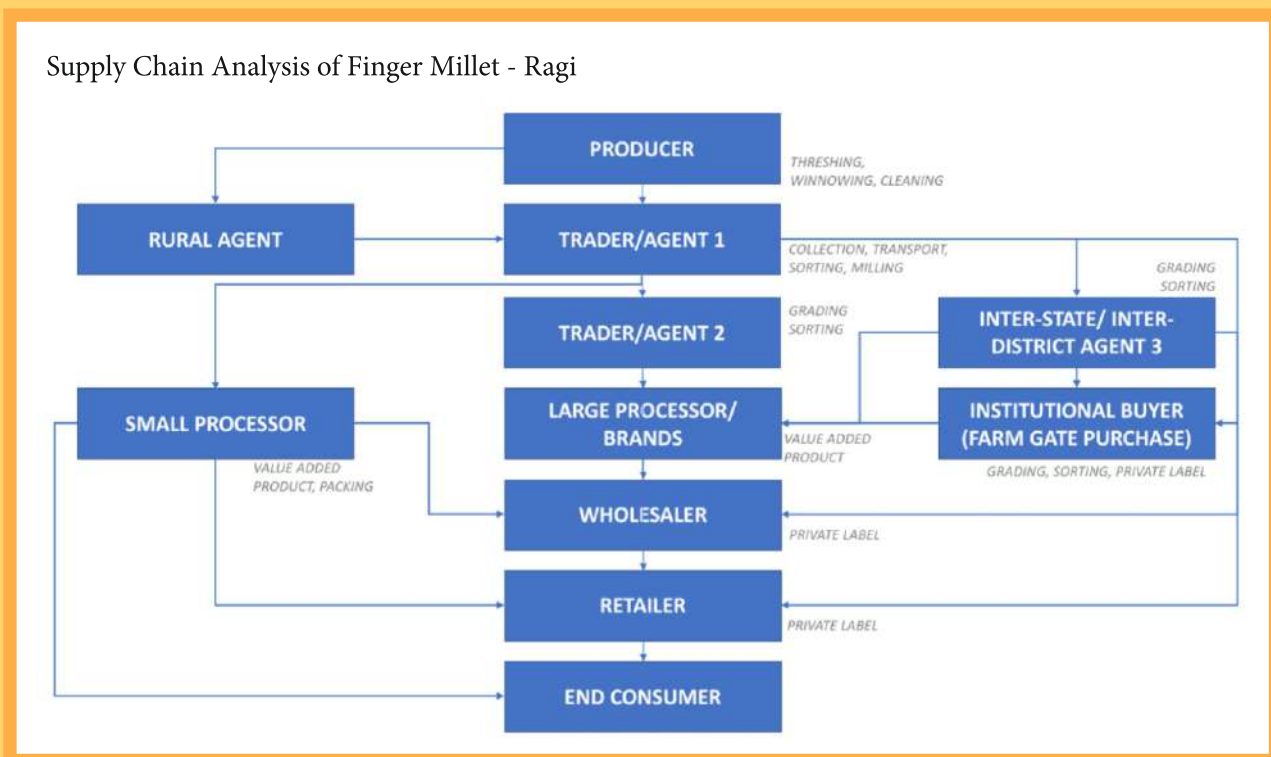
FWWB has completed the first phase (Inception Phase) of the project wherein the team undertook visits to the project location and met the staff and members of the FPO and Promoting Institutions to understand the activities undertaken by the FPO, the type of crops the members were cultivating, the main revenue streams of the FPO, member participation in the activities, adherence to compliance aspects, capacity gaps amongst the CEO and Board Members, scope for improvement of FPO business through better market linkages and value addition opportunities.

CURRENT ACTIVITIES OF THE FPO - In our study, we have observed that all the 12 Farmer Producer Organisations/Companies are mature/semi-mature in terms of vintage, governance, operational systems and existing business activities. The activities of the FPO have been classified under 3 heads:-1) Input Linkage 2) Output Linkage 3) Value Addition

MAJOR ACTIVITIES UNDERTAKEN BY THE FPOS

FPO NAME	DISTRICT	NAME OF THE POPI/NGO	CURRENT ACTIVITIES		
			Input Linkage	Output Linkage	Value Addition
Shivaganga Organic FPCL	Bangalore Rural	ESAF	1	1	1
Swavalambhi Krushi Uthpadakara Abhivruddi Samsthe	Tumkur	ORDER	1	-	-
Tumkur Organic Farmer Producer Company Limited	Tumkur	ORDER	1	1	1
Suvarnamukhi	Tumkur	MOTHER			
SalughatteFPCL	Tumkur	MOTHER	1	1	1
Kunigal taluk Coconut Producer Company Ltd.,	Tumkur	KCPC	-	1	1
Sri Marikamba FPO	Tumkur	AVISHKAR	1	-	-
Gramachethana FPCL	Tumkur	AVISHKAR	1	1	
Gurushri FPCL	Tumkur	SIFL	1	1	1
Chennakeshavaswamy Farmers Producer Company Ltd	Chikkaballapur	NRDS	1	1	-
Mokshagundam Vishweshwarayya FPCL	Chikkaballapur	VRUTTI	1	1	-
Janadhanya FPCL	Ramanagara	VRUTTI	1	1	1
Total			10	10	7

Since, Finger Millet or Ragi is the main commodity of the majority of FPOs, we have tried to map the value chain of Ragi so as to provide relevant advice/mentoring to FPOs on value addition activities.



IMPLEMENTATION PHASE

Based on the findings of the Need Assessment and Market scoping study, FWWB has devised customized capacity intervention plans involving all key stakeholders, which are being implemented in Phase 2 or Implementation Phase. Our intervention is focused on two major activities:

- Value Chain opportunity scan to identify business opportunities in the value chain and facilitating linkages with stakeholders to execute market linkage / value addition opportunities for the FPOs.
- Developing a cadre of community trainers from FPOs to run season wise Farmer Field Schools for FPO members, Fast Track program for FPO executives to incubate business ideas, and need-based capacity building of directors and CEO to develop necessary capacities and steer the FPO towards its business and institutional goals envisaged by the project

FARMER FIELD SCHOOL (FFS) PROGRAMME

Key Resource Person Training: With an aim to develop a cadre of Key Resource Persons from FPOs to run season wise Farmer Field Schools for FPO members, progressive farmers were selected as Key Resource Persons (KRP) from each FPO (1-2 KRP for every 3-5 villages). FFS is an entry point activity meant to mobilise farmers to support the FPO and also to develop the confidence of the KRPs to play a greater role in near future (in market linkage and value addition). The Key Resource Persons (KRPs) were trained at Myrada Green College to conduct Farmer Field Schools (FFS) in their respective clusters. Residential classroom training, refresher training programme and online sessions were undertaken to build capacities of the Key Resource Person on technical aspects, group formation methods etc. Technical training support was provided to each KRP on the crops selected by them. The KRPs have been equipped with a tool kit to conduct training sessions for farmer members. As a part of the FFS programme, the trained KRPs conduct weekly classes in their respective cluster of villages for the selected crops. Farmer groups have been formed with the support KRPs to undertake new agricultural practises etc. Starting with Good Agriculture Practices in identified crops, the KRPs would also be trained to serve as Village level Entrepreneurs for undertaking value addition and market linkage initiatives in future.





MARKET LINKAGE ACTIVITIES

DEEP-DIVE MODEL : As part of the Deep-Dive Model FWWB evaluated the market readiness of the FPO and identified potential market linkage partners. Once the quantity and quality of produce are assessed (by sending samples of buyers for quality check), FWWB facilitated the price negotiations with institutional buyers with FPOs.

The first FPO which was linked was Mokshagundam FPC in Chikballapur district with the institutional buyer called Go4Fresh (Fresh Produce Value Creation Services Pvt.Ltd) for the commodity, sweet potato (Orange Flesh Variety). The success story was continued with Gramachethana FPC where a mix of vegetables was sold to Ninjacart. Another FPC successfully linked to market players is Shivganga FPC which was linked with ABY Farmers LLP in Hyderabad for sale of organic fruits & vegetables

CONCLUSION AND WAY FORWARD

FWWB believes that Capacity building of FPOs is a continuous process and requires multiple training sessions and mentoring. As part of the FWWB-NABARD Karnataka programme, FWWB intends to undertake incubation session for FPO CEOs through the Fast-Track Programme. The focus of the program is to help FPOs identify potential business ideas and provide them with the necessary support in executing their business plans by assisting in the design, articulation and demonstration of potential business ideas and helping develop business management skills, leadership and communication skills of the participants with a view to build their confidence and motivate them towards their goals. In addition to the Fast Track Programme, FWWB also plans to undertake the 'Sashakth Kisaan Programme' for building capacities of the FPO Board of Directors and Chief Executive Officer. The program consists of capacity building modules tailored specifically for the needs of the decision makers in FPOs, the Directors and Chief Executive Officer, and looks to develop the necessary capacities to take appropriate decisions and steer the FPO towards its business and institutional goals.

Market linkages activities are ongoing and more institutional buyers have been approached by FWWB in the hope of linking all the FPOs to market players. Since FWWB is believes in a collaborative approach in addressing in developmental challenges, we are also coordinating with other state-level agencies such as Krishi Vigyan Kendra (KVK) for technical support.

In addition to planned programmes, specific high impact areas or intervention touch points have been identified where FPOs would be supported based on their needs and requirements. These include credit-linkage support, technical support and digital adoption.

CASE STUDY

POTATO VALUE CHAIN DEVELOPMENT

VIJENDRA THAKUR

Village: Karua Village, Kalyanpur Block, Samastipur, Bihar

Name of FPC: Kashma Samridhh Farmer Producer Company Limited (KSFPCCL)



Vijendra Thakur cultivated the Lady Rosetta (LR) variety of potato in his field after being sensitized on the benefits of cultivating processing-grade variety of potatoes. He was trained in the best techniques of potato cultivation, with selection of seed being a crucial element for the harvest. After undergoing the pre-sowing training under FWFB,

As seeds are an important input for potato cultivation, sharing about 30-45% of overall cultivation cost, he purchased Lady Rosetta variety of potato seeds from S V Agri Processing Pvt Ltd. Vijendra cultivated the crop following all the standardised guidelines from the training team, for example, the plant-to-plant distance was kept at 7 inches whereas traditional methods follow a distance of 4 inches. It was observed that this technique resulted in savings on input cost and increased overall crop productivity to 4.5 quintal per Katha against the 3 quintal per Katha with traditional method of cultivating indigenous seeds. Vijendra Thakur fetched a price of Rs 8 per kg for the produce, whereas the market price for indigenous variety was only Rs 5 per kg. Finally, the produce was purchased by S V Agri Processing Pvt Ltd under the buy-back agreement of the program that ensures minimal loss to the farmer and maximum support.







**REVITALISING
RAINFED
AGRICULTURE
NETWORK
(RRAN) PROGRAM**





The Revitalising Rainfed Agriculture Network (RRAN) is a coalition of civil society organizations, research institutions, policy-makers, donor agencies, academics and practitioners with the collective goal of establishing productive, sustainable and resilient rain-fed agricultural systems through campaigns for differentiated agricultural policies, integrated farming systems and scaling up of appropriate public investments in rainfed areas across India. Rainfed agriculture or farming practices that rely on rains as a source of water have been undergoing a crisis on account of falling ground water levels, declining soil quality, degradation of common lands and increasing input costs, making agriculture unviable and resulting in severe poverty in the agrarian sector. Since, more than 50% of the net-sown area in India falls under the rainfed agriculture, creating a robust agricultural system to overcome these challenges has become crucial and urgent. The RRAN has been formed as a response to this crisis with a vision to facilitate the establishment of productive and resilient rainfed agriculture systems.

The activities under the network are carried out through different state/regional network and thematic working groups as well as individual organizations by conducting research, piloting innovations and convergence with government programs. With the support from Ford Foundation, FWFB has been working with Revitalising Rainfed Agriculture Network (RRAN) as a Grant Manager since January 2017. Under the network, FWFB's responsibility is to undertake grant management activities from the perspective of financial oversight and regulatory compliance, along with disbursements of grants and coordination. Following the Foreign Contribution (Regulation) Amendment Bill, September 2020, sub-granting activities under the program have been restricted.

**ACTIVITIES GRANTS RELEASED
(BETWEEN APRIL - SEPTEMBER 2020) ARE MENTIONED BELOW.**

SR. NO	ORGANIZATION	STATE	ACTIVITY
1	Watershed Support Services and Activity Network (WASSAN)	Andhra Pradesh	Networking for practice, research and policy engagement for RRA
2	Development Support Center (DSC)	Gujarat	Kharif Campaign for Growing Food Crops in Gujarat
3	People's Science Institute	Uttarakhand	Strengthening Science Practice and Policy for promoting agro-ecology in rainfed Regions of India
4	IDEAL-CSJ	Gujarat	Capacity building for policy deliberation on Revitalising Rainfed Agriculture
5	Centre for Youth and Social Development (CYSD)	Odisha	Reclaiming Policy and Budgetary Priorities for Rain fed Agriculture in India
6	Institute for Studies and Transformation (IST)	Gujarat	Project Management and monitoring of RRA network: Establishing core support of the network and its program
7	Yuva Rural Association (YRA)	Maharashtra	Strengthening the networking processes and Rainfed agriculture policies in Maharashtra
8	Society for Development Alternatives	Madhya Pradesh	Sustainable rainfed agriculture development in Bundelkhand region
9	Apna sansthan	Rajasthan	Kharif Campaign for growing food crops in Rajasthan
10	Society for Rural Development and Action (SRDA)	Himachal Pradesh	HimRRA Network - Facilitating RRA network in HP
11	Snehakunja Trust	Karnataka	Strengthening RRA Network in Karnataka
12	URMUL and Sahjeevan	Rajasthan and Gujarat	Developing ecosystem for establishing camel milk procurement at 1 location in Rajasthan for Government buy-in
13	Samaj Pragati Sahayog	Madhya Pradesh	Consultative processes towards public policy for living soils
14	Vrutti	Karnataka	Working group-markets and Institutions in the rainfed context under RRAN
15	Sahaja Samrudha	Karnataka	Working group on seed systems in rainfed areas
16	National Institute of Women, Child & Youth Development	Maharashtra	Develop Guideline for Comprehensive Forest Right (individual and community) land Development Program







WATER AND SANITATION PROGRAM

Access to potable drinking water and a proper sanitation facility is one of the primary requisite for any individual and essential foundation for holistic wellbeing, especially for women and children. It has been observed that access to water, sanitation and hygiene (collectively termed as WASH) is known to have wider socio-economic impact and plays a vital role in public health. As the attributes are targeted within the Sustainable Development Goals, the attributes are a vital consideration.

To fulfil the requirements of WASH as a basic human right, especially for women, FWWB recognised the need to be the capable institution that can lead the way through microfinance and its importance in making water and sanitation easily accessible in rural and urban India. Driven by the idea, FWWB initiated the Water and Sanitation Program in the year 2009 - towards respecting basic needs for every human.

ABOUT THE PROGRAM

The Water and Sanitation Project clearly demonstrates that poor are willing to invest in basic needs like drinking water and construction of toilets, if finance is made available to them at affordable interest rates with greater awareness on the need. The project also intends to generate awareness among donors and banks, about the importance of quality WASH systems in improving health and productivity of a marginalised household.

This program aims to provide financial assistance to microfinance institutions (MFI) for on-lending to their women members for construction of sanitation facility at subsidized rates. The organizations which either have good client record or are active in the urban or rural areas are selected. The organizations with a sound technical team, serving in a relatively backward area with past experience in construction activity are preferred. Simultaneously, the organizations with a potential to provide the required support in this are guided to deliver the required goal.

Launched in 2009, the Water and Sanitation Project was initiated with funding support from National Housing Bank (NHB) and Michael and Susan Dell Foundation (MSDF). From 2014 to 2015, FWWB ran the Program through its own internal resources as there was no funding support available for the program. From 2015, Population Services International (PSI) started supporting FWWB in implementing the Program in Bihar. Ultimately, in 2016, FWWB received financial support from Small Industries Development Bank of India (SIDBI) for providing Sanitation Loans under the Poorest State Inclusive Growth Program. The project with PSI is designed for providing retail toilet loans and loans to entrepreneurs who sell materials required for construction of toilets. These entrepreneurs play an important role in the value chain of sanitation financing as the availability of construction material is important for timely construction of toilets. The project is carried out through grant and loan modes. The loans are also provided to the partner organizations for further on-lending to their clients for construction of toilets or loans to sanitation entrepreneurs. Under the project, grants are given to partner organizations for generating awareness and demand for Sanitation Loan, and the fund required for providing loan to targeted borrowers is raised by the partner organisations.

In the year 2020-21, Sanitation Loans were provided in 5 States through 7 partners. Statistically, Rs 11.20 Crore were disbursed, with 3600 Sanitation Loans and 38 loans to the Sanitation Entrepreneurs. There is micro-finance demand for both, constructions of new toilets and renovation of old toilets. People are taking loans for renovating the existing dysfunctional toilets and to equip the toilets with modern facilities. Apart from loans, credit plus activities such as helping the clients with technical design of the toilets, arrangement of construction materials for timely construction of toilets are done at the field level by the partner organisations. The partner organisations are also responsible for increasing awareness related to improved sanitation facilities, availability of water and good hygiene practices.

The project has been successful and beneficial with more than 87,700 toilet loans and 525 sanitation entrepreneurship loans, cumulatively, disbursed at the grassroots level.

With effective interventions, the demand for Sanitation Loan is increasing and a number of new organisations are willing to partner with FWWB India for providing the required micro-finance at the field level. In the financial year, 2020-21, FWWB had added 4 new partners, further striving to expand the Program and its impact in FY 2021-22.

KEY LEARNINGS

- There is an increasing demand for Sanitation Loans in India. Availability of funds is a major constraint in providing the required credit.
- Though Covid-19 had an adverse impact on incomes of micro-finance borrowers, relatively the borrowers in rural India with agriculture background were less hit. With the lockdown and people constrained at homes, the initiatives to build or upgrade sanitary facilities stayed strong, along with the credit demand.
- The repayment of the loans by the borrowers has been majorly unaffected, with the partners striving on a greater impact through interventions.
- The low-income borrowers have immensely benefited from the Sanitary Loans through partner organisations that make sanitary facilities more affordable through micro-finance and handholding support.
- Delivering the sanitation loans has a substantial potential towards bringing improvement in the quality of life for the rural population, by promoting cleanliness, hygiene and eliminating open defecation.
- FWWB has been to promote entrepreneurship in this sector with affordable micro-finance options at lower interest rates. Improving the employment opportunities in the rural areas is of utmost importance where the population generally lacks the awareness in available resources and optimal utilisation.

In households on rural India report lack of finances and affordability as the main reason lack of sanitation facilities at home. Collaboratively, FWWB has been successful along with its intervening partner organisations in motivating rural communities to adopt sustainable sanitation facilities through awareness creation and availability of affordable finance.

SAHYOG DEVELOPMENT SERVICES (SDS) AND FWWB RELATIONSHIP IN SANITATION SECTOR

FWWB has been a sheet anchor in Sanitation Retail Finance through SDS. Beginning from the nascent stage of SDC in January 2015, FWWB has been financing term loans towards the organization's micro-finance interventions for promoting sanitation facilities. From the very beginning of its operations, the term loans from FWWB have contributed to a wider range of impact on SDS's integrated financial and support services for creating positive social changes in targeted communities. To briefly mention, the term loan finance assistance extended by FWWB to SDS has been the catalyst behind SDS being able to sustain its novel endeavour over the years.

THE PROGRESS OF SDS-FWWB PARTNERSHIP OVER THE YEARS IS TABLED BELOW

SDS-FWWB SANITATION LOAN PROGRESS OVER FINANCIAL YEARS				
Financial Year	Sanitation Loan Fund Raised from FWWB (In Crore)	Number of Toilet Loans	Number of Enterprise Loans (Sanitation Value Chain Financing)	Sanitation Loan Disbursement Amount (In Crore)
2014-15	0.37	484	15	0.65
2015-16	0.50	923	39	1.16
2016-17	2	1721	64	2.33
2017-18	3	3371	98	4.57
2018-19	7.5	5480	130	8.4
2019-20	2.5	2619	27	5.51
2020-21	2	855	42	2.51
Total	17.87 Crore	14553	425	25.13 Crore

AN OVERVIEW OF SANITATION ENTREPRENEURSHIP

Undoubtedly, in rural India, entrepreneurship is a solution for the challenges associated with proper sanitation. Over the years, FWWB has observed that Sanitation Entrepreneurs are an integral part of the sanitation value chain, creating not only financial gain but larger social impact. These sanitation entrepreneurs also contribute to the unorganised sanitation economy by their efforts. Majorly situated in remote locations, they ensure that the construction material for building toilets or construction services are timely available for the borrowers.

Sanitation Entrepreneurship contributes to building a value chain in sanitation/toilet construction by providing rings and lids used for toilet sub-structure, along with toilet sheets, doors, cement, bricks, and all other relevant toilet construction material. Under FWWB's interventions, these entrepreneurs are working across northern rural Bihar. They are involved in manufacturing and/or supply of the raw material at the construction sites, supporting the entire cause of promoting sanitation facilities in the remote rural areas for a larger impact. Their enterprise set-up is generally established within 0.3 to 0.5 acre of land area, wherein 2-3 individuals are involved in construction, sales and transportation activities.

At the operational level, the sales and business dealings are secluded majorly at the plant, but most of the sanitation entrepreneurs prefer to have their own logistics assistance and invest in a vehicle to transport the heavy rings, lids and other relevant material to the construction site. They are additionally assisted by 2-3 skilled labourers, thereby, also creating employment opportunities at the local level.

The progress of financing Sanitation Entrepreneurs by SDS over the years is tabled below. The Sanitation Entrepreneurs were able to increase their turnover and profit with the help of loan support. The entrepreneurs have repaid well over the years and have demanded higher amount of loans over the years as a positive sign.

SDS ENTERPRISE LOAN PROGRESS OVER THE FINANCIAL YEARS								
Financial Year	Number of Entrepreneurs	Number of Loans	Disbursement Amount (In INR Crore)	District	Block	Average Ticket Size (In INR Thousand)	Overdue Loan Numbers	Overdue Loan Numbers
2014-15	15	15	0.065	3	8	43	0	0
2015-16	35	49	0.21	9	24	43	0	0
2016-17	68	98	0.49	16	36	50	0	0
2017-18	48	64	0.38	14	28	60	0	0
2018-19	88	130	0.91	14	40	70	1	32
2019-20	27	27	0.24	7	18	89	1	47.5
2020-21	42	42	0.38	9	24	90	3	94.3
2021-22 (Proposed)	100	120	1.5	10	30	125	1	44
Total	423	525	3.675					

Details of Capacity Building Activities Undertaken Over the last 6 year, many capacity building activities have been undertaken by SDS in collaboration with Population Services International (PSI). The important issues covered under the capacity building exercises are:

- Importance of Health and Hygiene in daily life
- Importance of Toilet construction at individual household level
- Sustainable toilet construction at affordable investment
- Community awareness activities related to health, hygiene, construction of toilets in coordination with sanitation entrepreneurs
- Best practices to enhance sales through respective sanitation enterprise
- Improving financial literacy to make entrepreneurs understand the nuances of financial transaction and how to effectively utilise the credit availed from any financial institution

IMPACT

The total number of toilets directly financed over the years through the SDS-FWWB collaboration has been approximately 15 thousand, but considering the micro-finance support provided to the sanitation entrepreneurs, the actual number of toilets constructed is much higher. The impact is also much larger as the sanitation entrepreneurs have been working consistently over the years, supported by our deep rooted interventions of making construction of a new toilet easily accessible and affordable for a larger section of the marginalised society.

With the available micro-finance support through SDS, the sanitation entrepreneurs have been able to drive the impact. It is important to note that there are close to 125 ring manufacturers who are operationally associated with SDS and every month, they are being able to sell up to 20 toilets rings, sub-structure and other related materials. If the sales over last 6 years (2015 to 2021) are considered, as facilitated by the supported enterprises, the financing alone might have resulted in construction of close to 1 lakh toilets.

Additionally, the community awareness exercises over the years for construction of toilets, generating toilet application forms for SDS/Bihar State Rural Livelihood Mission (BSRLM), informing about better health and hygiene practices - have been immensely supported by these sanitation entrepreneurs in easy rural outreach.

Further, the organization plans to disburse at least INR 1 Crore in FY 21-22 to more than 100 Sanitation Entrepreneurs.

CASE STUDY

SANITATION ENTREPRENEUR

The proprietor of Sweety Plant, Ram Surat Kumar Paswan, has been a sanitation entrepreneur for over 5 years. He majorly deals in cement rings and toilet covers, providing the required quality raw materials for toilet construction sites. Being in the sector for long, he experienced a positive transition in enterprise following the credit linkage and enterprise upgradation after 2015-16. Following the credit assistance from SDS and associated transformation, he observed a 100% increase in demand and sale. In the present, he is renowned as the largest cement ring manufacturer of Kalyanpur and adjoining blocks of Samastipur district of Bihar.

Additionally, the Swachh Bharat Mission (SBM) by the Union Government and its vigorous outreach provided a great opportunity to Ram Surat to expand his business. The change in sanitation dynamics across rural regions immensely supported Ram Surat's enterprise, but it was the affordable credit support by SDS that provided the necessary impetus. Prior to his association with SDS, Ram Surat had availed loans from local lenders at 60% of interest rates on the loaned amount.

Further, he was supported by the capacity building training in 2016, letting him explore larger avenues towards the success of the enterprise. The training by SDS in collaboration with Population Services International (PSI) created awareness towards community mobilization initiatives that largely helped him in selling the products and increasing the enterprise revenue. He also employed 2 local individuals to support his mobilisation and sales activities, considerably improving the outreach in further rural areas.

When Ram Surat availed the first loan from SDS, recognising the importance of low cost credit for any business (SDS enterprise loan funds are given at 24-26% on diminishing terms) and a concrete business plan, the team realised that this has been the most successful intervention under the project. With the first loan of Rs 50,000 in March 2015, Ram Surat could invest in high-quality raw materials and manufacturing essentials for his plant. With the upgrade, he was being able to produce around 700 toilet rings per month, and was consistent even during the non-seasonal construction of toilets in months of July to September. Along with the profits made in 2015, Ram Surat was able to expand the business further with a second loan of Rs 75,000 in April 2016 with a scheduled repayment period of 9 months. He was able to repay the loan on time and also augmented the enterprise expansion, considerably striving to do the best as a sanitization entrepreneur working towards a larger social cause. Currently, with two additional loans from SDS, Ram Surat's ticket size has reached Rs 1.25 lakhs.

Having experienced the transformation himself, Ram Surat credits SDS and its credit support for the success of his enterprise. With a strong reputation, Ram Surat is also invited in all the WASH related government programs, setting an inspirational example for others. Additionally, he is also approached by the Bihar State Rural Livelihood Mission (BSRLM) staff in Samastipur district for support in their developmental program. He is also able to generate 25-30 Toilet Application forms for SDS and BSRLM, acting as a strong mobilising agent towards the cause of affordable sanitation in every rural household.



CASE STUDY

SANITATION, TOILET LOAN

PARTNERSHIP OF FWWB AND BELGHORIA JANAKALYAN SAMITY

FWWB partnered with Belghoria Janakalyan Samity in 2020 for providing water and sanitation loans in West Bengal. Initially, FWWB extended a credit of Rs 2 crore to the organisation for utilisation on the outreach program across 5 districts of West Bengal. Following a successful intervention, it was observed that the toilet constructions were done timely and the organisation didn't suffer a credit loss under its portfolio. In the upcoming FY 2021-22, Belghoria Janakalyan Samity plans to increase its outreach and expand its microfinance support through water and sanitation loans.



SARASWATI SUTRADHAR, 50 YEARS - STORY OF A SOCIALLY AWARE WOMAN

Saraswati Sutradhar resides with her husband and two children in Balarampur of Cooch Behar district, West Bengal. The family is supported by a small land and a small scale enterprise by the husband. Saraswati is a home maker and kids are being educated at a local school.

Initially, the family was impacted by poor sanitation facilities in the household. Their toilet lacked the proper infrastructure with weak walls, unhygienic conditions, a sense of privacy, safety with a temporary tin sheet as a roof, and water seepage during the monsoon. The toilet facility considerably needed an upgrade as an appropriately designed toilet and an adequate infrastructure through skilled mason, especially for Saraswati and her growing daughter.

Saraswati, in spite of being aware of the need of an appropriate toilet facility in the household, was unable to drive the change due to insufficient finance and lack of affordability. She was worried about her adolescent daughter who used to feel embarrassed in using the existing toilet. She was further constrained on the thought by a low-income in the household and lack of earning opportunities due to familial circumstances. After a lot of thought, Saraswati took the initiative to avail credit support from Belghoria Janakalyan Samity and was sanctioned a loan of Rs 25,000 through the fund provided by FWWB.

She utilised the credit in constructing a suitable toilet and sanitation facility in her home, much to her delight and need. With the construction, she was able to fulfil the privacy, safety, comfort, cleanliness and respects needs for her family, especially her daughter. She was able to achieve the same without burdening her financial resources, with an easy access to credit and repayment options.







SOLAR ENERGY PROGRAM



SABINE
TIEF
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mob. 77519
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d.light
Solar

Solar Lantern S100
सोलर लालटेन S100

Time for full charge*
पूर्ण चार्ज करने का समय

	3-9 hours at
	6+ hours at



As a way to encourage solar energy adoption in rural regions, FWWB aims to fill the gap by providing solar energy run devices to the marginalised population in the underserved terrains, through its unique Energy Loan Support Program. Under this intervention, FWWB provides credit plus services to its partners through selection of the service providers, the product, product awareness campaigns, negotiations on product cost and efficient after sales services.

The Solar Energy Program was first implemented as a pilot project in Manipur during December 2009, with an initial loan support of Rs 2 Crore from Small Industries Development Bank of India (SIDBI). The program was successfully implemented with partnership of 5 Micro Finance Institutions (MFIs) in Manipur, wherein FWWB could facilitate an outreach of more than 50,000 solar lamps. Considering the huge demand and success of the program in its pilot phase, FWWB took forward the intervention as a full-fledged program. Following the intervention in Manipur, we also provided energy loan support in Bihar, Uttar Pradesh, West Bengal, Odisha and Madhya Pradesh. Since the beginning of the project, we have worked with 11 organisations, with current interventions being undertaken only in Odisha and West Bengal considering a larger impact.

Cumulatively, we have provided more than 1 lakh solar products on credit to the low income households in the country through our partner organisations.

A total loan disbursement for the beneficiaries under the Program was Rs 1.1 Crore. The total number of solar lights provided to the borrowers was 2300, with 100% of the loan clients being women. The total number of partners in FY 2020-21 was 7, with outreach across Manipur, Odisha and West Bengal, Bihar and Madhya Pradesh. Under the project, we have also raised loan and grant funds from organisations like IDBI Bank Ltd, SIDBI, Arc Finance, and NABSAMRUDDHI Finance Limited. The program has observed an immense demand for solar products, including, solar based lights, fans, home lighting system and rooftop solar structures. Considerately, we shall try to increase the outreach of the Solar Program in FY 2021-22.

LEARNINGS AND IMPACT

- Demand for Solar based products suffered adverse impact due to the pandemic during FY 2020-21. Our partner MFIs observed a sudden decrease in demand for solar energy products.
- The clients were satisfied with the program benefits, credit support and products. It helped them in cost-effective adoption of solar energy, without a hassle.
- The solar loans are being repaid by the clients on regular basis.
- Being a green alternative to traditional lighting using no power from the grid, the adoption of solar lights has immensely helped the clients in reducing electricity bills, increasing overall business income, and improving availability of power for various activities. The solar fans have been immensely helpful to the rural households in the summer considering the issues of power-cuts and low-voltage.
- The quality of solar lights and after sales services offered has improved.
- The clients are satisfied with the greater number of choices offered under the solar products category.
- Solar Energy Loans have become a sustainable loan product in many partner organisations of FWWB.

PARTNERSHIP OF FWWB AND SEVA-MANIPUR UNDER SOLAR ENERGY PROGRAM

FWWB India has been supporting SEVA Manipur since 2013. Impact in last two years is as follows,

Total credit provided for Solar Energy FY 2020-2021	100 Lakhs
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Outreach through FWWB's support, locations and number of Beneficiaries

8 Districts in Manipur	12,470 Clients
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CASE STUDY

YUMKHAIBAM BIJENTY DEVI SOLAR LIVELIHOOD APPLICATION - SEWING MACHINE

“My knee doesn't hurt anymore and I am able to concentrate more on the sewing process leading to better quality of services for my clients.”



She takes pride in being a grandmother to the grandson from her only child. Being a graduate, she has also pursued a diploma in tailoring and embroidery. She has been practicing sewing through various products, including, apparel, bed sheets and mosquito nets. From her sewing set-up at home, she is able to financially support her family and utilize her time for good.

Before the recent installation of solar-powered sewing machine, she was managing her sewing activities through the traditional manual powered machine. The machine utilizes manual treadle power to run the contraption, along with demanding hand-eye coordination for sewing. With the manual system she was experiencing strain on her legs and fatigue within a few hours of operation. With the associated trouble, she also planned to invest in an electric machine but was constrained with the thought of increased power consumption and rise in the electricity bill.

Under SEVA's Solar Livelihood Program, SEVA-Manipur has been providing solar-powered sewing machines for tailors, blowers for blacksmiths, pottery wheels, and a wide range of other solar products for its beneficiaries. Bijenty Devi was advised to acquire a Solar Powered Sewing Machine from SEVA, availing easy credit support and flexible EMI options. She was happy with the easy repayment option and low interest rate on the availed credit. The solar panel with accessories and the solar-powered sewing machine were installed within the week, much to Bijenty Devi's surprise.

The solar-powered sewing machines have been able to mobilize the rural tailors towards affordable machinery set-ups and improved productivity. The utilization of clean energy has considerably helped Bijenty Devi by giving the comfort of motor-operated sewing machine with affordability and consistent source of income. Currently, she is able to work more with the solar-powered machine, is undertaking more sewing projects, and is delivering more financial support to the family with a new zeal to strive.





HOUSE IMPROVEMENT LOANS

FWWB has supported migrant workers of Udaipur District of Rajasthan for improving their housing facilities and agriculture activities through our partner organizations.

The migration has transformed, with a lot of thought bestowed on community outreach organisations on how and in what ways can the migrants be protected. A pakka house is inevitably the first major financial goal that a migrant family seeks to fulfil. This can be validated through the numerous wellbeing exercises conducted in southern Rajasthan.

The families of migrants, who are left behind in the villages, usually stay in thatched mud huts (kaccha) or single room pakka (use of cement, stone and concrete) houses. Such houses are cramped beyond their normal capacity, with more than 8 people accommodating themselves in a small single room. In many cases, this space is also shared with livestock. The conditions often lead to discomfort, lack of basic hygiene facilities and poor living conditions. In the absence of a basic safe living structure, sanitation needs are often deprioritized. Our clients report that in such a crowded environment, children barely get the space and solitude to study and are often 'pushed out' to migrate at an early age for daily wages. On the other hand, the migrants working in the cities report being pre-occupied with thoughts of their family's living situation, safety and security, particularly considering the harsh climatic dynamics in the country. As a result, there have been instances where migrant workers settle for lower wages and poorly paid jobs in order to earn some extra money for completing an unfinished house back home. Also, some migrants do not undertake daily wage opportunities during monsoons (a few months in total) to be available for their vulnerable families, significantly reducing their earnings.

PRODUCT SNAPSHOT HOUSING LOANS	
Product description	Housing loans and technical advisory services to help migrant families build/strengthen/repair low cost homes in rural areas
Loan amount (INR)	20,000 - 50,000
Average loan term	24 months (maximum up to 54 months)
Interest rate	24% per annum, reducing balance basis

SOLUTION AND SUPPORT BY FWFB

The migrant workers were offered 'home improvement and construction' along with 'home completion' loans, combined with technical advisory services by locally available skilled masons. This support was majorly intended to have a positive impact with reduction in the number of years taken to fully construct a house, cut down the seasonal cost escalations, encourage better living conditions, create an overall sense of wellbeing and accomplishment over the exasperation that accompanies an unfinished house. Additionally, it is observed through our experience that upon completion of a pakka house, migrant families are more likely to invest in the construction of septic tanks and usable toilets.

To begin with, a home improvement/construction loan is offered for the first four stages of construction viz. digging the foundation, filling up the foundation, building the first three feet and building the second three feet. Following this, the family is eligible for a 'home completion' loan which involves the construction of the last three feet, roofing, plastering, flooring, installation of gates and windows. Additionally, every client and their spouse is covered by a life insurance policy equivalent to their loan amount.

Under the program so far, more than 1,000 loans have been offered with disbursement of more than Rs 2 Crore in Rajasthan. FWFB India is planning to expand the Program in other parts of India.



Ms Jayshree Vyas (Chairperson, FWWB, India) receiving the Lifetime Achievement Award from Shri Anurag Thakur, Hon'ble Union Deputy Finance Minister, Govt. of India

OTHER INITIATIVES DURING THE YEAR

REMEMBRANCE BOOK - VIJI: FONDLY REMEMBERED

Our late CEO, Smt Vijayalakshmi Das (Viji), ascended to the heavenly abode last year in February 2020, and to commemorate her life, FWWB began a journey of putting together the wonderful and motivating memories of her through a remembrance book titled 'Viji: Fondly Remembered'. With immense support from her family, colleagues, partner organisations, industry veterans, funders and bankers, we were able to publish the memoir.

The book was formally launched by Shri Elaben Bhatt during the Inclusive Finance Summit 2021 in the presence of Ms Mary Ellen Iskenderian (President and CEO of WWB, New York), Mr Brij Mohan (MFI Sector Expert) and Ms Jayshree ben (Chair of FWWB).

AWARDS

Our late CEO, Smt Vijayalakshmi Das was often regarded as 'The Mother of Indian Microfinance' for her contribution to sector. She made tireless efforts for women empowerment and their financial rights. FWWB, under her regime, became the first lender to provide credit support to numerous micro-lending institutions across India. Beyond supporting women collectives (self-help groups and co-operatives), under her leadership, FWWB began providing small loans along with capacity-building support to small holder farmers and marginal farmer collectives, who otherwise never experienced financial inclusivity in mainstream economy.

In her fond remembrance, '**VIJAYALAKSHMI DAS AWARD FOR SMALL AND EMERGING MICROFINANCE ORGANISATION**' was introduced in the Inclusive Finance India Awards 2020 organised by ACCESS for encouraging small and medium MFIs across India. The Award was won by YVU Financial Services Pvt Ltd from Manipur.

Similarly, 'FPO Impact Awards' were awarded to encourage exemplary FPOs that have overcome various challenges to successfully build self-sustaining businesses and contribute meaningfully to their member community. This year, 'The Vijayalakshmi Das Friend of Women FPO Award for Best Women-Led FPO' was introduced in fond remembrance, and was sponsored by FWWB and Ananya Finance for Inclusive Growth Pvt. Ltd in the Access Livelihood Conference. The award aimed to recognize the significant efforts made to establish successful and sustainable women-led FPO. The award was won by Susaag Millets Producer Company Ltd., an all-women and women-led FPO from Vishakhapatnam.

LIFETIME ACHIEVEMENT AWARD TO

MS. JAYSHREE VYAS, CHAIRPERSON, FWWB, INDIA

The exemplary work and tireless commitment of Ms. Jayshree Vyas, Managing Director at SEWA Bank and Chairperson - FWWB was honoured with Lifetime Achievement Award.



The background of the page is a photograph of a room's floor. It features light-colored square tiles with a subtle green and white pattern. A portion of a dark blue rug with intricate white floral and geometric designs is visible. In the bottom left corner, there is a yellow rectangular object with white, raised, geometric patterns, possibly a decorative mat or a piece of art. A large, semi-transparent light green circle is overlaid on the center of the image, containing the text.

ACCOUNTS FINANCIAL

**INDEPENDENT AUDITOR'S REPORT
TO THE TRUSTEES OF
FRIENDS OF WWB, INDIA**

Report on the Financial Statements

Opinion

We have audited the accompanying financial statements of **FRIENDS OF WWB, INDIA** (the "Trust"), which comprise the Balance Sheet as at 31st March, 20 21, and the Income and Expenditure Account for the year then ended, and other explanatory information on that date and annexed thereto.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give a true and fair view of the financial position of the Trust as at 31st March, 20 21 and of its financial performance for the year then ended in accordance with the Accounting Standards issued by the Institute of Chartered Accountants of India (the "Accounting Standards"), to the extent applicable and the accounting principles generally accepted in India.

Basis for Opinion

We conducted our audit of the financial statements in accordance with the Standards on Auditing (SAs) issued by the Institute of Chartered Accountants of India (ICAI). Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Financial Statements section of our report. We are independent of the Trust in accordance with the Code of Ethics issued by the ICAI that are relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Governing Body's Responsibility for the Financial Statements

The Trust's Governing Body (the "Trustees") is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the Trust in accordance with the Accounting Standards and the accounting principles generally accepted in India to the extent applicable to Public Charitable Trusts registered under the Bombay Public Trust Act, 1950 (the "Act") and the requirements of that Act.

This responsibility also includes maintenance of adequate accounting records to safeguard the assets of the Trust and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statement that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Trust's Governing Body is responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Governing Body either intends to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.



Deloitte Haskins & Sells

The Trustees are also responsible for overseeing the Trust's financial reporting process

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of Trustee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Deloitte Haskins & Sells

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

As required by the Bombay Public Trust Rules, 1951 (the "Rules") , read with the provisions of Section 33 and Section 34 of the Act , we give in the Annexures:

1. A statement on matters specified under Rule 19 (1) of the Rules , to the extent applicable to the Trust.
2. The computation of gross annual income chargeable to contribution has been fairly presented, in all material respects, in the Statement of Income Liable to Contribution for the year ended 31st March, 20 21 (in Schedule IX -C).
3. A statement on information specified under Rule 19 (2A) of the Rules (in Schedule IX -D).

For **DELOITTE HASKINS & SELLS**

Chartered Accountants
(Firm Registration No. 11736 5W)



Pallavi A. Gorakshakar
(Partner)
(Membership No. 105035)
(UDIN: 21105035AAAAIE9484)

MUMBAI, June 29, 2021

Deloitte Haskins & Sells

Annexure to the Auditors' Report

(Referred to under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- a) The accounts are maintained regularly and in accordance with the provisions of the Public Charitable Trust Act, 1950 and the Rules thereunder. Bombay
- b) The receipts and disbursements are properly shown in the accounts.
- c) The cash balance and vouchers in the custody of the Accountant on the date of audit were in agreement with the accounts.
- d) All the books, deeds, accounts, vouchers and other documents of records required by us, were produced before us.
- e) During the year, the Trust did not hold any inventories of movables.
- f) The Accountant appeared before us and furnished the necessary information required by us.
- g) No property or funds of the Trust were applied for any object or purpose other than for the objects of the Trust.
- h) the amounts of the outstanding loans for more than one year is Rs 10,339,639 and Rs. 13,057,632 has been written off during the year.
- i) During the year, tenders were invited where the repairs and construction expenditure exceeded Rs. 5,000.
- j) No money of the Trust has been invested contrary to the provision of section 35.
- k) There has not been alienation of immovable property contrary to the provisions of section 36 which have come to our notice.

For **DELOITTE HASKINS & SELLS**
Chartered Accountants
(Firm Registration No. 117365W)

Pallavi A. Gorakshakar
(Partner)
(Membership No. 105035)
(UDIN: 21105035AAAAIE9484)

MUMBAI, June 29, 2021

Deloitte Haskins & Sells

SCHEDULE IX -D

[See rule 19 (2A)]

Information to be submitted by the Auditor along with Audit Report under sub -section (1) of section 34 of the Maharashtra Public Trusts Act.

Sr. No.	Particulars	Details		
1	PAN No. of Trust.	AAATF0274B		
2	Registration No. with date of registration under section 12AA of Income Tax Act, 1961 (43 of 1961).	III/32(F.7)/81 -82/IV dated 2 July 1982		
3	Acknowledgement No. with date of filing of the Return of Income for earlier three years.	Sr. No.	Acknowledgement No.	Year
		(i)	978774500311220	2019 -20
		(ii)	174953311250919	2018 -19
		(iii)	303937111240918	2017 -18
4	PAN No. of all Trustees.	Sr. No.	Name of Trustee	PAN No.
		1	Ms. Jayshree Vyas	ACAPV6659C
		2	Ms. Sudha Kothari	AFEPK7418R
		3	Prof. Sidharth Sinha	ALWPS7465E
		4	Ms. Girija Srinivasan	ACQPG5875P
		5	Dr. Venkatesh Tagat	ABDPT5387M
		6	Ms. Smita Vijayakumar	AJUPK9781B

For **DELOITTE HASKINS & SELLS**
Chartered Accountants
(Firm Registration No. 117365W)

Pallavi A. Gorakshakar
(Partner)
(Membership No. 105035)
(UDIN: 21105035AAAAIE9484)

MUMBAI, June 29, 2021

The Bombay Public Trust Act, 1950

SCHEDULE - IX C

[Vide Rule 32]

Statement of income liable to contribution for the year ending : **31st March 2021**

Name of the Public Trust : **Friends Of WWB, India**

Registered No. : **F/821/AHD**

	Rs.	P.	Rs.	P.
I. Income as shown in the Income and Expenditure Account (Schedule IX) - As per Annexure				14,89,43,774
II. Items not chargeable to Contribution under Section 58 and Rules 32 :				
(i) Donations received from other Public Trusts and Dharmadas #	5,92,77,794			
(ii) Grants received from Government & Local authorities				
(iii) Interest on Sinking or Depreciation Fund				
(iv) Amount spent for the purpose of secular education				
(v) Amount spent for the purpose of medical relief				
(vi) Amount spent for the purpose of veterinary treatment of animals				
(vii) Expenditure incurred from donations for relief of distress caused by scarcity, drought, flood, fire or other natural calamity				
(viii) Deductions out of income from lands used for agricultural purposes :-				
(a) Land Revenue and Local Fund Cess				
(b) Rent payable to superior landlord				
(c) Cost of production, if lands are cultivated by trust				
(ix) Deductions out of income from lands used for non-agricultural purposes :-				
(a) Assessment, cesses and other Government or Municipal Taxes				
(b) Ground rent payable to the superior landlord				
(c) Insurance Premia				
(d) Repairs at 10 per cent of gross rent of building				
(e) Cost of collection at 4 per cent of gross rent of building let out				
(x) Cost of collection of income or receipts from securities, stocks, etc. at 1 per cent of such income	2,81,788			
(xi) Deductions on account of repairs in respect of buildings non rented and yielding no income, at 8.33 per cent of the estimated gross annual rent	2,31,257		5,97,90,840	
Gross Annual Income chargeable to contribution	Rs.		8,91,52,934	

Includes grants received from CSR funds and from charitable foundation for further giving sub-grant and # charitable activities of the trust

Certified that while claiming deductions admissible under the above Schedule, the Trust has not claimed any amount twice, either wholly or partly, against any of the items mentioned in the Schedule which have the effect of double-deduction.

Trust Address : G-7, Sakar-1, Ashram Road, Nr. Gandhigram Railway Station, Ahmedabad -380009


For Friends of WWB, India

For Deloitte Haskins & Sells
Chartered Accountants
(Firm Registration No. 117365W)


Trustee


Trustee


Chief Executive Officer


Pallavi A. Gorakshakar
Partner

Place: Ahmedabad
Date: 29th June, 2021



Place: Mumbai
Date: 29th June, 2021

Statement showing calculation of Gross Annual Income

	Amount (Rs.)	Amount (Rs.)
Grants & Donations – As per Income & Expenditure Account	8,37,35,223	
Less : Unspent amounts of grant as on 31.03.20	6,40,90,631	
Add : Unspent amounts of grant as on 31.03.21	3,96,33,202	
Grants & Donations – Received during the year		5,92,77,794
Bank interest – As per Income & Expenditure Account		2,81,78,848
Other Income – As per Income & Expenditure Account		6,14,87,132
Total		14,89,43,774

Statement showing calculation of Donations received during the year from any sources and Grants

	Amount (Rs.)	Amount (Rs.)
Grants & Donations – As per Income & Expenditure Account	8,37,35,223	
Less : Unspent amounts of grant as on 31.03.20	6,40,90,631	
Add : Unspent amounts of grant as on 31.03.21	3,96,33,202	
Grants & Donations – Received during the year		5,92,77,794
Total		5,92,77,794

Statement showing Cost of collection of income or receipts from securities stocks etc. at 1 per cent of such income

	Amount (Rs.)
Interest on bank deposits and balances – As per Income & Expenditure Account	2,81,78,848
1% thereof	2,81,788

Statement showing repairs at 8.33% of the estimated gross

	Amount (Rs.)
Rental charges (Area of Building 5600 sq. ft. for 8 months and 2681 for 4 months @ Rs 50/- per Sq.Ft.p.m.)	27,76,200
8.33% thereof	2,31,257



Friends of WWB, India
Balance Sheet as at 31 March, 2021

Particulars	Notes	(Amount in Rupees)	
		As at March 31, 2021	As at March 31, 2020
SOURCES OF FUNDS			
Corpus Fund	3	20,09,57,200	20,09,57,200
Reserves and Surplus	4	36,72,07,344	41,44,25,291
Loan Funds			
Secured Loans	5A	27,88,61,611	25,38,40,575
Unsecured Loans	5B	5,18,98,270	5,18,98,270
Total		89,89,24,425	92,11,21,336
APPLICATION OF FUNDS			
Fixed Assets	6		
Gross Block		1,85,14,299	1,81,37,506
Less: Accumulated Depreciation		(1,58,99,601)	(1,52,48,732)
Net Block		26,14,698	28,88,774
Current Assets, Loans and Advances			
Cash and Bank Balances	7	39,57,33,643	37,44,78,273
Other Current Assets	8	4,97,86,127	5,30,06,744
Loans and Advances	9	49,57,58,083	55,93,95,343
Total Current Assets, Loans and Advances		94,12,77,853	98,68,80,360
Less: Current Liabilities and Provisions	10	4,49,68,126	6,86,47,798
Net Current Assets		89,63,09,727	91,82,32,562
		89,89,24,425	92,11,21,336

See accompanying notes forming part of the financial statements

In terms of our report attached
For Deloitte Haskins & Sells
Chartered Accountants

Pallavi A. Gorakshakar

Pallavi A. Gorakshakar
Partner

Place: Mumbai
Date: 29th June, 2021

For Friends of WWB, India

Jeeva
Trustee

A. Aniba
Trustee

[Signature]
Chief Executive Officer

Place: Ahmedabad
Date: 29th June, 2021



Friends of WWB, India

Statement of Income and Expenditure for the Year Ended March 2021

(Amount in Rupees)

Particulars	Notes	Year Ended March 31, 2021	Year Ended March 31, 2020
INCOME			
Grants & Donations	11	8,37,35,223	8,15,64,283
Interest Income	12	8,78,42,952	8,10,78,830
Other Income	13	18,23,028	60,56,437
Total		17,34,01,203	16,86,99,550
EXPENDITURE			
Employee Benefits	14	1,79,85,278	1,73,97,811
Finance Cost	15	3,32,99,176	3,11,24,518
Depreciation	6	6,50,869	8,16,496
Programme Expenditure	16	6,79,08,140	6,72,55,468
Administrative and Other Expenses	17	1,16,75,999	1,68,00,195
Total		13,15,19,462	13,33,94,488
Surplus of income over expenditure before tax		4,18,81,741	3,53,05,062
Tax under Vivad se Vishwas for previous years	18	8,90,99,688	-
(Deficit)/Surplus of income over expenditure for the year		(4,72,17,947)	3,53,05,062

See accompanying notes forming part of the financial statements

In terms of our report attached
For Deloitte Haskins & Sells
Chartered Accountants

Pallavi A. Gorakshakar
Pallavi A. Gorakshakar
Partner

Place: Mumbai
Date: 29th June, 2021

For Friends of WWB, India

Jayant
Trustee

A. Triha
Trustee

[Signature]
Chief Executive Officer

Place: Ahmedabad
Date: 29th June, 2021



1. General Information:

Friends of WWB, India, ('FWWB') is a non-profit organization established to advance and promote direct participation of poor women in the economy through access to national and international institutions working for the development of the women in India. FWWB, India is a trust registered under the Bombay Public Charitable Trust Act, 1950 and a society registered under the Society Registration Act, 1860.

FWWB is committed to building a society based on equity and social justice where women are active partners in holistic development. It does so by providing financial and capacity building services to organizations promoting livelihoods and self reliance of poor women.

2. Significant Accounting Policies:

i. Accounting Convention

The financial statements are prepared on accrual basis under the historical cost convention and are in consonance with applicable accounting standards of the Institute of Chartered Accountants of India to FWWB.

ii. Grants

Grants in the nature of capital receipts are credited to the Corpus in the Balance Sheet. Grants received specifically relating to fixed assets are credited to the Capital Grants in the Balance Sheet. Such grants are recognized in the Statement of Income and Expenditure Account on a systematic and rational basis over useful life of the fixed assets. The allocation to the income is made over periods and in the proportion in which depreciation on the related Fixed Assets are charged to the Statement of Income and Expenditure Account.

Grants for specific purpose i.e. restricted grants, are recognized as income to the extent of amount spent during the year, in the Statement of Income and Expenditure Account. Unspent balances of the restricted grants are carried as liability in the Balance Sheet. Other grants are recognized as income in the Statement of Income and Expenditure Account of the year.

iii. Revenue Recognition

In respect of the credit activity, income of interest on the loans granted is recognized on accrual basis and when no significant uncertainty as to collectability exists. The recognition is in accordance with the terms of the relevant agreements. Income on loans doubtful of recovery is recognized only when realized.

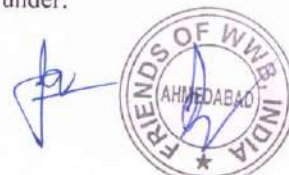
In all other cases, revenue is recognized when no significant uncertainty as to measurability or collectability exists.

iv. Fixed assets

Fixed assets are recorded at cost less accumulated depreciation. The cost comprises of purchase price and all incidental costs related to acquisition and installation.

v. Depreciation

Depreciation has been provided over the useful life on the written down value method on pro-rata basis from the date of purchase and up to the date of sale, at rates specified as under:



Buildings	10%
Furniture and Office Equipment	25%
Computers	40%
Vehicles	20%
Software	60%

vi. Foreign Currency Transactions

Transactions denominated in foreign currencies are normally recorded at the exchange rate prevailing at the date of the transaction. Monetary items of assets and liabilities denominated in foreign currencies are re-stated at the year end rates. Exchange differences arising on settlement of transactions in foreign currencies or re-statement of foreign currency denominated assets and liabilities are recognized in the Statement of Income and Expenditure Account.

vii. Retirement Benefits

Contribution towards Gratuity liability is charged to the Statement of Income & Expenditure Account on the basis of FWB's obligation measured at the present value of estimated future cash flows using a discounted rate as calculated by Life Insurance Corporation of India under a Gratuity Assurance Scheme on defined benefits.

Contributions, as required by the statute, are made to the Government Provident Fund and are charged to the Statement of Income and Expenditure Account for the period.

viii. Bad Loans or Provision for Loans Doubtful of Recovery

In respect of the credit activity, as regards loans granted, for which:

- (a) Installments due for more than 180 days are considered as doubtful, full provision is made for the total outstanding amount of such loans.
- (b) At the end of two years of considering doubtful, the total outstanding balances of such loans are written off as bad debts.



Friends of WWB, India

Notes forming part of the financial statements for the year ended on 31-03-2021

Note - 3**Corpus Fund**

(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
Opening Balance	20,09,57,200	20,09,57,200
Add: Transferred from Income & Expenditure Account	-	-
Closing Balance	20,09,57,200	20,09,57,200

Note - 4**Reserves and Surplus**

(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
General Reserve		
Balance as per last Balance Sheet	3,83,66,238	3,83,66,238
Closing Balance	3,83,66,238	3,83,66,238
Income and Expenditure Account		
Opening Balance	37,60,59,053	34,07,53,991
Add: Addition during the year	(4,72,17,947)	3,53,05,062
Less: Transferred to Corpus Fund	-	-
Closing Balance	32,88,41,106	37,60,59,053
Total Reserves & Surplus	36,72,07,344	41,44,25,291

Note - 5A**Secured Loans**

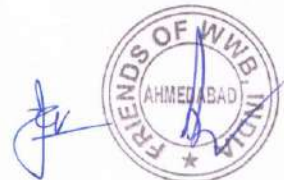
(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
IDBI Bank Ltd	-	50,00,000
Nabkisan Finance Limited	18,66,94,715	15,30,12,703
Nabsamruddhi Finance Limited	9,21,66,896	9,58,27,872
Total	27,88,61,611	25,38,40,575

The above loans are partially secured by pledge of Fixed Deposit amounting to Rs. 2,90,93,753/-, (Previous Year Rs. 4,14,36,363/-) and partially by a charge on loan receivable arising out of this fund.

Note - 5B**Unsecured Loans**

Particulars	As at March 31, 2021	As at March 31, 2020
Isenberg Family Charitable Foundation Incorporation - ECB (Ceniarth)	5,18,98,270	5,18,98,270
Total	5,18,98,270	5,18,98,270



Friends of WWB, India

Notes forming part of the financial statements for the year ended on 31-03-2021

Note: 6
Fixed Assets

Particulars	Gross Block			Accumulated Depreciation			Net Block		
	As at April 1, 2020	Additions during the year	Deletion during the year	As at March 31, 2021	As at April 1, 2020	For the year	Deletion during the year	As at March 31, 2021	As at March 31, 2020
Tangible Assets									
Buildings	12,96,105	-	-	12,96,105	12,27,880	6,823	-	12,34,703	68,225
Leasehold Premises	62,55,954	-	-	62,55,954	52,66,315	98,964	-	53,65,279	9,89,639
Computers	31,46,393	2,54,950	-	34,01,343	28,60,603	1,65,275	-	30,25,878	2,85,790
Office Equipments & Furniture	57,79,011	1,21,843	-	59,00,854	46,90,875	2,88,410	-	49,79,285	10,88,136
Vehicles	8,60,043	-	-	8,60,043	4,03,060	91,397	-	4,94,457	4,56,983
Intangible Assets									
Software	8,00,000	-	-	8,00,000	7,99,999	-	-	7,99,999	1
Total	1,81,37,506	3,76,793	-	1,85,14,299	1,52,48,732	6,50,869	-	1,58,99,601	28,88,774
Previous Year	1,84,63,290	2,28,565	5,54,349	1,81,37,506	1,49,58,192	8,16,496	5,25,956	28,88,774	35,05,098



Friends of WWB, India

Notes forming part of the financial statements for the year ended on 31-03-2021

Note - 7

Cash and Bank Balances

(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
Cash on Hand	9,732	43,710
Balances with Banks:		
In Saving Accounts	4,35,82,213	3,18,84,765
In Current account	19,365	81,330
In Fixed Deposit Accounts *	35,21,22,333	34,24,68,468
Total	39,57,33,643	37,44,78,273

* Includes Fixed Deposits of Rs. NIL/- (Previous year - 3,000,000) pledged against IDBI loans, Rs.1,90,93,753 /- (Previous year Rs 1,75,27,841) against NABKISAN loan and Rs.1,19,45,138 /- (Previous year - Rs.1,09,78,948) against overdraft facility and Rs 1,00,00,000/- (Previous year Rs.75,00,000/-) against Nabsamrudhi Loan.

Note - 8

Other Current Assets

(Amount in Rupees)

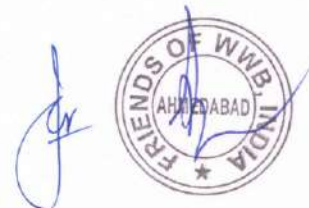
Particulars	As at March 31, 2021	As at March 31, 2020
Interest accrued on Loans and advances given	1,90,902	10,72,072
Accrued Interest on Fixed Deposits with banks	1,54,83,958	1,41,97,580
Deposit with HDFC Ltd.	38,27,763	38,27,763
Interest Accrued on Deposit with HDFC Ltd.	3,26,896	55,015
Tax Deducted At Source	2,80,05,629	2,01,21,786
Tax paid against protest	-	1,21,84,725
Prepaid Expense	19,08,779	15,43,107
Advance recoverable in cash or kind	42,200	4,696
Total	4,97,86,127	5,30,06,744

Note - 9

Loans and Advances

(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
Loans and advances to partner organisations for development activities		
Unsecured and Considered Good	49,57,58,083	55,93,95,343
Considered Doubtful	1,43,87,541	2,16,84,144
Less: Provision for Doubtful Loans and Advances	1,43,87,541	2,16,84,144
Total	49,57,58,083	55,93,95,343



Friends of WWB, India

Notes forming part of the financial statements for the year ended on 31-03-2021

Note - 10

Current Liabilities and Provisions

(Amount in Rupees)

Particulars	As at March 31, 2021	As at March 31, 2020
Sundry Creditors	15,11,021	10,49,987
Unspent Amount of Grants	3,96,33,202	6,40,90,631
Security Deposits	1,05,000	1,78,500
Statutory liability	12,45,139	12,86,970
Interest Accrued but not due	24,55,522	18,51,955
Other Current Liabilities	18,242	1,89,755
Total	4,49,68,126	6,86,47,798

Note - 11

Grants and Donations

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
From:		
Ford Foundation	5,71,46,691	4,55,02,212
Rabobank Foundation	19,34,983	12,95,971
Ananya Social Development Services	1,18,000	-
Population Service International	29,93,803	-
Charity Aid Foundation	57,550	-
NABARD	6,99,791	-
ICRA Limited	42,06,354	30,83,822
MOODY'S CSR Fund	7,51,657	10,18,142
MAKS CSR Fund	2,26,365	14,56,626
MAKS Ukhrul Fund	18,11,283	3,75,717
Ananya CSR Grant	8,91,040	2,33,125
Isenberg Family Charitable Foundation(Ceniarth)	33,61,581	68,39,923
HSBC -School of Entrepreneurship Development & Nurturing	95,36,125	2,17,58,745
Total	8,37,35,223	8,15,64,283

Note - 12

Interest Income

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Interest on Bank Deposits and Saving Accounts	2,78,84,922	2,46,95,349
Interest on Deposit with HDFC Ltd.	2,93,926	2,93,372
Interest on Loans and Advances given	5,96,64,104	5,60,90,109
Total	8,78,42,952	8,10,78,830

Note - 13

Other Income

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Rent	17,25,780	29,00,940
Collection from previous years write offs	-	70,000
Interest on Tax refund	-	30,84,748
Short Term Capital Gain	97,248	-
Miscellaneous Income	-	749
Total	18,23,028	60,56,437



Friends of WWB, India

Notes forming part of the financial statements for the year ended on 31-03-2021

**Note - 14
Employee Benefits**

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Salaries and Allowances	1,67,19,787	1,52,62,461
Contributions to Provident and Other Funds	11,15,084	19,89,759
Staff Insurance	1,50,407	1,45,591
Total	1,79,85,278	1,73,97,811

**Note - 15
Finance Cost**

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Interest on Debt	3,25,75,113	3,04,13,757
Amortisation of Processing Fees	6,94,451	6,59,178
Bank Charges	29,612	51,583
Total	3,32,99,176	3,11,24,518

**Note - 16
Programme Expenditure**

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Operational Support to Partner Organizations	4,64,54,471	4,32,08,695
Training & Workshop Expenses	67,84,927	1,26,70,714
Special Event Expenses	1,18,000	
Legal & Professional fees	1,31,99,708	97,70,383
Travelling Expenses	6,42,076	14,01,149
Office and Other Administrative Expenses	7,08,958	2,04,527
Total	6,79,08,140	6,72,55,468

**Note - 17
Administrative and Other Expenses**

(Amount in Rupees)

Particulars	Year Ended March 31, 2021	Year Ended March 31, 2020
Legal & Professional fees	34,27,173	50,00,744
Travelling Expenses	58,914	9,31,317
Event Expenses	-	3,60,000
Membership Fees	1,28,104	2,75,785
Contribution to Public Trust Administrative Fund	50,000	50,000
Auditors' Remuneration	7,67,000	5,90,000
Office and Other Administrative Expenses	14,82,779	14,09,457
Fixed Assets Written Off	-	28,393
Office Rent	1,000	1,000
Provision for Doubtful Loans and Advances	57,61,029	81,53,499
Total	1,16,75,999	1,68,00,195



18. FWWB has opted for Vivad Se Vishwas scheme for assessment year 2010-11, 2011-12, 2013-14, 2016-17 and 2017-18. Under this scheme, FWWB has paid Rs.7,23,53,435/-. Year wise break up is as under:

Asst. Year	Payable under Vivad/Vishwas Rs.	Paid under Vivad / Vishwas Rs.	Already paid as TDS / under protest Rs.
2010-11	1,44,00,150	1,44,00,150	-
2011-12	4,51,79,577	4,33,36,942	18,42,635
2013-14	51,39,843	51,39,843	-
2016-17	81,46,848	38,75,508	42,71,340
2017-18	1,62,33,270	56,00,992	1,06,32,278
TOTAL	8,90,99,688	7,23,53,435	1,67,46,253

With this payment all the cases pending before Income Tax authorities for the above years have closed and Income Tax demand is Nil as 31.03.2021. Asst. year 2012-13, 2014-15 and 2015-16 were already closed and did not have any pending cases for these years.

19. The ongoing "second wave" of COVID-19 pandemic across certain parts of the Country has contributed decline in economic activities. Various measures such as full or partial lockdown, night curfew and vaccination drives have been implemented by the central/ state government or by the local authorities.

The Trust has assessed the possible impact of COVID-19 pandemic on each borrower and has made provision for doubtful debts of Rs.30.07 lakhs (Previous Year Rs.10.25 lakhs) due to the COVID-19 pandemic on the loan portfolio which is adequate in the view of the Trustees based on the current information available.

20. Related Party Disclosures:

- a) Names of the Related Party and nature of their relationships

Name of the Party	Nature of relationships
Ananya Finance for Inclusive Growth Private Limited (Ananya)	A private limited liability company in which Key Managerial Person (KMP) is a Director
Indian Foundation for Inclusive Growth (IFIG)	A Trust in which the trustees, Ms. Sudha Kothari, Mr. Sidharth Sinha, and Mr. Venkatesh Tagat are the trustees of FWWB Trust
Ms. Jayshree Vyas	KMP
Mr. S S Bhat	KMP
Ms. Vijayalakshmi Das	KMP (Up to 15 th February 2020)



b.) Transactions and balance with related parties :

(Amount in Rupees)

Sr No	Name of the Related Party	Nature of transactions	Year ended March 31, 2021	Year ended March 31, 2020
1	Ananya	Rent Received	6,42,180	19,26,540
		Reimbursement of Electricity	45,790	156,540
		Reimbursement of Municipal Tax	28,336	85,190
		Grants and Donations	9,00,000	10,00,000
2.	Mr. S. S. Bhat	Managerial remuneration	40,00,024	3,67,815
3.	Ms. Vijayalakshmi Das	Managerial remuneration	Nil	52,95,000

c.) The trust has the following amounts due to/ receivable from related parties

(Amount in Rupees)

Sr No	Name of the Related Party	Nature of transactions	Year ended March 31, 2021	Year ended March 31, 2020
1.	IFIG	Receivable on account of loan given	Nil	140,306,307 (Dr.)
2.	Ananya	Rental deposit received	Nil	73,500

21. Payments to Auditor :

(Amount in Rupees)

	Year ended March 31,2021	Year ended March 31,2020
Audit Fees	650,000	500,000
Taxation and Other consultancy services	1,400,000	1,038,915
Total	2,050,000	1,628,915

22. Earnings in Foreign Currency:

(Amount in Rupees)

	Year ended March 31,2021	Year ended March 31,2020
Grants and Donations	46,064,640	35,021,300
Total	46,064,640	35,021,300



23. Expenditure in Foreign Currency:

(Amount in Rupees)

	Year ended March 31, 2021	Year ended March 31, 2020
Travel and Other Expenses	-	128,376
Total	-	128,376

24. Corresponding figures of the previous year have been regrouped, rearranged, wherever necessary, to make them comparable with the figures of the current year.

In terms of our report attached

For Friends of WWB, India

For Deloitte Haskins & Sells
Chartered Accountants

Pallavi A. Goswami
Pallavi A. Goswami
Partner

Place: Mumbai
Date: 29th June, 2021

Jayee
Trustee

Place: Ahmedabad
Date: 29th June, 2021

A. Sinha
Trustee

[Signature]
Chief Executive
Officer







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