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## **Overview**

Yuwa is a non-profit organization that uses girl's football (soccer) as a platform for social development in rural India.

We operate in Jharkhand - one of the poorest, least literate, and most lawless regions in India. Jharkhand is estimated to be the **top source** of human trafficking in the world – an estimated 30,000 young women are trafficked from the region each year. The region is rife with gender inequality, offers minimal opportunity for its youth, and is a place where NGOs have trouble engaging and organizing the local population.

Yuwa's mission is to unlock the potential of girls in order to improve their quality of life. We believe that football is a powerful platform to unlock this potential as well as to put our girls confidently in charge of their own future.

Yuwa was born in January of 2009 with 15 girls from one small village in Jharkhand. Today, Yuwa has over 255 players in ten villages practicing three hours a day, six days a week. During the first year, Yuwa's girls lifted the state team's national ranking from being placed 20th to 4th. Twelve-year-old Puspa Toppo was also selected for the Indian National Team after playing for only eleven months. Twenty girls from Yuwa's first team are now leading practices for the six new teams. Two girls are coaching a young boys' team, and multiple girls are being selected to play at an international level.

Over the next several years, our goal is to focus on the development of our five clubs, perfect a replicable model for scalable expansion, and establish partnerships with NGOs specializing in Health, Education, and Livelihood to supplement our program.

We are seeking financial support for our upcoming program and capital expenses.

**Program Expenses:** We are seeking sponsors of each of our football teams or clubs.

- Sponsor a team (about 18 girls): \$7,000 per year
- Sponsor a club (over 125 girls): \$50,000 per year

**Capital Expenses:** We need sponsors to fund the following capital expenses:

- Land purchase for Yuwa's Hub Training Facility: \$25,000
- Matching support for Yuwa's Hub Training Facility: \$50,000
- Safer vehicle for player transportation (we are currently using a motorcycle): \$5,000
- Mushroom Livelihood program capital expansion: \$5,000



## **History**

The organization was founded in January of 2009 by four high school friends from Edina, MN. In 2007-2008, Franz Gastler, Yuwa's Executive Director, was working for another NGO in Jharkhand, India – an area estimated to be the top source of human trafficking in the world. During his time there, he noticed two overlying themes:

- While many NGOs in the region have excellent development ideas and impressive resources, they have not been able to transform ideas into reality. Nor have they been effective in earning local trust or inspiring local participation.
- Young girls in the area have no opportunity. There is no plan for young girls other than to serve in the household.

A life-long athlete, Franz always believed that nothing organized a community like sport. After seeing the need for an organization that reaches out to young women, he recruited three of his high school friends to create Yuwa, an NGO that organizes the people around sport, but targets the group of society with the least opportunity – young girls.

Yuwa was born in January, 2009, with 15 girls in one small village in Jharkhand. Today, Yuwa has over 255 players in ten villages practicing three hours a day, six days a week. During the first year, Yuwa's girls lifted the state team's national ranking from being placed 20th to 4th. Twelve-year-old Puspa Toppo was also selected for the Indian National Team after playing for only eleven months. Twenty girls from Yuwa's first team are now leading practices for the six new teams. Two girls are even coaching a young boys' team.





## The Challenge

When a girl is born in Jharkhand, eastern India, her life has usually already been planned out for her: She is isolated—if she is not seen working, she is harassed. She is illiterate—more than six in ten women here can't read. She is married off—Jharkhand leads Indian states in child marriages. She remains vulnerable—an estimated 30,000 girls from Jharkhand are trafficked every year, making it one of the top sources for human trafficking in the world. She gets pregnant. The cycle continues.



A girl in Jharkhand survives in a state of contradictions. Young women here are enterprising, energetic, and capable; but dreams are often extinguished fast. For a girl in Jharkhand, home can be a dangerous place. In its single-page entry on the state, Lonely Planet gives this description:

*"...there is widespread government corruption, sporadic inter-caste warfare, banditry and Naxalite [insurgent] violence, all of which contribute to the region being the poorest, least literate and most lawless area in India."*

But a girl with confidence can rewrite the script others have prepared for her. Fifteen girls who become a team can pull off extraordinary feats that have a cascading effect in their communities, for girls, for boys and for their families.



*"We believe this is an approach that works,"*  
UNIFEM says in its endorsement of Yuwa.  
*"Girls' football programs and football festivals*  
*offer a tremendous potential for empowerment."*





## **The Approach**



Through team sport, Yuwa provides a platform for young women to gain confidence to make a change in their world. Yuwa is a Jharkhand, India-based organization; registered both as a Society in India and a 501(c) 3 nonprofit organization in the U.S. Yuwa uses girls' football to promote health, education, and improved livelihoods.

In India's top source state for human trafficking, teamwork is a powerful force to combat the three primary causes of a young woman's vulnerability: little opportunity, gender inequality, and lack of confidence. In Yuwa, a girl quickly gains confidence to challenge the social script of gender inequality.

Founded in January of 2009 with 15 girls in one village, Yuwa has developed a low-cost, high-quality grassroots football program for girls, serving as a platform to promote health, education and livelihoods. Yuwa now has over 200 girls in 10 villages who practice three hours a day, six days a week. In their very first year, Yuwa's girls lifted the state team's national ranking from 20th place to 4th. Twelve-year-old Puspa Toppo was selected for the Indian National Team after playing just eleven months (see video at [www.yuwa-india.org](http://www.yuwa-india.org)). Twenty girls from Yuwa's first team are now leading practices for the six new teams. Two girls are even coaching a young boys' team.

**Football for girls is an incredibly effective model for a grassroots organization. We approach the community in a non-threatening way (via sports), challenge the local social script of gender inequality, and target the group that has the least opportunity, yet is the biggest potential agent for change – young women.**

The idea is to create an atmosphere in villages that creates a sense belonging, that builds a girl up, and that makes parents aware of a girl's rights and value. With her newfound confidence comes a sense of self-worth, which in turn sparks her interest in her own education and health. Next, comes a collective spirit of social enterprise, and girls who started by playing football together grow into a formidable economic force.





They start by saving money for a football, some with just fifty paisa. Next they save for shoes. Then they keep saving. Soon they have several thousand rupees, and by that time they're ready to invest it into their own creative endeavors for supplemental income. Girls in Yuwa quickly show that they are enterprising, energetic, and capable.

**If you want to make a real difference for girls, there's no better place to start than Jharkhand—if you can do it here, you can do it anywhere.**



The first day a girl organizes or joins one of Yuwa's football teams, she barely knows most of the other girls, even though their houses may be just steps away from one another. In her village, while boys play, girls work. A girl must always be seen doing something in the service of her family.



A girl in Yuwa loves football, but it's about much more than sport. She gets educated—players elect team captains, who keep track of school attendance. She pays attention to her own health. She marries when she chooses—on Yuwa's first team, not a single girl has gotten married below the age of 18, even though several of their older sisters had been married off at age 15. She will raise a healthy family. The cycle continues.

*Half the population of India is under 25 years old, but in terms of gender equality in the economic sphere, India ranks among the ten lowest in the world.*



*In India, Jharkhand ranks worst among states in development indicators like child marriage. It is one of India's poorest states, with 44 percent below the official poverty line—nearly double the national average. With a population of 27 million, Jharkhand is home to nearly a tenth of the country's Scheduled Tribes. Most of the young women who end up seduced by false promises and exploited as domestic servants, in urban factories or brothels come from tribal areas, are illiterate and live below the poverty line.*



Yuwa brings these girls out of isolation and into a positive team environment. Daily practice and a team platform allow access to large numbers of at-risk girls and help us identify the reasons that the girls are not taking advantage of opportunities in health, education, and livelihood. We try to find a creative solution to any impediments and create an environment of positive peer pressure (from team leaders, coaches, etc.) to encourage them to take advantage of available opportunities or capitalize on new opportunities that we offer - programs in health, education, and livelihood.

### **How is Yuwa Different?**

#### ***Absolutely local:***

Too often with NGOs ‘local participation’ just means getting out of the way of the Land Rover (or in India, the Bolero). While many NGOs in the region have excellent development ideas and impressive resources, they have not been able to transform ideas into reality. Nor have they been effective in earning local trust or inspiring local participation.



Yuwa’s approach is fundamentally different. All of the staff in India, from coaches to executive director, lives in the villages where they work. The talent is homegrown. Yuwa’s approach is also creative, putting existing elements of the region's social fabric to work—elements usually reserved for boys—to give girls the tools to become powerful and in charge of their own futures.

#### ***Absolute ownership by girls:***

From the very beginning, the players are put in charge of their own program. They find their own fields, buy their own footballs and set their own practice schedules. However, ‘sweat equity’ and time are not enough—they contribute financially as well. For a girl whose parents have never given her more than a few rupees, this demands both creativity and drive; but practice is the best part of her day. It’s where her friends cheer her, where her coaches encourage her, and where she’s part of a team. So she finds a way.

When she has achieved attendance of at least 20 times per month for four months, she becomes eligible for football boots. However, she must still contribute 100 Rupees, a third of the price. This type of structure gives the players tremendous equity in the program. It becomes their program, not our program.





### ***Damn good football:***

A girl in Yuwa practices more days in a month than many players practice all year (Magic Bus note: 35), and the number of practices is determined entirely by her and her team.

Ideally, a football practice has a small number of players and a professional coach, lots of space and plenty of footballs. But in Yuwa, reality dictates the opposite—large numbers of players and a community coach, very little space and few footballs (the more balls there are, the more likely local boys will disrupt the girls' practice trying to steal them).

Yet Yuwa's players also enjoy rare opportunities which are often missing in practices in the best football countries. First, more coaching is not always better coaching—unlike many sports, football is not about rote learning. Yuwa's coaches pose challenges in the form of games, and structure practices in ways that require decisions to be made by the players themselves. So the coach is the guide on the side, not the sage on the stage. Second, although having a large number of players of different ages and abilities on the field at once means less space, it also makes for one of the strongest components of Yuwa's practices—peer-to-peer coaching. Twenty girls from Yuwa's first team are now leading practices for the six new teams. Two girls are even coaching a young boys' team.

In Yuwa, there are no laps, no lines, no lectures. Coaches have three rules:

- Don't talk too much.
- Show, don't tell.
- Positive reinforcement—always.







## Results

High-quality football programs and a unique coaching system are producing three important results. First is a soaring growth in players—from 15 girls in a single hamlet organized by one girl, Yuwa has grown past 200 girls in ten villages practicing daily, with more girls coming every couple of weeks with new team lists. Second is high attendance—half of Yuwa’s players are practicing four or more times in a week. Third is that most girls who have joined haven’t left. Instead of becoming bored after a few months, their level of commitment and engagement has deepened.



Their ‘stick-to-it-iveness’ emerges in extraordinary ways. A month after getting married and moving to a new village, Poonam Toppo (18) organized three new teams of girls. She coaches in the evening and her husband Rajesh coaches in the mornings when she is busy with household work.



Paul Vassar, a visiting coach from the United States who spent five weeks with Yuwa, summed it all up this way:

*“Three things: I’ve never seen kids any happier to be on a football field, and I’ve never seen kids run their own practices like this before—from the moment these girls get to the field they’re grabbing cones and setting up drills. If some of these girls [who have been playing for a year and a half] were in the United States, they would be playing on a Premier team [with girls who have playing for 4-5 years] and they would be competitive at that level.”*





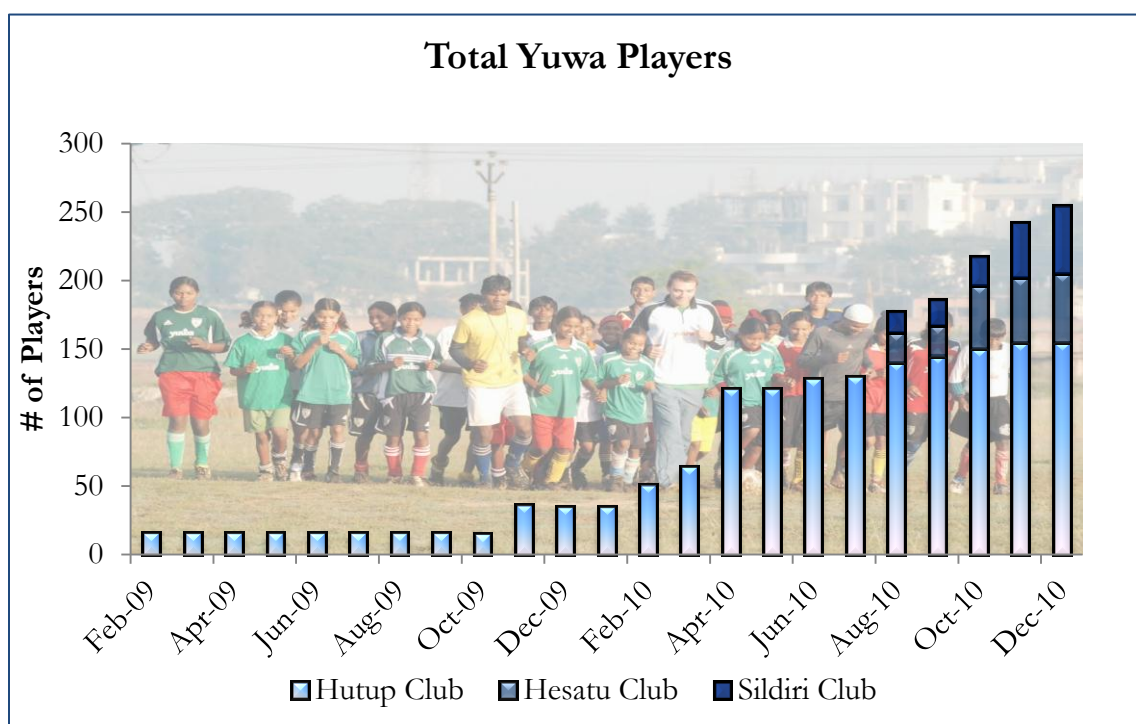
## **Current Figures**

### **Today**

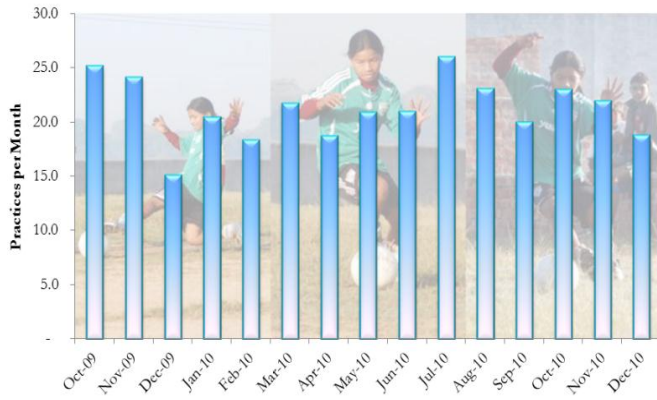
- Number of Soccer Clubs: 4
- Number of Teams: 18
- Number of Players: 255
- Number of Girls Coaching: 20
- Average 2010 Practices Attended per Month: 22.8 days/month
- Average Girl's Total Practice Hours in 2010: 820 Hours
- Yuwa's average annual expenditure per girl on football, education, health, and livelihood projects: \$365
- Estimated Number of girls trafficked from the state of Jharkhand every year: 30,000
- Average age of girls in villages around Yuwa at marriage: 15
- Number of Yuwa girls married below the age of 18: 0

### **2012 Projections**

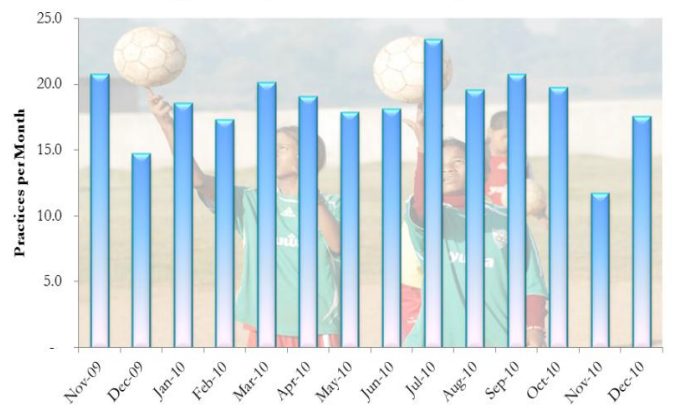
- Number of Clubs: 5
- Number of Teams: 36
- Number of Players: 510
- Number of Girls Coaching: 40



Average Monthly Attendance - Hutup A Team



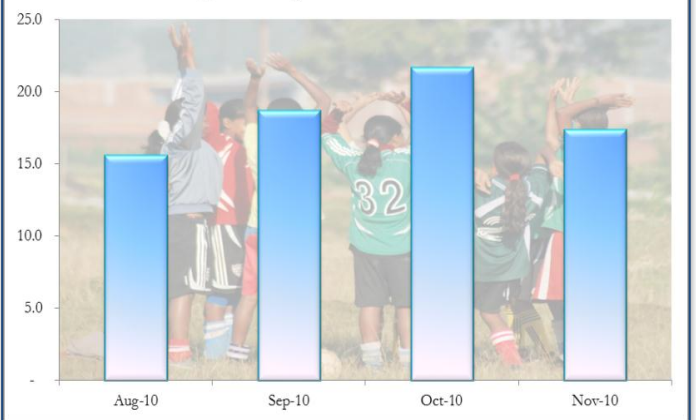
Average Monthly Attendance - Hutup B Team



Average Monthly Attendance - Hesatu Team

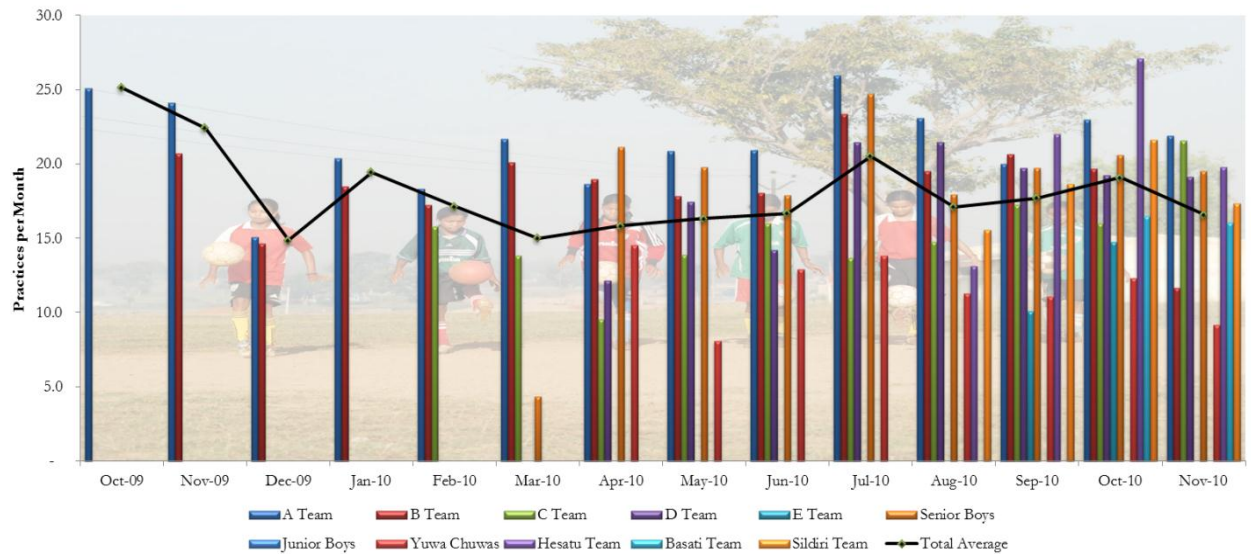


Average Monthly Attendance - Sildiri Team





**Average Monthly Attendance - All Yuwa Teams**



**Total Yuwa Players**



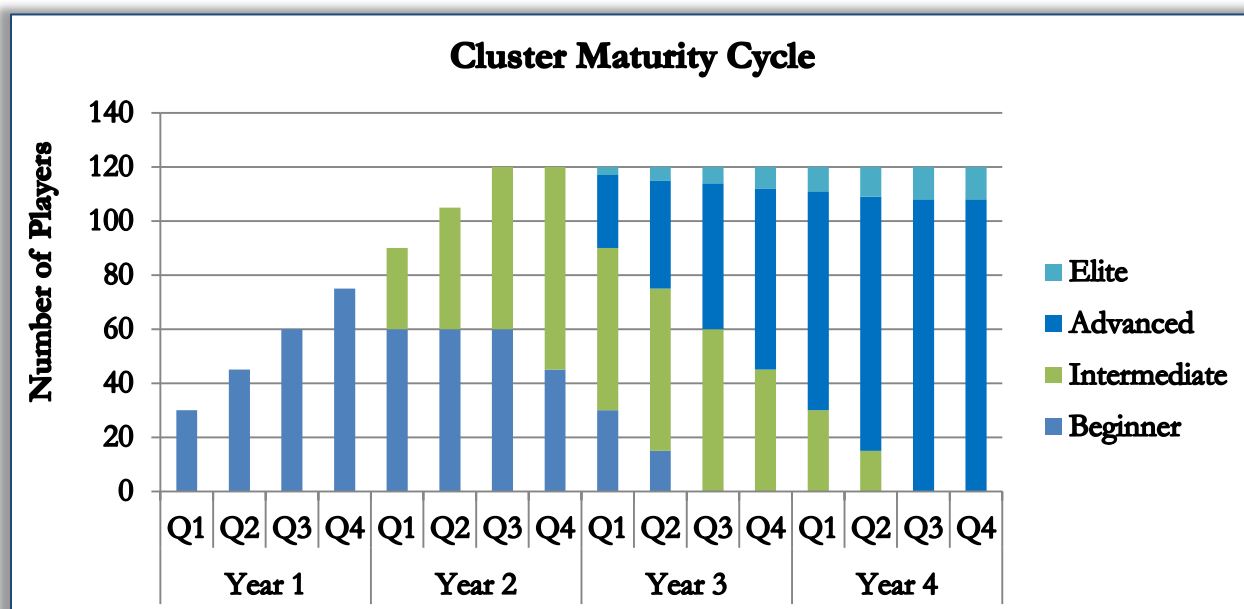




## Finances

### Sports Platform

We manage our operations on a club by club basis. A club is defined as a field location that serves several villages and typically has 30-150 players, depending on maturity of the club. For projection purposes, we assume that a new club starts with 30 players and gradually increases by 15 players per quarter until it reaches 120 players (maturity) at the end of the second year. Below is an example of how a club matures.



When a new club is organized, Yuwa only takes on a small initial financial commitment (primarily in the form of coaching expenses). However, as a club expands we increase our financial commitment in step with the players' level of commitment. We feel that it is extremely important that our players contribute financially as well as with their time. We believe that this helps put the players in charge of their own program. The girls find their own fields, jointly buy their own first footballs and set their own practice schedules. However, after the girls have shown a consistent commitment to the program and have recorded four months of practice with daily attendance greater than 20 times per month, we begin to provide the girls with shoes, socks, shin guards, and jerseys. For each item we provide, we still require that the girls commit financially side by side with Yuwa. For example, a girl is expected to provide 100 Rupees toward her pair of shoes. This is a huge commitment for a girl in these circumstances; and it ensures that they are fully committed to the program.



Our recurring operational costs for the clubs include equipment, coaching, tournament, traveling games, football academy, and State or national team related expenses.

### **Equipment**

We segment our players into four categories based on how long they have been involved in our football program: Beginner (1st year), Intermediate (2nd Year), Advanced (3rd Year and above) and Elite (Involved in Yuwa program and State and/or National teams). We scale our financial commitment to our players based on these four levels. Below represents the annual equipment cost for a player at each level:

	<b>Beginner</b>		<b>Intermediate</b>		<b>Advanced</b>		<b>Elite</b>	
	INR	USD	INR	USD	INR	USD	INR	USD
Jersey and Shorts	500	\$ 11.1	500	\$ 11.1	750	\$ 16.7	1,000	\$ 22.2
Shoes	350	\$ 7.8	700	\$ 15.6	1,000	\$ 22.2	1,700	\$ 37.8
Socks	90	\$ 2.0	180	\$ 4.0	320	\$ 7.1	1,000	\$ 22.2
Shin Guards	100	\$ 2.2	100	\$ 2.2	400	\$ 8.9	600	\$ 13.3
Ball	350	\$ 7.8	350	\$ 7.8	500	\$ 11.1	1,100	\$ 24.4
<b>Total</b>	<b>1,390</b>	<b>\$ 30.9</b>	<b>1,830</b>	<b>\$ 40.7</b>	<b>2,970</b>	<b>\$ 66.0</b>	<b>5,400</b>	<b>\$ 120.0</b>



## **Coaching Expense**

The salaries of our coaches are fixed operating expenses that we incur every month. We group our coaches into two primary categories: Lead Coaches and Community Sports Leaders.

- **Lead Coaches:** We put one lead coach in charge of each club (some manage two clubs). The lead coaches are responsible for all aspects of their respective club: practice attendance and performance, school attendance and performance, etc. Additionally, the coaches work with Yuwa's other programs when they are not on the field. They are full time employees that work six days a week, ten hours a day.
- **Community Sports Leaders (CSL):** Community Sports Leaders are Intermediate, Advanced, or Elite-level players that have taken on coaching responsibilities for Yuwa's younger or more inexperienced teams. We use the CSL program as a livelihood project to provide our girls with the supplemental income they need to pay for their school tuition or to support their family. When a girl starts coaching, she spends her first six months apprenticing (no salary) with another coach. After six months, if she is ready and able to make a full commitment, we start her on a three-level program to develop her coaching skills and increase her income potential. We start the CSLs off at a salary of at 1,000 INR per month. After a CSL completes the required experience and formal training for each level, their salary increases in step. Below provides a breakdown of the monthly starting salary levels.

Monthly Salary Levels	INR	USD
Community Sports Leaders		
Level I	1,000	\$ 22.2
Level II	1,500	\$ 33.3
Level III	2,500	\$ 55.6
Lead Coaches	5,000	\$ 111.1



## **Game Expenses**

### **Tournament Expenses:**

All of our players participate in four intra-league tournaments per year (hosted by Yuwa). The cost of these tournaments varies from time to time. However, from our experience, we project them to cost the following per mature club:

<b>Tournament Expenses</b>	<b>per player (INR)</b>	<b>Total INR</b>	<b>Total USD</b>
Direct Tournament Expenses		4,000	\$ 88.9
Transportation Expense	15	1,800	\$ 40.0
Meal Expenses (2 meals/player)	30	3,600	\$ 80.0
<b>Total Expense per Tournament</b>		<b>9,400</b>	<b>\$ 208.9</b>

### **Traveling Games:**

The intermediate and above players participate in weekly traveling games. For these traveling games, Yuwa incurs the cost of transportation and two meals for each player. We target to have 44 traveling games per team per year. Our expense per traveling game is listed below.

<b>Traveling Games</b>	<b>per player (INR)</b>	<b>Total INR</b>	<b>Total USD</b>
Transportation Expense	15	1,800	\$ 40.0
Meal Expenses (2 meals/player)	30	3,600	\$ 80.0
<b>Total</b>		<b>5,400</b>	<b>\$ 120.0</b>

### **Tata Football Academy:**

All of Yuwa's players have the opportunity travel to and train at the Tata Football Academy - one of the most elite football academies in India. Our beginner players attend the five-day academy session once per year and our intermediate and advanced players attend the academy three times per year. While Tata pays for the girls' instruction and boarding, Yuwa pays for the players' travel expenses. The average travel expense for this is 400 INR per player.



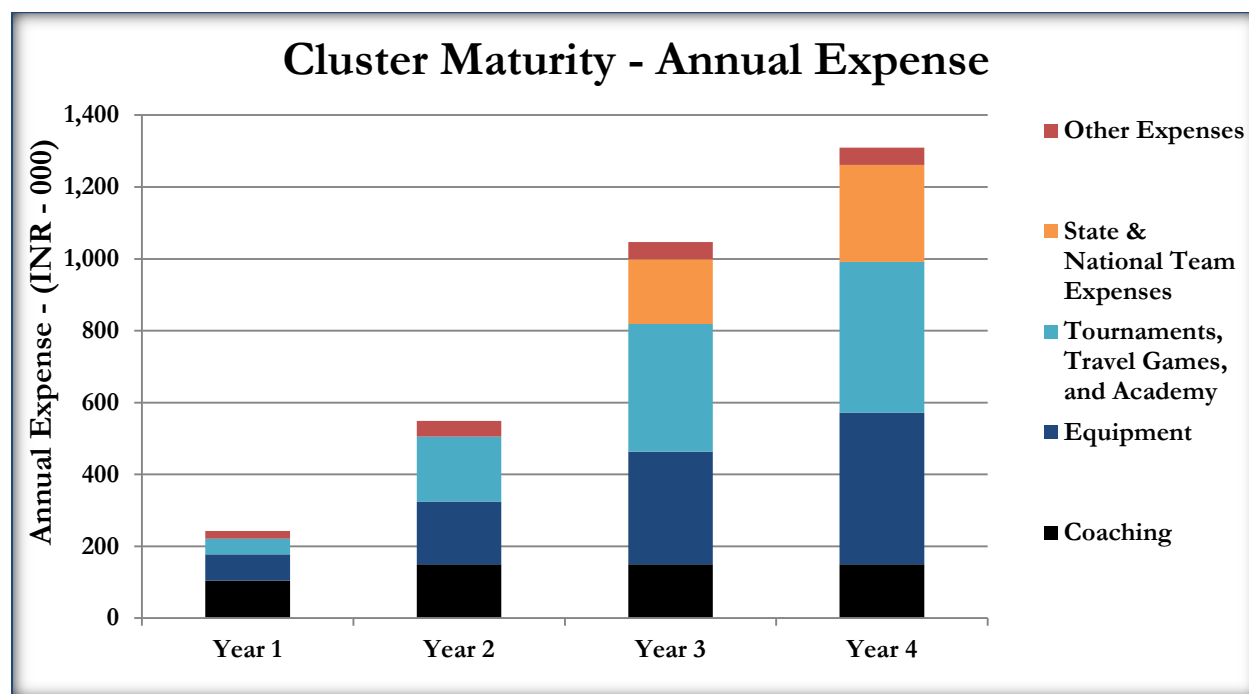


### State & National Team Expenses:

'Elite' players are Yuwa participants that have been selected to play on the State or National teams. These players attend national or international tournaments with these teams and Yuwa pays for the players' transportation costs. On average, these expenses run at 2,500 INR per elite player per year for the State team and 20,000 INR per elite player per year for the National Team.

### Other Expense:

Throughout the year Yuwa provides its players with funds for miscellaneous medical and other educational expenses as needed (not including those included in Educational and Health Expense below). For projection purposes, we assume an expenditure of 400 INR per year for each player.





## **Education**

Yuwa approaches education using a four step process: building an interest, providing a system of access, structuring accountability, and giving access to high quality education. We believe that it is important for our participants pay for the majority of their own schooling. However, if the participants are unable to pay for education, we help them through our livelihood programs. These programs (such as coaching, farming, etc.) help the participants earn the money they need to attend school and support their family. We do incur some expenses for providing community centers and supplemental classes, including materials, teaching expenses, rent, etc. The current run rate of these expenses is 7,000 INR per month.

Additionally, Yuwa has entered into agreements with several NGO-managed schools to provide 50% scholarships to our participants. In return, we implement our sports platform within their school. We incur our regular sports platform expenses for this agreement. It is Yuwa's goal to partner with high-quality education providers to give our participants access to the highest quality education available. As these partnerships evolve, Yuwa may incur additional expenses to bring the future partners to our location.

Finally, Yuwa provides nine partial scholarships for some of the best students to attend Mt. Carmel School – an excellent English-medium private school in the area. Pursuant to the terms of the scholarship agreements, Yuwa pays 75% of the school's cost. The child's parents must make up the remaining 25%. Therefore, the organization's annual cost per student is 75% of \$250, or \$187.50 per student. Given that the students' performance remains acceptable, Yuwa will continue to pay these scholarships until graduation. However, it will not be an ongoing program going forward (we will likely not add additional kids).



## **Livelihood**

Yuwa has two parts to its livelihood program: micro-entrepreneurship for supplemental income and employment/employability.

**Micro-entrepreneurship for supplemental income:** Many of our players are initially unable to participate in our program or attend school because they need to provide supplemental income for their family. To address this, Yuwa promotes livelihood projects for its players and their families.

Our first experiment was micro-lending to our players' mothers for an electric irrigation pump. While it had high social impact—a small, efficient pump saved them \$200 in diesel fuel in a single season, and its small size allowed the girls' fathers to carry it home at night instead of sleeping in the field where they would be susceptible to malaria—it was a financial loss for Yuwa. We charged a flat 10 percent for 12 months, better than local banks, but repayment is inconsistent and collection is time-consuming.

We decided to shift our focus from lending to parents to working with players themselves. The result is a small-scale, high-return enterprise which is 1) generating operating income for Yuwa, and 2) providing our players with opportunities to start their own enterprises, generating income to invest in their education, health and future livelihoods.

Our first venture has been producing, marketing and selling mushrooms; which has turned out to offer incredibly high returns on investment, requiring little time, minimal training, and a marginal initial capital.

- One mushroom bag can be made for 40 rupees (less than \$1) in seed, straw, fertilizer and other materials, with just 30 minutes of initial labor.
- Daily maintenance, watering, takes just 5 minutes per day.
- After 45 days, the bags produce an average of 1.5kg of mushrooms which are sold for 80-100 rupees per kg.

Fourteen-year-old Meena Kumari was the first player to take the initiative. Two years ago, her father, a cook at a local school, was shot and killed in a robbery attempt while he was on his motorcycle with Hiralal, one of Yuwa's coaches. Since then, Meena has been helping to support her family through her own initiative and resources, even as she has been coming to practice an average of 24 days in a month (288 days in the last 12 months).



She invested 240 rupees (\$5.60) in six (6) bags and is now making 900 rupees (\$21) in 45 days—a profit of 660 rupees (\$15.40) and return of 275 percent. If she reinvests just enough profit to keep six bags producing at all times throughout the year inside in a spare room, sheltered from pests and weather extremes, her profit at year's end should be about 5,300 rupees (\$123)—a return of 2,100 percent!

(MUSHROOM PICTURE)

With just four bags growing at all times throughout the year, she can enroll herself at a good quality private school—and she has. She should be able to pay the fees of 3,000 rupees (\$70) for the year entirely by herself.

**Figure 1: Additional annual income a girl can receive from one bag producing at all times throughout the year.**





**Employment/Employability:** A young girls' eventual employability is derived from her level of education, specific skill set, and confidence. Yuwa addresses confidence and education level through our sports and education programs. However, we believe that it's important that the girls attain a specific skill sets to prepare them for the workforce. Therefore, our goal is to partner with NGOs to help provide skills training.

Additionally, as mentioned above, we currently employ a number of our participants as coaches to younger/newer players. The salaries they receive help to support their families and pay for their own education. Although we encourage our girls to eventually pursue other careers, we assume that a large number will grow with Yuwa to develop their own clubs and pursue other careers within our organization.

### **Health**

Yuwa has three parts to its health program: prevention, promotion, and curing. Ultimately, our goal is to partner with health -specializing NGOs to address each of these. However, in the interim period, we pay for certain expenses as they arise, including hygiene, nutrition, and sanitation classes, providing iron pills, and pay hospital expenses for our players, as they arise.

### **Program Overhead**

We incur a number of program-related expenses that are not specific to any one program. These expenses are recorded as program overhead. They include the salaries for our Program Director, Executive Director, and other program employees. They also include any expenses that cannot be linked to one specific program.

### **Fundraising Expenses**

We do incur some expenses to hold fundraising events, promote the organization, raise money in general, and process any funds received via Paypal, Active, Facebook or other online payment processors. Our fundraising expenses are budgeted to be less than 5% of total expense and will never represent more than 10% of total expenses.

### **Administrative Expenses**

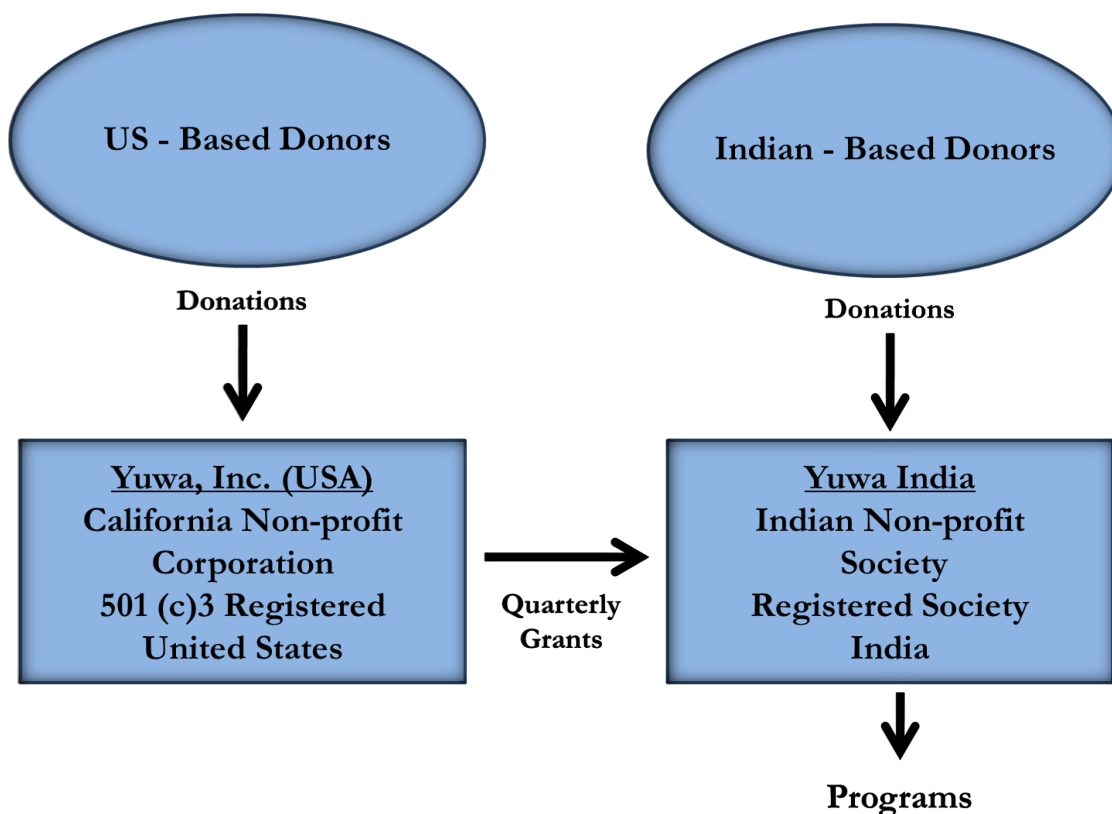
Administrative expenses include legal expenses, finance/accounting expenses, and other administrative expenses (communication, etc.). To date, these expenses have been marginal and they will never represent more than 5% of total expenses.



## Governance

**Yuwa (USA):** Yuwa is a US-based 501(c)3 non-profit organization.

**Yuwa India:** Yuwa India is a registered Society under India's Society's Registration Act of 1860. Yuwa India is a grantee of Yuwa (USA). The general structure between the two organizations is as follows:



### Role of Yuwa India and Relationship with Yuwa (USA):

Yuwa India serves as the implementing and monitoring arm of Yuwa (USA) in India. Yuwa India is responsible for directly implementing the overall strategies set forth by Yuwa (USA).

There is a formal reporting relationship between the Executive Secretary of Yuwa India who reports on all organizational matters to the Board of Directors of Yuwa in the United States. Yuwa continues to have the final approval authority on organizational matters of Yuwa India relating to Finance, Program Strategy and HR.



## **Future Plans**

### **Operational Strategy**

We currently have four clubs in operation – one club is in its first three months of operation and two others are in their first six months of operation. We have a fifth club projected to open in July of 2011. Our goal over the two to three years is to focus on the development of these five clubs, perfect a replicable model for scalable expansion, and establish partnerships with NGOs specializing in Health, Education, and Livelihood to delegate some of these aspects of our program. We want Yuwa to focus on what we are good at - using girls football for grassroots organization.

The 1-3 year tactical goals are as follows:

**1) Have Five Fully Developed Clubs:** We want to develop the first five clubs into a first class league with 500 participants and 20-25 different teams.

- Regular Games: Each team will have around 45 games per year (inter-league and intra-league play).
- Four Yuwa-Sponsored Tournaments: We want to sponsor four tournaments for our clubs (and other clubs) throughout each year.
- Training Hub/Center: We want to build one home field in Rukka Village that will serve as the game field for all of our teams. The field will include a level playing field, house lights, stands, and a protective fence.
- Acceptable Practice Fields: We want to improve the condition of the current practice fields.





- 2) **Perfect a Replicable Model:** Our goal is to develop a model that can be easily replicated in different areas and scaled by Yuwa. We have developed our current system using on-the-job training. To properly scale our operations from here, the next step is to develop a system of standard operating procedures and practices for training, coaching and outreach. We are currently working on the following initiatives:
- Player Development Program: A standardized curriculum for the sports program (player development and community engagement).
  - Systems for Coach Selection & Training: A standardized method for selecting and training our coaches.
  - Yuwa Open Academy: Online training academy for our coaches and external users to build the brand of our program.
  - Replication Model: A franchise packet of how to do things, etc.
  - International Exchange Program: An exchange program for girls to come and train in the USA or other countries.
- 3) **Establish Partnerships with Health, Education, and Livelihood NGOs:** We feel strongly that we need to focus on improving what we're already good at, rather than straying into a things that we don't know much about. In other words it's better to do a small thing in a big way than a big thing in a small way. Though we currently provide programs for health, education, and livelihood for our players, our goal is to provide a solid platform with a large number of organized participants, and 'outsource' portions of these areas to partner NGOs.



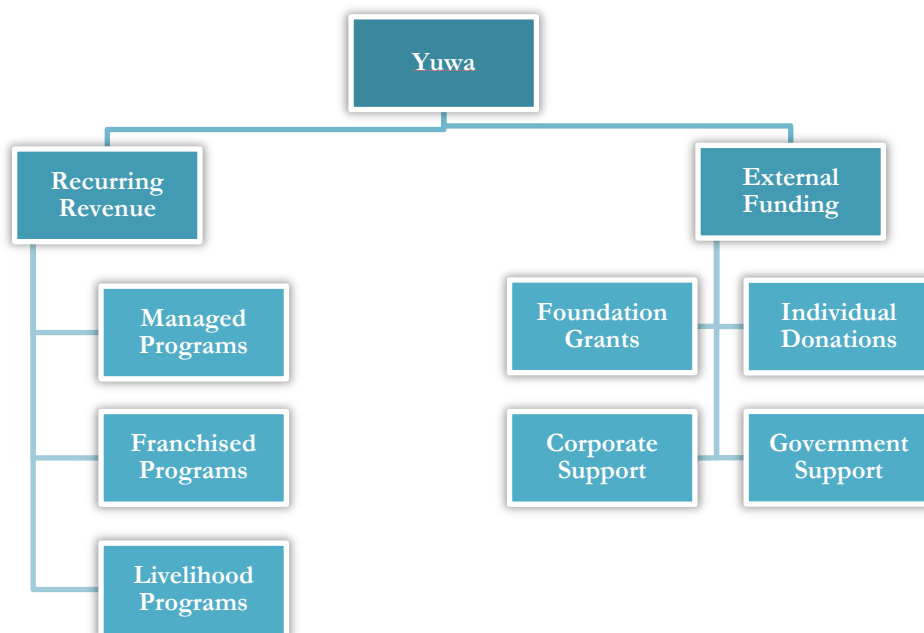




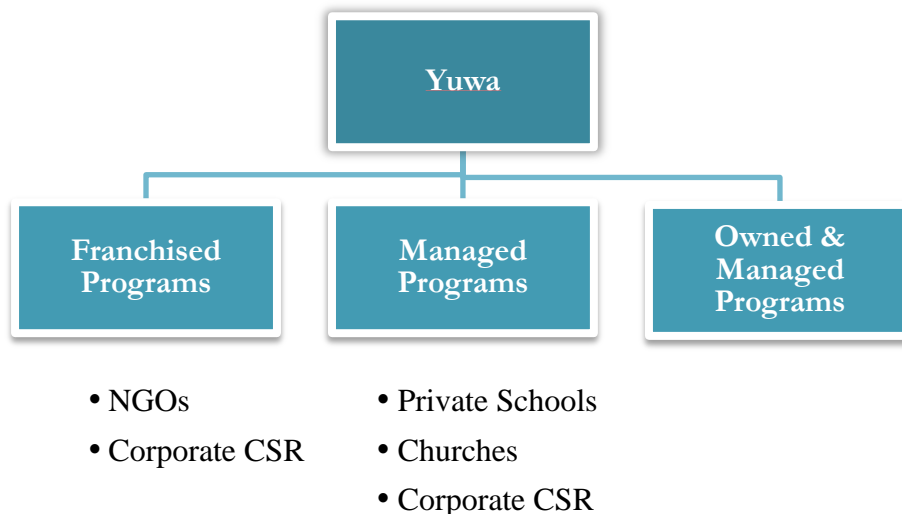
## **Financial Strategy**

To date, Yuwa's operations have been funded by its founders, individual donors and some corporate and foundation support. The goal is to be self funded as much as possible within five years from a blend of recurring revenue sources: franchised programs, managed programs, and livelihood projects. As we progress towards that goal, we will seek to bridge the funding gap with external support including: foundations, corporations, local and national governments, and individual donations.

### **Yuwa's Long Term Funding Structure**



- 1) **Recurring Revenue Sources:** We are currently in the process of standardizing our model so that it can be easily replicated in a consistent manner. We are developing a defined player development program, a structured system for coaching selection and training (including a virtual online training academy), and a franchise tool-kit for third parties to start their own club for grassroots organization. Once complete, we will expand our operations via franchises and third party managed programs.



• *Managed Programs:* With managed programs, Yuwa develops and manages the sports programs for private schools, churches, corporate CSR programs and other parties that wish to have a high-quality sports program, but don't have the expertise to develop and manage one. Yuwa's coaching staff develops and manage these outsourced programs for a fee. Yuwa currently has an agreement with two NGO-funded the schools to develop and manage their sports program.

• *Franchise Program:* The primary targets for our franchise program are NGOs looking for an effective way to implement their programs in the communities they serve. In a region where NGOs have a notoriously difficult time organizing and engaging the local population, Yuwa's program has proved to be a very effective model for grassroots organization. If we can franchise this model and if it provides the medium of organization that these NGOs need, there would be tremendous value. One local NGO is already paying us to help implement its own programs in the community.

• *Livelihood Programs:* In many cases, Yuwa partners with its participants in the livelihood projects that it promotes. Though small individually, these projects offer incredibly attractive returns. With scale, these partnerships could offer Yuwa a significant amount of revenue over time.



## 2) Corporate Support

- *Local Companies:* Yuwa is pursuing financial and strategic support from companies that operate within Jharkhand.
- *Sports Apparel & Equipment Companies:* Sports equipment (shoes, jerseys, balls, etc.) is one of our largest recurring expenses. If we received one-time or recurring in-kind donations from sports apparel or equipment companies, it would lift a substantial financial burden.
- *Multinational Companies:* There may be funding/partnership opportunities with International corporations.

## 3) Foundation Support:

- *US Foundations:* Pursue foundations with a focus on women's empowerment, human trafficking or using sport for empowerment.
- *Indian Foundations*
- *International Foundations*

## 4) Private Individual Support

- *Indian Nationals*
- *US Taxpayers*

## 5) Government Support

- *Local Government (India)*
- *National Government (India)*
- *Local Government (USA)*
- *National Government (USA)*





## **Yuwa Athletes –The Rising Stars**



### **Puspa Kumari Toppo**

From the tiny tribal village of Hutup in Ranchi District, Puspa attends 7th class at a local government school. She is the fourth daughter (with one brother) of Muni Devi, a midday meal cook at the local government school who earns Rs 500 (\$11) per month, and Jhabu Oraon, a mason at a local hospital earning Rs 110 (\$2.40) per day. Her family has one cow and two oxen, and two small fields where they grow rice, wheat and vegetables. She has been with Yuwa since day one.

She impressed national team scouts by launching a ball off her forehead (served up by her older sister Usha) past Bombay's goalkeeper – one of her many goals of the tournament where and her teammates chalked up wins against bigger and more experienced teams from Bombay (8-1) and Delhi (3-0). In a single year, she and her team elevated the state's ranking from an abysmal 20th to fourth nationally. Puspa was also one of forty-one girls in India to be selected for the AIFF U-13 National Training Camp in Kerala, and after six weeks was selected for the Indian National Team. She recently played with the U-13 National Team in the AFC Asia tournament, where she scored six goals throughout five games.

Though generally shy around adults, Puspa lights up once she's on the field. She has also become a regular fixture at Yuwa Club's afternoon study sessions. "I think studies are important, and I'm happy," she says. "I want to be a good player. I was happy to score goals against Manipur (India's top girls' team). My mom and dad are also happy with me."



## Sita Kumari

From the tiny tribal village of Hutup in Ranchi District, Sita attends 9th class at a local government school. She is the second of five daughters – Gita, Sita, Reeta, Neeta and Babita – of Muni Devi, an illiterate housewife who earns some income by brewing rice beer, and Charku Mahto, a daily wage mason commuting to nearby Ranchi city. Her family's income is roughly Rs 2,500 (\$50) per month.

Unlike her two younger sisters who play on her team and are all smiles, for Sita football is a serious affair. Last spring, Sita's parents arranged the marriage of her fifteen year old sister, and in an interview with The Hindustan Times ("Bend it like Bekhambhai", Sunday 6 December 2009), her mother and father made it clear that unless something big happened for Sita, she would be next.

However, things are changing. According to her mother, football has delayed the prospect of marriage. After participating in a selection for the Sports Authority of India (SAI) State Girls' U16 team in July where she was not selected, she paid attention to what was evaluated and a month later had mastered the moves. She has made it back into the final selection for the team after a few more months' practice and a week at India's premier football academy, Tata Football Academy (TFA) in December.

"I feel happy and I have been attending evening class [at Yuwa Club]," she says. "Study is important for me, but math is very hard. My mother's behavior is changing. She used to always think about me doing housework."





### **Suman Kumari Toppo**

From the tiny tribal village of Hutup in Ranchi District, Suman is a girl to watch. She is one of only eight children from Hutup to be selected last year as a Yuwa Scholar and is the organizer of Yuwa's first football team.

Suman's mother, Sukro Devi, earns a daily wage separating plastic trash. Her father, Debu Oraon, who suffers from diabetes, tends to their small fields. Their attitude towards their daughters is quite progressive. Although they earn just Rs 100 (\$2.20) per day, and Rs 25-30,000 (\$550-650) in the summer from their vegetable harvest, after Suman was selected for a scholarship (covering 75 percent school fees), they increased their expenditure on education for their oldest daughter as well, putting her into private tutoring; they also enrolled their youngest daughter into a private kindergarten.

Suman was studying in 5th class at a local government primary school where she, like her classmates, could barely perform simple subtraction; but Suman is intelligent and capable, and was selected based on attendance and effort. After three months of intensive tutoring from Yuwa, she passed the entrance examination to attend Mount Carmel School, a well regarded private school, where she is now attending 4<sup>th</sup> class.

"It feels good being part of a team," says Suman. "Sometimes study at Mount Carmel is very hard, but I am trying to study hard and keep playing with my team. My mother, father and whole family are happy and proud, and like Yuwa's program very much. I think it's good for all girls to come regularly to the ground and play."





## **Yuwa's US Team – Key Personnel**



### **Franz Gastler**

*Executive Director, Co-Founder*

Franz grew up in Minnesota (USA). He completed his B.A. and Masters in International Political Economy from Boston University and is a graduate of the Program on Negotiation (PON) at Harvard Law School. He worked at the Ministry of Finance in Colombia, and as a consultant to Confederation of Indian Industry (CII). Before co-founding Yuwa, he worked at KGVK-India, an NGO. In USA, he coached for skiing for twelve years, competed internationally in judo, and played ice hockey as a goalkeeper. He has been living in two tribal villages in Jharkhand for two and a half years.



### **Stephen Peterson, CFA**

*Director of Finance & Development, Co-Founder*

Stephen manages Yuwa's finance and development. Outside of Yuwa, he is a President of SCP Capital Advisors, an equity research firm. Stephen graduated with a BSBA in Finance and Accounting from the University of Denver and is a CFA Charter holder.

### **Greg Deming**

*Director of Fundraising and Operations, Co-Founder*

Greg facilitates Yuwa's day to day operations and heads all fundraising initiatives. Outside of Yuwa, he is a senior trader and strategist for Simplex Investments in Chicago, a proprietary electronic trading company specializing in equities and derivatives. Greg graduated from Indiana University with a BS in Economics and Finance.

### **Erik Odland**

*Director of Technology, Co-Founder*

Erik manages Yuwa's web presence and marketing. Outside of Yuwa, he is a web communications coordinator with Cargill, Incorporated. Erik holds a BBA from Texas Christian University and an MBA from the University of Denver.



## **Yuwa's Indian Team – Key Personnel**



### **Franz Gastler**

*Executive Director, Co-Founder*

Franz grew up in Minnesota (USA). He completed his B.A. and Masters in International Political Economy from Boston University and is a graduate of the Program on Negotiation (PON) at Harvard Law School. He worked at the Ministry of Finance in Colombia, and as a consultant to Confederation of Indian Industry (CII). Before co-founding Yuwa, he worked at KGVK-India, an NGO. In USA, he coached for skiing for twelve years, competed internationally in judo, and played ice hockey as a goalkeeper. He has been living in two tribal villages in Jharkhand for two and a half years.



### **Col. Surajit S. Rath (retd. From Indian Army)**

*President of Yuwa India*

Surajit Rath serves as the President of YUWA INDIA'S governing body. Outside of Yuwa, Col. Rath is also the President of Citizens Foundation. He is the former Secretary of KGVK and a Retired Col. in the Indian Army.



### **Helena Tete**

*Secretary of Yuwa India*

Helena hails from the Konpala Panchayat Jungle in Jharkhand's Simdega district. She was the first woman in her village to matriculate (complete 10th class), and the first woman from the Kharia tribal community to acquire a Post Graduate degree in Social Work. She was awarded in 2009 with the prestigious Jamshedji Tata Fellowship by the M. S. Swaminathan Foundation for her work with women spreading scientific inputs to the tribal communities.