

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales · Charity number 1115109

Details

Status	Registered
Legal form	Charitable company
Company number	05650155
Registered	2006-07-05
Register	View on the Charity Commission register

Contact

Address	Canopi Unit A Arc House 82 Tanner Street London SE1 3GN
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Website	www.womenforwomen.org.uk

Activities

Objects: TO RELIEVE AND ASSIST WOMEN IN ANY PART OF THE WORLD WHO ARE THE VICTIMS OF WAR OR CIVIL STRIFE

Activities: In countries affected by conflict and war, Women for Women International supports the most marginalised women to earn and save money, improve health and well-being, influence decisions in their home and community, and connect to networks for support. By utilising skills, knowledge, and resources, they are able to create sustainable change for themselves, their families, and their communities.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Overseas Aid/famine Relief, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** WORLDWIDE
- Afghanistan
- Bosnia And Herzegovina
- Congo (Democratic Republic)
- Germany
- Iraq
- Kosovo
- Nigeria
- Rwanda
- South Sudan
- United States

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£4,850,000	£4,453,000	£969,000	23
2023-12-31	£3,723,000	£4,174,000	£572,000	22
2022-12-31	£4,028,000	£4,388,000	£1,023,000	31
2021-12-31	£4,849,000	£4,610,000	£1,383,000	29
2020-12-31	£4,938,000	£4,873,000	£1,144,000	32

Trustees

Name	Role	Appointed
Champa Patel	Chair	2023-03-01
Dominique Conteh		2024-10-15
Fransesca D'Arcy		2024-10-15
Nadjia Mai Yousif		2022-01-31
Neha Kagal		2024-10-15
Nina Patel		2022-01-31
Paula Felicia Ann Marie Gay		2022-01-31
Rachel Corp		2019-12-05
Samir Farrag		2025-12-10
Vanessa Wei Yee Leung		2022-01-31

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales - Charity number 1115109

Accounts

Company no. 05650155

Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2024

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards, and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we, encourage our people to take risks and make mistakes - this is how we learn, grow and get better, stronger, and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear, and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused, and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Advisers

Bankers

Coutts & Co	Clydesdale Bank
440 Strand	35 Regent Street
London WC2R 0QS	London SW1Y 4ND

Solicitors (pro bono)

Simmons & Simmons	Baker McKenzie
City Point	100 New Bridge Street
One Ropemaker Street	London EC4V 6JA
London EC2Y 9SS	

Auditor

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Solicitors

Farrer & Co
66 Lincoln Inn Fields
London
WC2A 3LH

The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2024.

Welcome to Women for Women International – UK: a message from the Chair

Women for Women International UK, established in 2005, is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries. It was established for two purposes – to raise funds from the UK and Europe to support our work to transform the lives of women survivors of war, and to amplify the voices of women impacted by war to change policy. Now in its 20th year, Women for Women International (UK) has grown to become an organisation raising almost £5 million each year and hosting high-profile events, achieving wide-ranging media coverage, and securing funding from governments, institutions, trusts, foundations and individuals.

2024 has continued to be a challenging year for women, peace and security. Whether the ongoing conflict in Gaza, escalating violence in DRC, or continued instability for women and girls in Iraq, we continue to see the harmful effects of conflict on women and girls. Despite these challenges, the women we work with also show immense courage and resilience. Their efforts to pursue peace, despite all the obstacles and barriers in their way, continue to inspire us. Throughout 2024, we have been working with colleagues and partners in Afghanistan, DRC, Iraq, Palestine and South Sudan amongst other countries.

For example, in Iraq, we successfully received a £5million UK grant focused on transformative funding for projects supporting women and girls empowerment. As a sub-granter, Women for Women aims to work with 13 organisations to strengthen and amplify women working towards peace. Our pilot of the Adolescent Girls curriculum in Iraq saw us work closely with a group of 30 participants. In collaboration with Mercy Corps, a three-day training was conducted with school counsellors on handling disclosures of violence against women and girls and providing safe referrals.

In Palestine, in deteriorating circumstances, we continued to support our partners as they had to pivot amidst the changing security context. Despite the insecurity, we moved forward on our plans for the adoption and implementation of the Stronger Women, Stronger Nations Program working closely with our partners in the country.

And finally, we continue to work hard on conflicts that can seem intractable or do not usually dominate the headlines. In the Democratic Republic of Congo, we continued our programming despite the volatile security situation. The “Putting Survivors at the Centre” project trained 55 community leaders to manage disclosures of gender-based violence and safely refer survivors to specialized services using the survivor-centred approach.

Alongside our country work, WfWI’s advocacy is an important pillar of our work. In 2024, we organised a closed briefing on ‘The Gendered Impact of the Crisis in Gaza’ hosted and attended by Security Council members – the first such discussion on the crisis and a major achievement to organize. Part of our mission is to amplify the voices of women most directly impacted by war and the launch of our

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

research conducted in Iraq and Nigeria “Listen to Women: Understanding the Barriers and Opportunities for Women’s Participation, Voice and Leadership’ was a particular highlight in raising awareness of the impacts of conflict on women.

One of the most important roles for Women for Women International (UK) is to raise funds that support the wider organisation to achieve our goals. Fundraising is vital to everything WfWI-UK does and in challenging financial times we are deeply grateful to the many individuals, groups and companies who supported Women for Women International (UK) this year. Our flagship live event the #SheInspiresMe Car Boot Sale grows from strength to strength. In 2024, we doubled our efforts and took over two floors in Selfridges car park in central London, bringing together a huge range of brands and fashion icons, raising an incredible £375K on the day. Since its inception, this annual event has now raised £1.5million, a huge testament to the skill, creativity and hard work of our team and supporters.

In 2023, we secured the Allen & Overy (now A&O Shearman) Global Charity of the Year Partnership with the intention to raise £1m. Within the two years of the Partnership, we have already raised £1.2m, beating our target. This is a major achievement for the UK team and we are excited to see the impact this partnership can have.

To all our donors, supporters, and partners, we extend our deepest gratitude.

As Chair of the UK Board, it is a privilege to work with such inspiring colleagues. Despite the external headwinds, we've met every challenge with resolve and determination, united in our commitment to making a difference for women survivors of war. I know we will continue to do so, to ensure that the experiences and voices of women and girls impacted by war are heard, valued and acted on.

With gratitude,

A handwritten signature in black ink, appearing to read 'Champa Patel', written in a cursive style.

Dr Champa Patel
Chair, Women for Women International (UK)



Adolescent Girls Program participants having a discussion at the Rubona, Rwanda training centre. Photo credit: WfWI

Investing in the Future: Our Adolescent Girls Programme

Adolescent girls in crisis face immense challenges, including forced marriage, trafficking, and being forced to drop out of school, and yet are often overlooked in traditional aid programs. We believe these young women are not just survivors, but leaders in the making.

Our Adolescent Girls Pilot Program is a groundbreaking initiative designed to support vulnerable teen girls, ages 16-17. The program provides a comprehensive curriculum covering financial literacy, vocational skills, gender equality, health, and goal setting. The training is delivered in safe spaces where girls can form lasting social bonds and build critical support networks.

After a successful pilot program in 2023 implemented by our sister organization, Women for Women Rwanda, we were able to launch pilots in three additional conflict-affected countries in 2024—Iraq, Nigeria, and Afghanistan. By the end of 2024, we had already supported **295 girls**, and we are committed to reaching even more in the years ahead.

Annual Report 2024: Creating A Ripple Effect

Thanks to you, in 2024, Women for Women International continued our mission supporting women survivors of war and conflict.

Across more than three decades, Women for Women International's work has spanned 17 countries, reaching 616,184 women who dare to stand up for their rights — even in the most difficult and dangerous circumstances. And this year alone, together with our partners we've reached over 36,897 women survivors of war together — supporting them to rebuild their lives, families and communities.

Even as conflicts rage across the world, our combined commitment to women and the power of each woman we serve continues to give us strength and hope.

As we present our 2024 Annual Report, we invite you to read about some of these daring women around the world and the remarkable results we were able to achieve in the many countries we serve. We are forever grateful to have you by our side, making all this possible!

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; influence decisions at home & in the community; and connect to networks for support. By utilising skills, knowledge and resources, she is able to create sustainable change for herself, her family and community.

About Women for Women International

We believe women have the power to transform their lives – but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families and their communities.

2024 has been marked by a continued rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 616,184 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independently governed UK-registered charity in London with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International (UK) is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries.

Over 20 years, Women for Women International (UK) has grown to become an organisation raising almost £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Women for Women International (UK) leads the global organisation's corporate partnership strategy.

Our Aims

Women for Women International works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent more than 30 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

Our aim is to create a world in which all women determine the course of their lives and reach their full potential.



Our partner in Burkina Faso conducts a Focus Group Discussion for the Asking to Action consultation research.

Photo credit: WfWI

Transforming Lives Through Partnerships

Through strategic partnerships, we are able to meet the needs of more women than we directly support, ultimately making impact on a larger scale. Through these partnerships more conflict-affected women get the confidence to raise their voices, participate in decision-making, and rebuild their communities. Through our global partnerships with women's rights organisations and community advocates, we are creating a global network of empowered women, resilient communities, and strong local organisations dedicated to advancing women's rights.

Our Approach

Our Stronger Women, Stronger Nations programme supports the most marginalised women in countries affected by conflict and war, helping them earn and save money, improve their health and well-being, influence decisions in their home and community and connect to networks for support.

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs. Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman's voice, role and contribution is visible and valued.

Our Programmes

Stronger Women, Stronger Nations

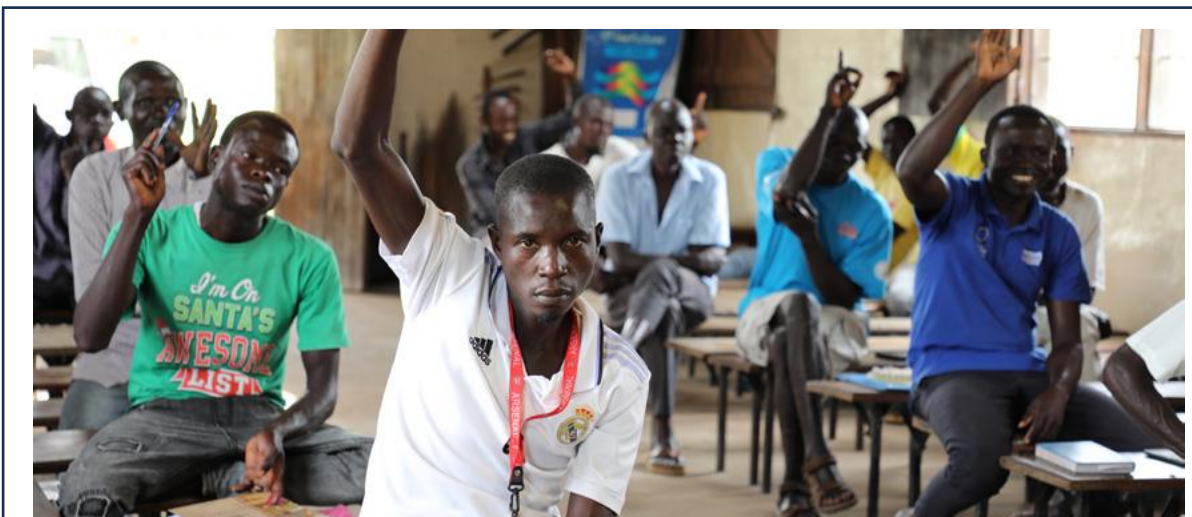
In 2024, a total of 616,184 women participated in our core 12-month-long programme, Stronger Women, Stronger Nations, in which participants form connections in class, learn how to earn and save money, build businesses, understand their rights, improve their health and influence decisions in their families and communities.

Change Agents

In 2017, we established the Change Agent program – a grassroots advocacy and leadership training program. Women who demonstrate motivation and leadership in their community participate in Change Agent training - developing their skills and knowledge, identifying the changes they want to see and creating action plans that outline how they want to use their voices and experiences to influence their communities. Change Agents base their advocacy priorities on what they hear from women from their community, and they work collectively to communicate their priorities and advocate for change.

Men's Engagement Programme

In 2024, we reached 53,307 men and worked with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a "training the trainer" approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.



MEP class in Yei County, South Sudan. Photo Credit: WfWI

Engaging Men as Allies

At WfWI, we know that to dismantle harmful gender and social norms, gender inequalities and power dynamics, we must engage men. We use a six-month curriculum to train and equip men with skills and knowledge to transform their attitudes, behaviour, and practices, resulting in them becoming allies and champions of women's rights.

Our Impact

Women for Women International is committed to ensuring the strongest possible impact and value of our programmes. For this reason, we consistently refine our programming according to our monitoring and evaluation data, which monitors our participants' livelihood and economic prospects after joining the Stronger Women, Stronger Nations programme.

When women marginalised by war and conflict realise their power, something incredible happens. We've seen the transformation they create for themselves and their families by enrolling in our Stronger Women, Stronger Nations programme. We know our programmes work because the women we serve tell us they do and because we rigorously evaluate them.

Measurable Impact

Here are some key indicators from men who graduated in 2024 from our programs in the DRC, Nigeria and South Sudan:

TAKING ACTION AGAINST VIOLENCE



BEFORE

47% of men report being capable of challenging other men's harmful behavior

AFTER

72% of men report being capable

CHALLENGING HARMFUL NORMS



BEFORE

29% of men who disagree that they have to be tough in order to be a man

AFTER

64% of men disagreed

SUPPORTING WOMEN'S DECISION-MAKING



BEFORE

68% of men whose wife/partner participates in decisions about use of money she earns

AFTER

95% of men whose wife/partner participated



One program graduate shared:

"We're standing up for the rights of women and girls so they can shape their own futures. We encourage men to support women, especially within their own families."

Photo above: Couple Connect program participants Falek Duku and his wife, Sadia, pose for a photo in Yei County, South Sudan. Photo credit: Edward Malish

2024 Global Highlights

Alongside Women for Women International and our sister and partner organisations, Women for Women International (UK) contributed to the following achievements in 2024:



Syria: REBUILDING LIVES AFTER WAR

We have been working with our partner in Syria, Women Now for Development, since 2020, to support women in Idlib and Aleppo and the surrounding areas through a range of activities including educational, vocational and life skills training; access to counselling services; and cash start-up grants to support with income generation. They were also the first-ever partner to deliver our SWSN program, through an 8-month pilot project adapted to the local Syrian context.

In 2024, our partnership with Women Now for Development remained strong. Our current grant to them provides flexible organisational support as they continue to adapt and recover from the ongoing effects of the earthquake in 2024 and the recent fall of the Assad regime on their staff, participants and operations.

Sudan: RESPONDING TO THE WORLD'S LARGEST HUMANITARIAN CRISIS

Our local partners, Zenab for Women Development, the Sudan Family Planning Association, and the Sudanese Organisation for Research and Development, addressed women's urgent needs, including food, psychosocial support and healthcare. We supported midwife training, sexual and reproductive health services through mobile clinics, and trauma counselling for survivors of gender-based violence. Additionally, our partners documented cases of sexual violence and ran community prevention programs, working to protect and support women at risk.

Burkina Faso: ADAPTING TO AN ESCALATING CRISIS

We helped internally displaced and host community women and girls adapt to the crisis in Burkina Faso through partnerships with three local organisations: Association D'Appui et d'Eveil Pugsada, Association Munyu des Femmes, and Association pour la Promotion Féminine de Gaoua. Our partners provided training in areas such as improved agricultural practices, financial literacy, and business management, equipping women with skills to generate an income and sustain their families despite displacement. Additionally, they raised awareness about forced marriage and domestic violence, addressing the societal harms that exacerbate women's suffering.

Mali: COMBATING FOOD INSECURITY AND GENDER-BASED VIOLENCE

We partnered with three local organizations in Mali to address the urgent and long-term needs of internally displaced persons (IDPs) and vulnerable women and girls in the host communities. Our partners Femmes et Développement, Yam Giribolo Tumo and Association Malienne pour le Suivi et l'Orientation des Pratiques Traditionnelles (AMSOPT) provided emergency food and dignity kits, training on income generating activities, cash-start-up grants and kits containing items such as chickens, and vegetable-growing equipment to help sustain women and their families. Survivors of violence received psychosocial, medical and legal services, as well as case management support, ensuring they received the care they needed.

Ukraine and Poland: ADDRESSING THE GROWING TOLL OF WAR

Our sister organisation Žene za Žene in Bosnia and Herzegovina led our response to the war in Ukraine back in 2022. Through local organizations in Ukraine and Poland—The Andreev Family Foundation, Human Doc and Beregynia—we supported women survivors of the war. The Andreev Family Foundation provided support to women in Ukraine via mobile psychological teams that reached women survivors in former war zones with psychosocial support. Many survivors of conflict-related sexual violence experience deep trauma and isolation, and their programs provided psychological aid, reproductive healthcare, and psychological education. They also offered skills training for internally displaced women, a crisis psychological support hotline, and legal accompaniment for survivors of sexual violence in criminal investigations.

In Poland, local partners Human Doc and Beregynia supported Ukrainian refugees with psychosocial support including targeted trauma support and art therapy, access to safe housing, legal aid, provision of food, clothing, and other essentials. They also provided skills training to help Ukrainian refugees adjust to life in Poland, including vocational training and Polish and English language classes.

Afghanistan: AMPLIFYING AFGHAN WOMEN'S VOICES

Afghanistan remains the most severe women's rights crisis in the world, yet Afghan women continue to be excluded from key international discussions about their future. Launched in 2024, our report *Lost in Consultation*, based on responses from 213 women-led organisations, exposes the failure of global actors to meaningfully engage Afghan women. An overwhelming 86% of respondents wanted to be consulted before the February 2024 Doha meeting, yet they were shut out. As one woman emphasised, "Women's rights should be prioritised alongside security concerns." Without their voices, decisions made about Afghanistan will lack legitimacy and fail to address the urgent needs of half its population.

DRC: CAMPAIGNING WITH COMMUNITY ALLIES

Change Agents in the DRC identified the 16 Days of Activism campaign as a crucial milestone in implementing their action plans for the reduction of violence. They organised a community march alongside key allies and stakeholders, including village chiefs, calling on the local community to unite their voices and end the cycle of gender-based violence to build a society with long-term peace. Eastern DRC continues to experience severe unrest and instability, but Change Agents remain key community advocates calling for the protection of women's rights and a more just and equitable future.

Iraq: STRENGTHENING WOMEN-LED CIVIL SOCIETY ORGANISATIONS

With funding from the UK Government's Foreign Commonwealth and Development Office (FCDO) UK Integrated Security Fund (UKISF), we are supporting over 30 grassroots, women-led Civil Society Organizations (CSOs) and Women's Rights Organizations (WROs) across 19 governorates in Iraq. This initiative is fostering an independent and strong civil society, amplifying local voices in shaping Women, Peace, and Security (WPS) agendas.

Myanmar and Bangladesh: ADAPTING TO LOCAL NEEDS AND SUPPORTING ROHINGYA WOMEN AND GIRLS

In Myanmar, our local partner launched an innovative pilot—the Adult Engagement Program (AEP). Incorporating elements of WfWI's Men's Engagement Program (MEP), this initiative marked the first time our MEP content was delivered to both men and women. By engaging 62 community members, including family members of adolescent girls who were also enrolled in the partner's training, the program challenged deeply rooted patriarchal norms and fostered greater support for women's involvement in community life.

Since 2021, we have partnered with a local organisation in Myanmar to support Rohingya women and adolescent girls in Northern Rakhine State. Through this partnership, in 2024 we provided life skills, vocational training, literacy education, and community engagement to shift deeply entrenched gender norms. We also supported local teachers with training and financial aid, ensuring that education remains accessible despite the ongoing conflict. Further, we work with a partner in Rohingya refugee camps in Cox's Bazaar, Bangladesh to support displaced Rohingya women and girls with life skills and vocational training, as well as material educational support.

Nigeria: POLITICAL PARTICIPATION AGAINST ADVERSITY

Change Agents in Bauchi and Plateau States in Nigeria identified the lack of women in decision-making spaces as a priority for their action plans and have been collectively advocating for their inclusion in political spaces. Change Agents have worked together to strengthen their capacity and knowledge of inclusion in political decision-making. This has led to women running for and being elected to political positions in their local communities whilst up against social and cultural norms that push for the exclusion of women leaders from local political arenas in Bauchi and Plateau.

South Sudan: ADVOCATING AGAINST CHILD MARRIAGE

During conflict and rising insecurity, cattle in South Sudan are often stolen in order to pay bride price, and in some communities, this can be as high as 300 cows for the average family, which is often difficult to obtain through legitimate circumstances. Additionally, the promise of bride price means that families often resort to child marriage. Change Agents in South Sudan identified this as a focal issue for their advocacy campaigns and have been using their leadership platforms to educate stakeholders across communities against the practice of child marriage by providing women with knowledge and skills to advocate for their rights and challenge harmful norms to foster peace in their communities.

Palestine: RESPONDING TO HUMANITARIAN NEEDS

In Gaza, our partner Wefaq has been on the frontlines, distributing maternity kits to 260 expectant mothers and hygiene kits to 100 women and 400 children. To address food insecurity, 370 families received vegetable baskets, helping to meet their nutritional needs. They also continue to operate community kitchens, serving hot meals with whatever limited resources are available to them. Meanwhile, our partner, Family Defense Society (FDS) in the West Bank, has provided psychological and legal support for women survivors of violence, offering safe housing and integrating them into economic empowerment programmes.

Public Benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objectives and aims.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International (UK) we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We raised £4.85 million in 2024 through a diverse range of fundraising initiatives.

Our fundraising included: activities and campaigns which inspired donations and gifts from individuals, applying for grants, a sponsorship programme which matches women in our programmes with sponsors from around the world, a small portfolio of our own special events and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

In 2024, our highly successful #SheInspiresMe Car Boot Sale event raised £375k from 32 booters including the likes of Jimmy Choo, 111 Skin, Me & Em and many more.

Our community once again showed their generous support with over 1,149 supporters donating to one or more of our campaigns with a combined number of 1,301 donations – that marked a 15.5% increase on the number of gifts in 2023.

Our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine and the West Bank, which through the year received 317 donations, totalling over £16k, including gift aid.

Away from crisis appeals, our matched giving appeal to mark the launch of the new Adolescent Girls Programme, received 105 donations helping to raise more than £4k.

Our #SheDares Squad also welcomed over 20 new members in 2024. From the Hackney Half marathon to hikes, bake sales and drum performances our community came together to help raise over £23k through a variety of fun and imaginative fundraising activities.

2024 was a landmark year for sponsorship as we launched the official rebranding under Stand With Her.

During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.

We had great success in 2024, with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their partnership for a second year, supporting 120 sisters for clients as part of the Flourish programme, while Jimmy Choo supported 30 sisters for staff.

Our roster of wonderful corporate and brand partners also continued to grow in 2024. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained. We also undertake due diligence to ensure our partners share our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2024 we had 14 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK).

Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024 and at the time of writing, has already beaten our target of £1m.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. Additionally, we also track any Fundraising Preference Service (FPS) requests. In 2024, we received three complaints and no communication preference requests via the FPS service.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Achievements and Performance

Our Intentions for 2024

Last year we said we would focus on a number of priorities against our strategic objectives, including:

- Strengthening the Stronger Women, Stronger Nations programme and increasing our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms. - Building an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes. - Supporting our Country Power Process, strengthen the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams. - Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continued support of our sister organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.	SO1 Invest in the social and economic empowerment of marginalised women
Continuing to support the delivery of the MEP in-country offices with five countries completing a pilot of the new curriculum and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.	SO2 Work with men to change attitudes
- Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team were excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. - Enhancing the additional resources for the Change Agent curriculum by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. - Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.	SO3 Support marginalised women survivors of conflict so that they can influence decisions
- Commission on the Status of Women: Launching new research. In March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We will be joined by members of the Global Programmes Unit and two of our advocacy colleagues from Iraq and Nigeria. - Continuing to expand our regional and national visibility. Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024. - Continuing to build our visibility as an evidence-based organisation. We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices. - Continuing to advocate and implement with partners from the Resourcing Change consortium. With learnings from the successful convening of 5 WROs as part of WPS week in October 2024 we will continue with regional and global advocacy opportunities with our partners from the consortium.	SO4 Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

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- Raising £2.216m in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024. - Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem and developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving. - Raise £2.568m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024.	SO5 Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships
- Increasing the number of people who make a one-off donation by 12% from 868 to 974, raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors. - Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions by 5% by 31st December 2024. - Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024. - Being data lead and focused by continuing to build on our use of tools such as Dataro to more effectively target supporter asks, as well as implementing new tracking and reporting mechanisms to monitor ROI of our communications. - Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on quarterly larger activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.	SO6 Raise Women for Women International (UK)'s profile / visibility through effective communications
- Running an effective, well governed and financially sustainable organisation, providing a supportive, effective and impactful business partnering relationship to UK stakeholders and sharing the expertise with our Global Support Centre through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice. - Aligning with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our People Programme and manage risk as per Global Risk Framework, promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.	SO7 Run an effective and financially sustainable organisation

Our Achievements in 2024

Reflecting on these ambitious goals we set for ourselves at the outset of 2024, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

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- More than 36,897 women and girls were served directly through our Stronger Women, Stronger Nations programme in 2024 (including through sister organisations and partners implementing the Stronger Women, Stronger Nations programme). Women were served through the SWSN programme in new locations in Nigeria and Iraq, and for the first time girls aged 16-17 were also served in Iraq and Nigeria with the tailored adolescent-girls SWSN programme.
- WfWI, alongside partners and programme participants, worked toward **building an enabling environment for women** by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making. The **"From Asking to Action"** consultation, launched in **September 2024**, engaged **6,500 women across 14 conflict-affected countries** to identify barriers to women's meaningful participation. Findings were presented at key global forums, including the **UN Summit of the Future, Women, Peace, and Security (WPS) Week**, and the **AWID Conference and East African Community (EAC) Forum**, where WfWI advocated for policy changes to promote gender equality and women's leadership.
- Globally, we reached 498 men with our MEP in 2024. The year also marked the end of piloting the new curriculum and the completion of two important learning and research pieces on the effectiveness of the program – the **WfWI Men's Engagement Learning Paper** and the endline report by **International Center for Research on Women (ICRW)** on the results of a six-year grant looking at the effectiveness of MEP on outcomes for women and men.
- Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024. Women for Women International and A&O Shearman are partnering between September 2023 – August 2025 to help women survivors of war to rebuild their lives and create lasting change in their communities. In 2024 our partnership raised over £590,000 - which will be invested in supporting displaced women in Iraq and responding to critical conflict situations globally. At the time of writing, we have already beaten our £1m target for the partnership!
- For International Women's Day this year, we were proud to have 14 partners take part in our campaign collectively raising £151,680 – highlights included ME&EM sample sale donation of £70,000 and a new partnership formed with Poetry Fashion who continue to support our efforts in 2025.
- During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.
- Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2024 #SheInspiresMe Car Boot Sale raised just over £375k.
- Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). We also saw our mailing list grow by 6,000 new subscribers.
- We were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.
- We continued to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

Our Ambitions for 2025

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

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- Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve by being data-driven and applying evidence-based strategies informed by internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between country offices, as well as with partners.
- Continuing our Country Power Journey, through strengthening the capacity in our country offices to lead the work at every level, including finalising the country power baseline assessment process for the remaining four country offices.
- Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plan to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

Invest in the social and economic empowerment of marginalised women

SO1

- Continuing to support the delivery of the MEP in country offices and any interested partners, as well as continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.
- Building an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.

Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme

SO2

- Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team hosted a brilliant Global Policy and Advocacy workshop in Kigali in June 2024. This brought together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We came together as a group of around 10 to connect, learn and strategise.
- Enhancing the additional resources for the Change Agent curriculum: In 2024 we prioritised an important programme quality review of the Change Agent programme, conducting a full audit of our processes and resources around the programme ahead of adding some new and additional resources. In close coordination with country office colleagues and the global MERL team we have refined the tools for the Change Agent programme including our pre and post-test, registration guidelines, the timeline of the programme and context around motivation and drivers for participating in the programme. Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.
- Conducting similar strategic workshops to those we delivered in DRC and Iraq to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. However, due to the evolution of our Change Agent designed consultation project detailed below (From Asking to Action) and some staffing changes in the Country Offices, these country specific advocacy strategy workshops have been postponed to 2025/6.
- Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. We incorporated aspects of this into our Change Agent audit process and the broader process is ongoing for 2025/6. In 2025, we are excited to be streamlining our processes for tracking our policy and advocacy impact.

Support marginalised women survivors of conflict so that they can influence decisions

SO3

- Commission on the Status of Women: Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We were joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobaniyi.
- Continuing to expand our regional and national visibility: With strengthened partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we continued to strengthen our advocacy partnerships with these organisations throughout 2024.
- Continuing to build our visibility as an evidence-based organisation: We used our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices and shared these resources in key forums such as the AWID.
- Continuing to advocate and implement with partners from the Resourcing Change consortium: With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we continued with regional and global advocacy opportunities with our partners from the consortium.

Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

SO4

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- Raising £3,846k in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2025
- Raising £2,560k in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2025
- Using targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

SO5

- Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month.
- Increasing our website visits by 20% year on year.
- Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok.
- Achieving 1 influencer engagement per month
- Increasing press mentioned and views by 3% annually.
- Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%.
- Increasing website donation pages sessions, organic traffic by 10%.
- Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% by 31st December 2025. For paid digital adverts, achieve a base CTR of 2.1% per impression.
- Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75.
- Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok.
- Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%.
- Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants.
- Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.

SO6

- Continuing to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey.
- Continuing to manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Financial Review

The Statement of Financial Activities for the year ended 31 December 2024 shows a net surplus (income less expenditure) for the year of £397k, compared to the previous year where a deficit of £451k was recorded. This was made up of an unrestricted surplus of £195k (2023: deficit £316k), and a restricted surplus of £202k (2023: deficit £135k).

Income for the year of £4.8m was 29% higher than the £3.72m received in 2023. Grants contributed 58% of total income (2023: 55%). Our teams are working hard to identify new sources of income to support our critical work and we have a strong pipeline to support growth in the years ahead.

Expenditure for the year of £4.4m represents a 5.5% increase from the £4.17m shown in 2023. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £3.1m (2023: £2.9m), representing 64% of income, and 70% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 82% of income and 73% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £152k (2023: £154k).

As of 31 December 2024, Women for Women International – UK had net assets of £969K (2023: £572k). Of these funds £308k (2023: £106k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2025. Unrestricted funds amounted to £661k (2023: £466k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

On 31 December 2024, the charity held total funds/net assets of £969k. These can be sub-divided between a restricted fund of £308k and unrestricted funds of £661k.

The organisation's reserve policy is to hold four to six months of its annual operating expenditure (calculated as total Unrestricted expenditure) in free reserves. The current free reserve balance of £651k (being equivalent to around three months of operating expenditure based on the budget for 2025) is below this target however, having reviewed the risk landscape the Trustees believe this to be sufficient funds to be starting the year 2025. The reserves policy and reserves target are reviewed periodically and were reviewed in 2024.

Trustees are satisfied, given the performance in the first months of 2025, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International registered in the United States of America (US). Together with charities operating under the Women for Women International banner in Kosovo, Bosnia and Herzegovina and Women for Women International – Germany, these entities form the Women for Women International organisation worldwide.

The US, Germany and UK offices fulfil the role primarily of fundraising. Women for Women International is responsible for overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants and policy & advocacy. The UK's managing director sits on the leadership team, which makes decisions about global initiatives, policies, and strategies.

In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

Governing Document

Women for Women International (UK) is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155) and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing Body

The governing body of the charity is the Board of Trustees (the “**Board**”). The Board meets at least three times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Governance Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2024, there were three departures from the Board. The Board committed to prioritise diversity and the lived experience of the settings and context in which we work for our Board replacements. This recruitment was successfully concluded in October 2024, and we have invested time and resources to ensure we onboard our three new Trustees in a thoughtful and inclusive way.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

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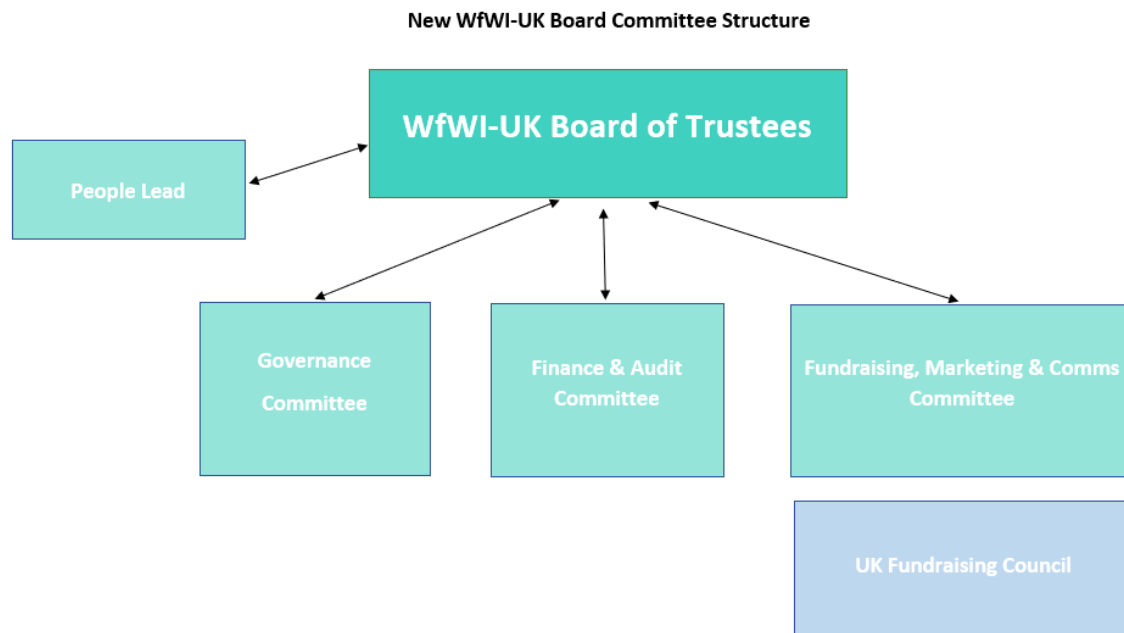
Name	Date of appointment or retirement
Sally Baden	Resigned March 2024
Alex Duncan	Resigned August 2024
Jan Rock Zubrow	Resigned April 2024
Tony Gambino	Appointed December 2015
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023
Neha Kagal	Appointed October 2024
Dominique Conteh	Appointed October 2024
Francesca D'Arcy	Appointed October 2024

Board Committees

Subsequent to the committee structure review in 2023, the Board agreed on the following sub-committees and entities:

- The Governance Committee
- The Finance and Audit Committee
- The Fundraising, Marketing and Communications Committee
- People Lead

Other working groups may be appointed for specific events, projects or tasks.



Ambassadors

Our Ambassadors promote the work of the charity, and their support is greatly appreciated.

Gillian Anderson
Juliet Aubrey
MyAnna Buring
Tom Burke
Elizabeth Debicki
Alex Eagle
Mick Élysée
Tina Daheley
Azita Ghanizada
Jasmine Hemsley
Mary Katrantzou
Basma Khalifa
Cherie Lunghi
Clarrisa Ward
Lake Bell

Thomasina Miers
Savannah Miller
Dame Helen Mirren
Arizona Muse
Charlotte Olympia Dellal
Zara Martin
Niomi Smart
Philomena Kwao
Nadja Swarovski
Alice Temperley
Charlotte Tilbury
Sophie Turner
Monica Vinader
Waad al-Kateab

Our Management

Trustees have delegated the day-to-day running of Women for Women International (UK) to an Executive Team, in 2024 this was our two co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operated with a co-leadership model, holding distinct roles: Managing Director – Fundraising, Partnerships and Communications and Managing Director – Finance,

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Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International (UK) and as such are, along with our Trustees, our Key Management Personnel as defined by the SORP. No Trustees are remunerated.

In 2024, they continued to lead Women for Women International (UK) together with the support of the Senior Manager's Group (being our Heads of Finance, People and Culture, Corporate Partnerships, Events and Philanthropy, Communications, and Marketing) and all our staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size.

We are grateful to our co-Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2024.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International (UK) continues to manage, along with the relevant risk mitigation strategies, are:

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the wars in Ukraine and the Middle East, Brexit and other significant events continue to unfold.

With the announcement of significant cuts to the UK aid budget in early 2025, we recognise that the ability of Women for Women International (UK) to grow its impact for women affected by conflict could be dampened. We have already been informed that our vital work in Iraq will be impacted with

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£1 million being cut from our £5 million project and we know that overseas aid funding will become harder to secure going forward too.

In 2024, we directed our attentions to finding new sources of income to support and scale our work. We secured a number of new donors in the year including Poetry Fashion, Rachel Jackson Jewellery, and Felix Capital.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these challenging times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the heart of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & Leadership Diversity and Inclusive Culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making informed by limited perspectives. In addition, a lack of diversity or an exclusionary culture will always result in lower staff engagement and higher staff turnover.

In 2021 we established a Senior Managers Group made up of our 'Heads of' teams who each report to one of our co-Managing Directors. This wider group meets fortnightly, including once per month with the Executive Team and brings a depth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International (UK).

At the Board level, we were successful in appointing three new trustees to the Board at the end of 2024. This has enabled us to broaden the perspectives of the Board and better inform decision making.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff Capacity, Staff Turnover & Staff Well-being

As a values-driven organisation whose success depends wholly on our people, it is essential that we meet not only our duty of care to our staff but also their expectations of us as their employer.

We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances. We have embraced a hybrid working model that allows staff to create an office to home working ratio that meets their needs and works for their life, while also encouraging all staff to adopt flexible hours to create greater harmony between their work and life outside of work.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2024, delivering a strong staff development programme was difficult due to budget constraints and we know from feedback from staff that this has impacted staff morale. In 2025, we will double our per head staff development budget to ensure that staff are able to learn and grow in their role and know that the organisation values their contribution and cares about their development.

Operating in Conflict-Affected Countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money; improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International (UK) staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well as towards fellow employees. This is renewed and reaffirmed regularly and continuously monitored as part of our performance management system.

The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International (UK) staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have

a whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world. In 2023 we introduced our Safe Spaces Policy which sets out that a safe space is a space in which people are protected from any kind or level of abuse. It confirms that Women for Women International (UK) staff are committed to prioritising the safety of event guests and staff and that harassment and inappropriate behaviour of event guests, panellists, staff or volunteers at Women for Women International events will not be tolerated.

During 2024 the safeguarding team focused on improving our reporting and investigations capacities. From a policy level, we updated the Global Whistleblowing Policy to better align it with our 2022 update of our Global Safeguarding Policy. The objective has been to improve staff, participant and community member confidence in reporting any safeguarding or other concern, providing a more streamlined process to respond ethically, professionally and always maintain our confidential, survivor-centred approach. We have also brought on board a Global Risk & Compliance Manager (GRCM), reporting to the Director safeguarding and Security, who will be ensuring all our offices are fulfilling their safeguarding responsibilities during her country audit processes. Our new GRCM and our International People, Capability & Culture Manager have now completed an aid-sector focused investigations course, which is primarily focused on safeguarding.

We had one safeguarding complaint in 2024, related to a conference held in Rwanda and attended by both local and a diverse cross section of international staff. The case was successfully investigated and appropriate actions taken to address the inappropriate behaviour of the male staff member involved. Moving forward, we have committed to another global safeguarding team workshop in 2025 as well as development of an investigations manual, led by the Director Safeguarding and Security and our newly qualified safeguarding investigators.

Equity, Diversity, Inclusion and Belonging

Diversity and inclusion have been a priority for Women for Women International (UK) for some time and we continue to strive to reach our ambitions in this area and have more work to do.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional. Within our own organisation, we know that our understanding and perception of power must also be nuanced and intersectional and this must inform our day-to-day practices.

In 2022, Women for Women International appointed a new Director of Global People, Capability and Culture based in Nairobi and in 2024 we continued to work closely with her and all of our colleagues within the Women for Women International movement globally to accelerate our progress in this area.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one person at a time – and that includes investing in the power of the people within our own organisation.

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

With this in mind, we made space for and encouraged all our staff to attend 2024's #Uncharitable conference: [Uncharitable Festival 2024 — JMB Consulting](#). Feedback from all staff in attendance was incredibly positive and they expressed their gratitude to the team at JMB Consulting for providing this powerful platform for these vital conversations and creating space for deep, transformational learning.

All our staff also attended internal training on Fostering a Respectful Work Culture at the end of 2024. This training covered our Code of Conduct and allowed staff the opportunity to discuss how to respond to various ethical dilemmas.

Thank You to

Our donors and partners

A&O Shearman	Slip
Charlotte Tilbury Beauty	Revolut
The Jimmy Choo Foundation	The Al Swaidi Family
ME+EM	The Anglo-American Charity Limited
Mint Velvet	Diana Saghi Kawkabani
Monica Vinader	The Medlock Family
The Ned London	Nadjia Yousif & Andrew Browning
111SKIN	Selfridges
Lina Stores	Women on a Mission
The Bicester Collection	

Our grantors

Mclain Foundation

The Swedish Postcode Foundation

Postcode Justice Trust

Vitol Foundation

L'Oreal Fund for Women

De Rigo Vision S.p.A.

Julius Baer Foundation

Foreign, Commonwealth and Development Office

Our volunteer fundraisers

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors and all of our volunteer fundraisers throughout the year!

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Subsidiary Undertaking

Women for Women International (UK) has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of Women for Women International Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over Women for Women International Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2024 the trading company generated a profit of £12 (2023: profit of £145). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 24th June 2025 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'C Patel', written in a cursive style.

Dr Champa Patel, Chair of the UK Board of Trustees

Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law , for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law , has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report . We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities 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 ISAs (UK) 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the organisation through discussions with management, and from our knowledge of the broader sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the organisation and determined that the most significant are the Companies Act 2006 and the Charities SORP 2019 alongside employment legislation; and
- we understood how the organisation is complying with those legal and regulatory frameworks by making enquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- performed analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' and appropriate sub-committee meetings;;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

- reviewing any available and relevant correspondence with regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 26 June 2025

		2024 Restricted	2024 Unrestricted	2024 Total	2023 Restricted	2023 Unrestricted	2023 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	54	1,834	1,888	86	1,218	1,304
. Grants	2	2,558	5	2,563	1,959	91	2,050
Other trading activities:							
. Events		-	377	377	-	354	354
Income from investments:		-	22	22	-	15	15
Total income		2,612	2,238	4,850	2,045	1,678	3,723
EXPENDITURE on:							
Raising funds	4	-	1,207	1,207	-	1,123	1,123
Costs of charitable activities		-	-				
Policy & Outreach		-	151	151	-	154	154
Overseas Programmes		2,410	685	3,095	2,180	717	2,897
Total expenditure		2,410	2,043	4,453	2,180	1,994	4,174
Net income/(expenditure) for the year		202	195	397	(135)	(316)	(451)
Net movement in funds		202	195	397	(135)	(316)	(451)
Funds at beginning of year		106	466	572	241	782	1,023
Funds at end of year		308	661	969	106	466	572

Women for Women International (UK)
Balance Sheet as at 31 December 2024

		2024	2023
	Note	£000	£000
Fixed assets			
Tangible fixed assets	7	10	14
Current assets			
Debtors	9	518	305
Cash at bank and in hand		873	887
Short term deposits		223	217
		<u>1,614</u>	<u>1,409</u>
Creditors: amounts due within 1 year	10	<u>655</u>	<u>851</u>
Net current assets		<u>959</u>	<u>558</u>
Net assets	11	<u>969</u>	<u>572</u>
Funds	11		
<i>Income funds</i>			
Restricted funds		308	106
Unrestricted funds			
General funds		<u>661</u>	<u>466</u>
Total funds		<u>969</u>	<u>572</u>

Notes on pages 43-51 form part of these accounts.

Approved by the Trustees of Women for Women International (UK) on 24 June 2025, Company Registration No. 05650155 (United Kingdom) and Charity Registration No.1115109 (England and Wales) and signed on their behalf by:



Dr Champa Patel

Chair of Board of Trustees

Women for Women International (UK)
Statement of Cashflows to 31 December 2024

	2024	2023
	£000	£000
Cash flows from operating activities:		
Net income for the year	397	(451)
Investment Income	(22)	(15)
Depreciation of fixed assets	9	8
(Increase) Decrease in debtors	(213)	326
(Decrease) in creditors	(196)	(49)
Net cash used in operating activities	(25)	(181)
Cash flows from investing activities:		
Payments to acquire fixed assets	(5)	(7)
Investment Income	22	15
Net cash used in investing activities	17	(7)
Change in cash and cash equivalents in the year	(8)	(173)
Cash and cash equivalents at 1 January 2024	1,104	1,277
Balance at end of year	1,096	1,104

Analysis of change in net debt	At 1 Jan	Movement	At 31 Dec
	2024	in year	2024
	£000	£000	£000
Cash in hand	887	(14)	873
Notice deposits (less than 3 months)	217	6	223
Total	1,104	(8)	1,096

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2024. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk facing the organisation as a result of the ongoing economic situation in the UK, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2024, and more summarised forecasts for 2025 and 2026. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity’s day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure. At year end 2024 we are holding free reserves of 3 months which is below our 4-6 month reserves policy target. UK government aid cuts will only affect one of our restricted projects and plans are in place to adjust for this in 2025.

The charity constitutes a public benefit entity as defined by FRS 102.

b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Allocation of support costs to areas of the charity’s operations.

c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.

d) Income derived from events is recognised as earned.

e) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.

Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.

f) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.

g) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.

Overseas programmes	70%	(2023 – 69%)
Policy and outreach	3%	(2023 – 4%)
Cost of raising funds	27%	(2023 – 27%)

Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors’ wishes and is responsible for monitoring the spending of the grant by the recipient.

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises and a memorandum of understanding is established.

1. Accounting policies (continued)

In some cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including in person 2024 Car Boot Sale.

Support and governance costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

h) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Equipment 33%
- Furniture and fittings 20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

i) Trading subsidiary, the financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

j) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

k) Cash at bank and in hand represents such accounts and instruments that are available on demand. Deposits represent monies held that have a maturity of less than 3 months..

l) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

m) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

n) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

o) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

p) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

q) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2024	2024	2024	2023	2023	2023
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£000	£000	£000	£000	£000	£000
<i>Donations and Gift Aid</i>						
Donations and Legacies from individuals and corporations	49	1,336	1,385	79	708	787
Sponsorship Income	3	424	427	3	425	428
Gift aid	2	74	76	4	85	89
	54	1,834	1,888	86	1,218	1,304
<i>Grants receivables</i>						
<i>Governments</i>						
Saferworld CSSF	636	-	636	416	-	416
Foreign, Commonwealth & Development Office - UKISF Iraq	316	-	316	-	-	-
<i>Trusts, Foundations and Corporates</i>						
Players of the People's Postcode Lottery	1,100	-	1,100	1,000	-	1,000
De Rigo Vision S.p.A.	25	-	25	44	-	44
Allen and Overy Shearman	250	-	250	-	-	-
Fresh Leaf Charitable Foundation	-	-	-	20	-	20
PRISM THE GIFT FUND / Choose Love	-	-	-	29	-	29
Joseph Rowntree Charitable Trust - GAPS	-	-	-	-	-	-
Other Trusts and Foundations	221	5	226	349	85	434
Grants from Major Donors	10	-	10	101	6	107
	2,558	5	2,563	1,959	91	2,050
Total Income	2,612	1,839	4,451	2,045	1,309	3,354

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2024 was £48,980 (2023: £16,145). Of this amount, £1,165 (2023: £10,194) relates to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge. The remaining £47,815 relates to essential support the charity would have had to have paid for if not offered pro-bono. This is included in the above note 2, within donations and legacies from individuals and corporations.

4. 2024 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2024 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	771	130	42	303	51	1,297
Overseas Programmes funding	-	-	2,655	-	-	2,655
Premises and other office costs	45	-	-	143	-	188
Marketing and events	160	-	-	-	-	160
Consultancy and other professional costs	54	-	5	70	-	129
Travel and other staff costs	5	-	-	13	-	18
Grants to other organisations	-	-	6	-	-	6
	1,035	130	2,708	529	51	4,453
Support costs allocated to grants management	-	-	(53)	53	-	-
	1,035	130	2,655	582	51	4,453
Support costs	172	21	440	(582)	(51)	-
Total	1,207	151	3,095	-	-	4,453

2023 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2023 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	679	131	21	263	44	1,138
Overseas Programmes funding	-	-	2,496	-	-	2,496
Premises and other office costs	29	-	-	152	-	181
Marketing and events	186	-	-	-	-	186
Consultancy and other professional costs	50	-	-	37	-	87
Travel and other staff costs	13	-	-	73	-	86
	957	131	2,517	525	44	4,174
Support costs allocated to grants management	-	-	(49)	49	-	-
	957	131	2,468	574	44	4,174
Support costs	166	23	429	(574)	(44)	-
Total	1,123	154	2,897	-	-	4,174

5. Net incoming resources for the year

This is stated after charging:

	2024 £000	2023 £000
Depreciation	9	8
Auditor's remuneration		
- Statutory audit	17	16
- Non-audit services	5	5
Operating lease rentals: property	35	29
Operating lease rentals: equipment	-	3

6. Staff costs and numbers

Staff costs were as follows:

	2024 £000	2023 £000
Salaries and wages	1,117	977
Social security costs	121	108
Pension costs	59	53
Redundancy / severance payments	-	-
	1,297	1,138

Key management personnel during the year were our two co-Managing Directors. In the prior year, key management personnel included the

	2024 £000	2023 £000
Salaries and wages	181	176
Social security costs	22	21
Pension costs	13	12
Redundancy / severance payments	-	-
	216	209

The number of employees who earned more than £60,000 during the year were as follows:

	2024 No.	2023 No.
£60,001 - £70,000	2	2
£70,001 - £80,000	1	-
£81,000 - £90,000	1	2
£120,001 - £130,000	1	-

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2024 No.	2023 No.
Cost of generating funds	14.4	13.4
Charitable activities	2.4	2.6
Support costs	6.5	6.1
	23.3	22.1

No trustee received any remuneration in respect of their services as a trustee during the year (2023: £nil)

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2024	7	71	78
Additions in year	-	5	5
At 31 December 2024	7	76	83
Depreciation			
At 1 January 2024	7	57	64
Charge for the year	-	9	9
At 31 December 2024	7	66	73
Net book value at 1 January 2024	-	14	14
Net book value at 31 December 2024	-	10	10

8. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2024 the trading company generated a profit of £12 on turnover of £552 (2023: Profit of £145 on turnover of £625). The aggregate reserves of the company at 31 December 2024 and 31 December 2023 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 82 Tanner Street, London SE1 3GN.

9. Debtors

	2024 £000	2023 £000
Grants Receivable	301	36
Accrued Income	157	221
Prepayments and rental deposit	26	21
Other Debtors	19	12
Due from trading subsidiary		
- profit for the year (note 8)	-	-
- other amounts due	15	15
	518	305

10. Creditors: amounts due within 1 year

	2024	2023
	£000	£000
Trade creditors	13	20
Commitments to overseas programmes	531	742
Taxation and social security	50	51
Accruals	46	38
Pension creditor	15	-
	655	851

11. Analysis of net assets between funds

	Restricted funds	General funds	2024 Total funds	2023 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	10	10	14
Net current assets	308	651	959	558
Net assets at 31 December 2024	308	661	969	572

12. Movements in funds

2024	1 January 2024 £000	Incoming resources £000	Outgoing resources £000	Transfers £000	31 December 2024 £000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	(2)	636	(636)	2	-
Players of the People's Postcode Lottery	1	1,100	(1,094)	-	7
Swedish Postcode Foundation	17	(7)	(10)	-	-
Multi COs	57	-	(55)	-	2
FCDO UKISF	-	316	(49)	-	267
Grants & donations with geographical restrictions					
Afghanistan	29	32	(45)	8	24
DRC	-	25	(25)	-	-
Nigeria	(2)	45	(45)	2	-
Rwanda	2	310	(310)	-	2
South Sudan	4	2	(5)	-	1
Palestine	-	80	(75)	-	5
Iraq	-	73	(73)	-	-
Total restricted funds	106	2,612	(2,422)	12	308
Unrestricted funds:					
General funds	466	2,238	(2,031)	(12)	661
Total unrestricted funds	466	2,238	(2,031)	(12)	661
Total funds	572	4,850	(4,453)	-	969
2023					
	1 January 2023 £000	Incoming resources £000	Outgoing resources £000	Transfers £000	31 December 2023 £000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	2	417	(421)	-	(2)
Players of the People's Postcode Lottery	-	1,000	(999)	-	1
Swedish Postcode Foundation	95	-	(78)	-	17
Multi COs	-	60	(3)	-	57
Grants & donations with geographical restrictions					
Afghanistan	-	102	(73)	-	29
DRC	-	29	(29)	-	-
KRI	-	10	(10)	-	-
Nigeria	12	75	(89)	-	(2)
Rwanda	132	34	(164)	-	2
South Sudan	-	4	-	-	4
Syria	-	68	(68)	-	-
Iraq	-	50	(50)	-	-
Sahel	-	196	(196)	-	-
Total restricted funds	241	2,045	(2,180)	-	106
Unrestricted funds:					
Programme development	-	-	-	-	-
General funds	782	1,678	(1,994)	-	466
Total unrestricted funds	782	1,678	(1,994)	-	466
Total funds	1,023	3,723	(4,174)	-	572

13. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2024 £000	2023 £000
Property - less than 1 year	10	8
Other- less than 1 year	-	2
Other - 1 year to 5 years	-	-
	<u>10</u>	<u>10</u>

14. Related parties

Women for Women International (US) ("**WfWI**") is the sole member of Women for Women International (UK) ("**WfWI-UK**").

During the year:

- WfWI collected donation income of £15,239 (2023: £91,137) on behalf of WfWI-UK;
- WfWI charged programme costs of £2,654,689 (2023: £2,179,978) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £47,673 (2023: £32,063) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £807,200 (2023: £841,137) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £530,925 (2023: £742,264) (see Note 12).

Champa Patel, Paula Gay and Leyla Hussein are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £11,412 (2023: £16,693).

Expenses of nil (2023: £81) relating to the Trustees were incurred during the year.

Appendix

Additional Information

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

In 2024, we aimed to achieve the following:

- **Strengthening the Stronger Women Stronger Nations (SWSN) programme** and **increasing our impact** on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.
- **Supporting our Country Power Process**, strengthening the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

SWSN Programme Context

Through our tested and transformative 12-month Stronger Women, Stronger Nations (SWSN) programme, we equip individual women living with the daily realities of poverty and violence with skills, knowledge and resources to build livelihoods and savings, awareness of their rights, family well-being, and support networks. In 2024, the women we serve continued to face challenges from growing restrictions on women in Afghanistan, the rolling back of women's rights in Iraq, continued conflict in Palestine, insecurity in Eastern DRC, soaring inflation in Nigeria, and climate disasters in South Sudan to name but a few.

Impact at Scale

In 2024, WfWI served or reached women across **17 countries**. **More than 26,635 women and girls were served directly through our SWSN programme** in 2024 (including through Sister Organisations and partners implementing SWSN). Women were served through the SWSN programme in new locations in Nigeria and Iraq, and for the first time girls aged 16-17 were also served in Iraq and Nigeria with the tailored adolescent-girls SWSN programme. In 2024 our partnership work continued to grow and **a further 25,377 women were reached** through targeted interventions via partners.



Photo: Women in Beban, Iraq, in their sewing vocational training as part of SWSN

As part of our Conflict Response Fund (CRF), WfWI partnered with organisations working across seven countries. We renewed our partnerships with several organizations to continue supporting women in crisis-affected regions:

- **Women Now for Development** – to provide support through flexible core funding to our partner as they go through a period of organizational transformation and change, as they continue to learn and adapt from the effects of the 2023 earthquake, and from the impact that the fall of the Asaad Regime in December 2024 has had on their operations and programming.
- **Center for Social Integrity** – to enhance literacy and promote the meaningful participation of women, adolescent girls, and their male relatives, in Myanmar and Rohingya refugee camps in Bangladesh.
- **Andreev Family Foundation** – to provide holistic support to women in Ukraine who have been affected by the war, including through psychological support, medical treatment and crisis psychological support through an emergency hotline.
- **Sudanese Organisation for Research and Development, Zenab for Women Development Organisation and Sudan Family Planning Association** – to improve the physical and psychological well-being of women in Sudan, through counselling and the provision of sexual and reproductive health services. In addition, emergency food and dignity kits were distributed to both IDP and host community households.
- Three partners in Mali: Association Munyu des Femmes, Association D'appui d'Eveil Pugsada, Association pour la Promotion Feminine de Gaoua, as well as three partners in Burkina Faso: Femmes et Developement, Association Malienne pour le Suivi et l'Orientatiion des Pratiques Trditionnelles, Yam Gitibolo Tumo - successfully completed their grants in 2024. **Together these partners reached 2,850 women in Mali and 2,477 in Burkina Faso** through a range of activities focused broadly on increasing food security, access to protection services and support with income generation for vulnerable and displaced women.

Working in **partnerships is a growing aspect of our work**; leaning into identifying more programmatic partnerships at every level can help us to enable more of Aziza's needs to be met than we can provide

directly, ultimately amplifying our impact on a larger scale. Towards the end of 2024, we launched two new grants. **In Afghanistan**, funding from The Swedish International Development Cooperation Agency received at the end of year, **will provide flexible funding and strategic capacity-building** for 10 women-led organizations in 2025. **In Iraq**, funding from the Foreign Commonwealth and Development Office, UK Integrated Security Fund supported **13 grassroots, women-led feminist civil society organizations in 2024** (a total of 36 partners will be supported over the lifetime of the grant), helping to advance women's rights, promote gender equality, and strengthen women's participation in decision-making at local and national levels for more inclusive peace and security. In Nigeria, **our partner RISD expanded its delivery of our licensed SWSN programme by enrolling 600 new women in 2024**, with continued support from WfWI-Nigeria. Additionally in Nigeria, **SWSN graduates initiated structured, formal sessions to pass on their knowledge** to other women in their communities and neighbouring areas. This graduate-led effort reached 475 women in remote, high-conflict regions where WfWI-Nigeria could not conduct trainings directly.

The Palestine country office continues to go from strength to strength. The official registration as a local NGO was completed in early 2024 and the office grew into a team of three people (Country Director, Finance and Administration Officer, and Programs and Partnerships Coordinator) with a permanent physical office space. In 2024, **the team worked on 16 grant or subgrant agreements with six partners**.

Our Sister Organisations Kosova–Women 4 Women, Žene za Žene International (Bosnia), and Women for Women Rwanda (WfW-Rwanda), continue to serve women through a variety of activities **including 457 women served through the SWSN programmes in 2024**. We are particularly proud of **WfW-Rwanda** who, in the final year of the three-year Julius Baer Foundation (JBF) grant, **won Project of the Year** against tough competition from other JBF grantees in an online pitch. WfW-Rwanda's Executive Director made a follow up in-person visit to JBF staff in Zurich making great connections and raising an additional c.£40,000 for their graduate female entrepreneurship initiative.

Building an Enabling Environment

In 2024, WfWI, alongside partners and programme participants, worked toward **building an enabling environment for women** by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making. The **"From Asking to Action"** consultation, launched in **September 2024**, engaged **6,500 women across 14 conflict-affected countries** to identify barriers to women's meaningful participation. Findings were presented at key global forums, including the **UN Summit of the Future, Women, Peace, and Security (WPS) Week**, and the **AWID Conference and East African Community (EAC) Forum**, where WfWI advocated for policy changes to promote gender equality and women's leadership.

Alongside global advocacy, WfWI colleagues and participants have actively contributed to legal and policy discussions at national levels. In **Nigeria**, in July 2024, Change Agents in collaboration with Male Champions visited the First Lady's office in Bauchi State to discuss violence against women (VAW). In **South Sudan**, WfWI took part in consultations on the **Commission for Truth, Reconciliation, and Healing Bill**, contributing to survivor-centered policy recommendations. The **16 Days of Activism Campaign** saw Change Agents in **Iraq** organizing awareness sessions on the Personal Status Law, emphasizing its impact on women's rights. In the **DRC**, WfWI collaborated with Change Agents and a media company to produce

a campaign video marking the **30th anniversary of the Beijing Platform for Action**, focusing on how rising conflict increases the risk of violence against women.

Globally, WfWI continued to expand its influence through strategic partnerships. Throughout the year, WfWI coordinated advocacy with the **UK Foreign, Commonwealth & Development Office** to shape policies supporting women's rights organizations in fragile contexts. In the U.S., WfWI worked with **U.S. policymakers** to push for stronger atrocity determinations in Sudan and arms control measures. In **November**, WfWI leadership participated in **Norwegian Afghanistan Week**, engaging in high-level discussions on the current restrictions on women's rights under Taliban rule. In **December**, WfWI was appointed to the **UN Women's Peace and Humanitarian Fund Board**, strengthening its advocacy for feminist funding and policy influence.

Women for Women International's Power Journey

In 2024, **the organisation reaffirmed its commitment to the power journey**. In March 2024, to enhance understanding of the Country Power Process, the Country Power Steering Committee, along with members of the Leadership Team, collaborated to create a visionary **document outlining milestones and sequencing for the Country Power initiative**. This document was presented as an update to orient staff on Country Power during the GSC/SCO all-staff meeting in March 2024. Additionally, **Country Directors compiled a list of proposed Country Power Key Performance Indicators (KPIs)** to help Country Offices (COs) measure progress and to ensure accountability between GSC and Country Offices. Country Directors also **finalized a country compliance checklist** that will provide clear guidance for Country Offices.

In the fourth quarter, the **Country Power Steering Committee focused on collaborating with the Leadership Team to explore ways to "unblock country power."** Among the recommendations, potential changes include enhancing our compensation philosophy and hiring practices, creating clearer definitions of roles and responsibilities within country offices in relation to the GSC, and potential ways to attract the necessary talent for country offices. Additionally, given the complex nature of the Power Journey, there is a recognized need for a strategy to simplify its concepts and to balance support based on each country's specific needs.

The Country Power Steering Committee recognized the need for broader representation and continued to expand its membership by adding Caroline Kent, Managing Director of the Germany office. **Going into 2025, the membership of the Steering Committee has rotated, allowing us to continue benefitting from multiple perspectives and broaden shared accountability.** The core committee will draw in technical or other expertise from staff as needed. A focus of the work during 2024 was ensuring that GSC functional teams understand that Country Power is not a one-size fits all approach, as well as orienting other COs to the baseline assessment process that they will undertake in 2025. This was done for the South Sudan CO in May and Afghanistan CO during an in-person visit by the DCPO in July. The focus in late 2024 was on synthesizing the learning from the Iraq and Nigeria pilots. This led to an ongoing process to simplify the tool in preparation for other COs to proceed in Q2 2025.

Next year, we will focus on:

- **Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve** by being data-driven and applying evidence-based strategies informed by

internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between country offices, as well as with partners.

- **Continuing our Country Power Journey**, through strengthening the capacity in our country offices to lead the work at every level, including finalising the country power baseline assessment process for the remaining four country offices.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plan to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2024:

- **Continuing to support the delivery of the MEP** in country offices with five countries completing a pilot of the new curriculum and **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 498 men with our MEP in 2024. The year also marked the end of piloting the new curriculum and the completion of two important learning and research pieces on the effectiveness of the program – the **WfWI Men's Engagement Learning Paper** and the endline report by **International Center for Research on Women (ICRW)** on the results of a six-year grant looking at the effectiveness of MEP on outcomes for women and men.

After piloting the new MEP curriculum across South Sudan, DRC, Iraq, and Nigeria from 2023 to early 2024, **the pilot phase concluded** with its final implementation in the DRC. A mix of qualitative and quantitative data was used to write **a learning paper which outlined the effects the revised MEP is having on participants, breaks down successes of the curriculum delivery, and makes recommendations for ongoing work on the programme**. The paper reports positive results such as improved collaboration with spouses, increased sharing of health-related information, a better understanding by men of women's rights and freedoms, a reduction of household resources being mishandled and improved financial skills by men, as well as reduced levels of violence. Recommendations made included the need for new content to adapt to the men's needs and context, a refined selection criteria and participant recruitment, more purposeful engagement to move from attitudes to behaviours and further MERL tools adaptations.

The **endline evaluation of the six-year Cartier grant in Rwanda** assessed the impact of the MEP by comparing two groups: a control group, where women completed the SWSN program without their spouses' participation in MEP, and a treatment group, where both women and their spouses participated in the two programmes. ICRW conducted the evaluation, producing a comprehensive endline report based on both **quantitative and qualitative findings**. At the end of 2024, WfWI and WfWI-Rwanda held **five learning sessions** to critically analyse and discuss the results. Insights from these discussions, along with findings from the recent MEP pilot, will inform programme improvements in 2025.

Next year, we have adjusted objective 2 to focus on our complementary programmes that build an enabling environment for women, including MEP and advocacy work, that bolster SWSN outcomes:

Objective 2: Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme

- **Continuing to support the delivery of the MEP** in country offices and any interested partners, as well as **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year, we said we would aim to achieve the following during 2024:

- **Global Policy and Advocacy Retreat in Kigali:** The Global Policy and Advocacy Team hosted a brilliant Global Policy and Advocacy workshop in Kigali in June 2024. This brought together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We came together as a group of around 10 to connect, learn and strategise.
- **Enhancing the additional resources for the Change Agent curriculum:** In 2024 we prioritised an important programme quality review of the Change Agent programme, conducting a full audit of our processes and resources around the programme ahead of adding some new and additional resources. In close coordination with country office colleagues and the global MERL team we have refined the tools for the Change Agent programme including our pre and post-test, registration guidelines, the timeline of the programme and context around motivation and drivers for participating in the programme.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. However, due to the evolution of our Change Agent designed consultation project detailed below (From Asking to Action) and some staffing changes in the Country Offices, these country specific advocacy strategy workshops have been postponed to 2025/6.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. We incorporated aspects of this into our Change Agent audit process and the broader process is ongoing for 2025/6. In 2025, we are excited to be streamlining our processes for tracking our policy and advocacy impact.

From Asking to Action: Ensuring the Voices of Women Affected by Conflict are Actually Heard

In the last annual report, we shared an update on our Change Agent designed consultation project. In September 2024, in the sidelines of the United Nations Summit of the Future taking place in New York, we launched this project, titled: [‘From Asking to Action: A global consultation ensuring the voices of women affected by conflict are heard’](#). ‘From Asking to Action’ is our most ambitious policy and advocacy project of this kind to date and so we’ve included additional information on the consultation

and our plans for dissemination throughout this report as the practice and approach will be embedded into our policy and advocacy work over the next few years (2024-2026).

What is 'From Asking to Action'?

- The UN Summit of the Future kickstarted a series of significant global milestones throughout 2024 and 2025, including the 30th anniversary of the Beijing Declaration and Platform for Action and the 25th anniversary of the Women, Peace, and Security Agenda.
- To ensure that the voices of women affected by conflict are heard during these processes, Women for Women International facilitated a consultation with over **6,500 women** in more than **14 conflict affected countries** through surveys, focus group discussions and workshops – including all 6 of our Country Offices and 8 of the countries where we have engaged through our Conflict Response Fund. **54 partners** were also engaged through either co-designing the consultation, leading on the data collection or participating in key informant interviews.
- To ensure the process was participatory, inclusive and meaningful, we partnered with [Change Agents](#) and women's rights organisation partners to define the consultation's scope and tools – deciding who should we ask, how and where – and conduct the actual data collection. The findings varied from context to context, but across the board, women were clear in their responses: asking is just the first step, and what they want to see next is action.

Highlights from our external engagement and communications around the project in 2024:

- **WfWI panel event in the sidelines of the Summit of the Future:** We hosted a breakfast event in New York, where Paivi Kannisto – Chief of Peace, Security and Resilience at UN Women – gave introductory remarks and commended our efforts to ensure the voices and experiences of women affected by conflict were being brought to the UN. This was followed by a panel discussion between Laurie Adams, Amani Mustafa (Country Director for Palestine), and Grace Dorong Nailo Mayo (from Root of Generations, one of our partners in South Sudan). This was moderated by NBC News Correspondent Zinhle Essamuah who posted this [reel](#) on Instagram to over 16,000 followers. The event was well attended by a variety of stakeholders including government representatives, board members, corporate partners and the media – including ABC News who filmed video interviews with Amani and Laurie for two upcoming segments.
- **UN Office for Partnerships 'We the Women' Campaign Launch:** Laurie spoke on a UN panel of impressive women's rights leaders - alongside Amina Mohammed (UN Deputy Secretary-General), Sara Sabry (Astronaut and CEO of Deep Space Initiative), Ons Jabeur (Professional Tennis Player) and others - where she was able to share more about 'From Asking to Action' and WfWI's work. You can watch a recording on UNTV here: SDG Lounge - [We The Women: Film Screening | UN Web TV](#)
- **BBC Radio 4 Woman's Hour:** UK Managing Director Sara Bowcutt was interviewed, giving a fantastic overview of the project, our call to action for decision-makers and an insight into what is to come over the next year. You can listen here: [Radio 4 Woman's Hour Asking to Action Interview](#). This led to increased policy and advocacy influencing opportunities within the UK civil society spaces in 2024.

- **WPS week event - "From Words to Action: Investing in the Transformative Power of Women's Civil Society at the Forefront of Peacebuilding and Humanitarian Action"**: During UN WPS Week in New York City, Steph and Nisha from the Global Policy and Advocacy Team attended WPS Week with Kavir Mirteekhan (Advocacy Programme Manager, Iraq) and Dorong Grace (Executive Director, Root of Generations - South Sudan, one of our Resourcing Change partners). Kavir and Grace both spoke on a side event that WfWI co-hosted on the occasion of the UN Security Council Open Debate on WPS with the UN Women's Peace and Humanitarian Fund (WPHF) and the Governments of the UK and the Republic of Korea. The event was titled: "From Words to Action: Investing in the Transformative Power of Women's Civil Society at the Forefront of Peacebuilding and Humanitarian Action". Kavir and Grace spoke alongside women civil society leaders from Afghanistan and Sudan in a panel moderated by Mavic Cabrera Balleza (Founder, CEO of the Global Network of Women Peacebuilders - GNWP) with remarks from the new Head of Secretariat of WPHF, Tonni Brodber; the Deputy Director of Gender and Children in Conflict department at the UK FCDO, Sonia Farrey; and the Deputy Permanent Representative of the Mission of the Republic of Korea, Sangjin Kim.

What's next?

These initial launch activities are just the beginning. Now the preliminary findings of the consultation are published on our [microsite](#) - including a global overview and a snapshot for each of the 14 countries – we are working internally to disseminate the findings further. As we continue to build on this analysis, we are excited to work with our colleagues to share these findings back with Change Agents and partners, develop additional resources to support our ongoing advocacy, identify new and exciting opportunities to spotlight this work externally – and much more. You can read more about our approach and process, as well as our findings and recommendations from the consultation, on our dedicated microsite [here](#). You can also watch the impactful video which provides an overview of the project and our findings, and features Amani Mustafa and Poni Abraham (Advocacy and Communication Coordinator, South Sudan) [here](#).

Sexual Violence Research Initiative Forum: Putting Survivors at the Centre & 2025 Global Funding Climate

In October 2024, a group of colleagues made up of those leading the implementation of the Putting the Survivors at the Centre project - Joseph (Jeff) Habamungu and Marie Marthe Munyangi from the DRC, Sunday (Manuela) Cosmos from South Sudan - as well as Annastacia Olembo from the Programme Design and Development Team and Anna Jarrett Rawlence from the Global Policy and Advocacy Team attended [the Sexual Violence Research Initiative \(SVRI\)](#) Forum in Cape Town. The conference was an opportunity to connect with researchers, practitioners and advocates working in solidarity to end gender based violence.

Colleagues were at SVRI to represent findings from WfWI's "Putting Survivors at the Centre" project, a research initiative in partnership with the [Global Women's Institute \(GWI\)](#) and funding from USAID's Bureau for Humanitarian Affairs (BHA). The project's goal is to strengthen the capacity of non-GBV specialist organisations to receive disclosures from GBV survivors, meet survivors basic and immediate needs and facilitate access between GBV survivors and response services in accordance with best practices and local realities. The team hosted a poster session with highlights from the research at the conference, which you can see [here](#). It was a great opportunity to communicate the importance of

integrating a survivor centred approach into referral pathways influencing academics, researchers and programme implementers and made lots of connections with organisations leading similar work.

This project was our only USAID funded project and whilst the funding cuts took place in 2025 we wanted to share a brief update with how we responded to the March 2025 funding cuts given the global impact to our sector:

- **USAID Cuts:** Following the inauguration of the Trump administration, the US government abruptly slashed nearly all foreign aid programmes. This decision means that critical programmes supporting women and girls in conflict-affected countries have been dismantled overnight. This includes our above-mentioned USAID-funded project 'Putting Survivors at the Centre'. In response, the Global Policy and Advocacy team collaborated with the communications and marketing teams to [release a statement](#) with the message that US foreign aid is a lifeline for women and families rebuilding their lives after war.
- **UK Aid Cuts:** In February, UK Prime Minister Keir Starmer announced that the UK would further cut its aid budget to 0.3% of GNI starting from 2027 in order to raise defence spending. This follows 2021 cuts to the aid budget from 0.7% to 0.5%. At WfWI we know the devastating impact that cuts have on the women we work with. We have been coordinating response to the cuts which has included:
 - [A statement on our UK social media channels from UK Managing Director Sara Bowcutt](#). We collaborated with the Global/US/UK Communications and Marketing teams to share campaign actions with our supporters for both the US and the UK – these have included a [‘call your representative’ campaign in the US](#) and a [‘write to your MP’ campaign in the UK](#).

[Kigali Advocacy Workshop June 2024](#)

In the last annual report we shared that we were planning for an internal global policy and advocacy workshop for June 2024. The workshop went ahead with advocacy leads from Iraq, South Sudan, the DRC and Nigeria. As mentioned at the beginning of this report the objective of this workshop was to refresh on key ongoing processes such as the Change Agent audit, to work through challenges for implementing advocacy together and to hold space for discussions on strengthening and cultivating partnerships. The workshop was a huge success as we were able to make progress on finalising changes to our Change Agent audit, our approaches for partnerships and our approaches for ongoing communication as a broader team.

[NISAAM - Integrated Security Fund Iraq Launch](#)

In 2024 we received UK Government-funded flexible to launch Nisaa wa Al Salam ([NISAAM](#)), a flexible resourcing project built on our learnings from the Resourcing Change project. This multi-year funding will support more than 40 grassroots, women-led CSOs and WROs to advance a localised WPS agenda that strengthens women's participation in decision-making at both the local and national levels, promotes women's rights, and ensures the protection and promotion of women's rights throughout 19 governorates in Iraq and the Kurdistan Region of Iraq. The launch event, hosted by WfWI-Iraq, featured opening remarks from the British Embassy in Iraq, our technical partner Gender Action for Peace and Security (GAPS), and representatives from the Women's Rights Organisations (WROs) we are partnering with through the project. With an audience of over 100 attendees, the event aimed to:

- Showcase NISAAM's role in promoting women's rights and gender equality
- Build collaboration between WROs, grassroots organisations, and government stakeholders
- Mobilise support for feminist funding and the Women, Peace, and Security agenda

Next year we will focus on:

- **Continuing to verify and connect with Change Agents and partners on the dissemination of From Asking to Action:** 2025 will be a major year for verifying the findings and continuing to disseminate recommendations from the "From Asking to Action" consultation at major milestone events at the national and international levels.
- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. In addition to these module developments, we will also be rolling out the tools developed as part of the Change Agent audit and confirming these with colleagues across country offices. We will work with an external consultant who previously supported us on the Change Agent illustrations for the participant handbook.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** in 2023 to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our Theory of Change for policy and advocacy. This is budget dependent, but we will continue to invest in strategic regional and national advocacy opportunities.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process. We will also work to strengthen our policy and advocacy impact tracking at national and global levels, we will lead this internally within GPAT tracking back against our impact for 2023 and 2024 before proactively tracking ongoing impact for 2025.
- **The implementation of new transformative partnership projects:** with funding from the UK's Integrated Security Fund (ISF), United Nations Trust Fund (UNTF) and Swedish International Development Cooperation Agency (SIDA) in Iraq, South Sudan and Afghanistan.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year, we said we would aim to achieve the following during 2024:

- **Commission on the Status of Women:** Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We were joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobaniyi.
- **Continuing to expand our regional and national visibility:** With strengthened partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we continued to strengthen our advocacy partnerships with these organisations throughout 2024.
- **Continuing to build our visibility as an evidence-based organisation:** We used our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices and shared these resources in key forums such as the AWID.

- **Continuing to advocate and implement with partners from the Resourcing Change consortium:** With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we continued with regional and global advocacy opportunities with our partners from the consortium.

Our advocacy and engagement at the 68th Conference on the Commission on the Status of Women (CSW) at the United Nations in New York: March 2024

The Listen to Women Project: Understanding the barriers to women's participation and leadership in Iraq and Nigeria

In the last annual report we shared about the implementation of the Swedish Postcode Lottery funded project "[Listen to Women](#)". As part of the project, Women for Women International has developed two new research [reports](#) based on survey and focus group discussion data collected to better understand the opportunities and barriers to women's participation, voice, and leadership in Nigeria and Iraq. This research has been developed in partnership with Baghdad Women's Association (BWA) in Iraq and Women Advocates Research and Documentation Centre (WARDC) in Nigeria.

- Soft Launch at the 68th Commission on the Status of Women (CSW) conference

The final reports were soft launched during CSW in New York on Thursday 14th March at a panel event, co-hosted with UN Women, and the Canadian Mission to the UN with Zainab Gbobaniyi (Advocacy Coordinator in Nigeria) and Kavin Mirteekhan (Program Manager in Iraq) who have played leadership roles, with support from many of their colleagues, in the implementation of the "Listen to Women" project. The findings from this research illustrate how interconnected political, legal, social, and economic barriers create or entrench barriers for women's participation at the household, community, and civic levels. The panellists discussed how women navigate the formal and informal barriers to women's full and meaningful participation, providing context-specific examples of the intersecting challenges and opportunities facing them and the women that they work with.

Key outcomes from this launch event included:

- **Strengthened high-level relationships:** This was an opportunity for us to leverage existing and new partnerships with UN Women and the Canadian Mission to the UN. We have previously coordinated high level roundtables with UN Women so this was a great opportunity to strengthen that relationship with a slightly different audience. The new partnership with the Canadian Mission to the UN will enable new entry points at future global events.
- **Increased visibility and thought leadership:** We had over 50 attendees of the panel event. The room was packed and had a fantastic buzz and was well attended by donors, partners and CSOs who engaged in discussion around how this research is a foundation for much broader conversations for meaningful participation for WROs and women in FCAS.
- **Opportunities for future advocacy:** Both Kavin Mirteekhan and Zainab Gbobaniyi were sought after by the audience after the event which has led to multiple future advocacy opportunities. One of these came UN Women who have offered to support us in coordinating the national level roundtables in Nigeria and Iraq to launch the Listen to Women research in national contexts.

- National dissemination of the Listen to Women reports

As part of the grant deliverables both the Nigeria and Iraq CO have been coordinating national level roundtables to share the findings of the report with key decision makers and partners in their regional

contexts. The Nigeria roundtable took place in early May bringing together Change Agents involved in the research, national level media representatives and decision-makers to discuss the barriers and opportunities for women's participation in Nigeria. This work was featured by the media in Nigeria and can be viewed [here](#) and [here](#). The Iraq roundtable took place in June with global dissemination continuing throughout the year.

Further Opportunities at the 68th Commission on the Status of Women Conference

Whilst the primary objective for being together in New York was to launch the [Listen to Women project](#) and engage global audiences in our national Iraq and Nigeria advocacy, we also took the opportunity to develop new partnerships, increase our visibility and conduct targeted advocacy through bilateral meetings. See our social media coverage of the event [here](#).

- Developing partnerships and increasing our visibility

As CSW brings together a broad network of donors and partners, we co-hosted a reception with our international board member Dr Rima Salah to mark the beginning of CSW 68. We hosted around 60 board members and partners (both existing ones and new ones). This was a great way to reach a new audience of partners and donors, making the most of people being in New York. We framed this under the #SheDares campaign – giving out #SheDares bracelets to attendees. It created energy around the campaign and our work, enabling us to increase our visibility and creating opportunities one on one follow up with some key potential partners and donors.

In addition to the reception, we also coordinated a high level closed briefing on the gendered impact of the crisis in Gaza for the UN Security Council with our advocacy partner in Palestine - the Women's Centre for Legal Aid and Counselling ([WCLAC](#)). We knew that there has been a gap in terms of UN Security Council members hearing directly from Palestinian women, especially since the latest crisis began. We worked closely with WfWI Palestine CD Amani Mustafa and utilised our relationships and connections to propose a collaboration with the NGO Working Group on WPS and approached three supportive UNSC members – Slovenia, Malta and Guyana. This event was originally going to be a civil society event but gained so much traction that it essentially turned into a closed UN Security Council briefing. The UN Security Council members that we had met with on the morning of March 11th went into an open formal meeting of the UN Security Council during the afternoon of the same day. This was to specifically to address the release of a report from the Special Representative on Sexual Violence in Conflict following a visit she had done to Israel and the West Bank. In that meeting, many of the messages that had been shared during the closed morning meeting were repeated and reiterated by member states. For example, the Swiss Ambassador to the UN framed her remarks specifically around the gendered impact of the situation in Gaza. This closed briefing has opened opportunity for follow up and future advocacy with WCLAC who are a key actor on women's rights in Palestine.

- Targeted advocacy through bilateral meetings

In addition to the public engagement, we always aim to organise bilateral meetings so that we can do targeted advocacy to tailor what we are sharing with who we are talking to and explore future opportunities for collaboration. There were quite a few examples of this across the week. This included meeting with the Women Peace, Security and Humanitarian Action ([WPS-HA](#)) Compact and the UK Mission's to the UN. With the WPS-HA compact we mapped out moments for future partnership and were

referenced significantly within their [2024 Monitoring and Accountability report](#) for WPS. With the UK Mission Kavin and Zainab both discussed synergies between their national advocacy implementation and the UK Government's priorities.

Joint Advocacy with Networks and Coalitions

- Contributing to the Gender Action for Peace and Security (GAPS) network's annual report for monitoring the implementation of the WPS agenda

Through the Global Policy and Advocacy Team's role in co-chairing the Gender Action for Peace and Security network's Policy and Advocacy Working Group, we coordinated GAPS's 2023 report that monitors the first year of implementing the UK Government's 5th National Action Plan on Women, Peace and Security. This report - which incorporates four case studies co-created by women's rights organisations (WROs), women human rights activists and GAPS member organisations - considers the progress and learnings for the UK Government to take forward into the proceeding years of NAP implementation, highlighting the WPS focus countries of Afghanistan and Ukraine, and the non-focus countries of Sudan and the Occupied Palestinian Territories. This report builds on previous GAPS publications (including annual shadow reports) which include analysis of, and recommendations for, the UK Government's work on WPS. Read the report [here](#).

- Contributing to a joint briefing on the situation in the DRC with GAPS partners

The Global Policy and Advocacy Team contributed a joint briefing on the situation on the DRC which was coordinated by the Gender Action for Peace and Security (GAPS) network. After consulting with our DRC team and integrating recommendations from Change Agents we set up a brief intervention around the impact to our programme in Shasha and how WROs have been coordinating in response to this crisis. Members of the UK Government's Women Peace and Security team joined the meeting as well as the UK Government team based in Kinshasa and we followed up bilaterally after the session. The other organisations that joined the meeting included Peace Direct, International Alert, Oxfam's Kinshasa based team and Mercy Corps Goma team who covered ongoing regional risks of the conflict and questions around the UK's response to the conflict which has since [significantly escalated](#) across eastern DRC.

- Joining a new network: the Alliance for Peacebuilding

Women for Women International applied in 2023 and was approved in 2024 as new members of the [Alliance for Peacebuilding](#), with a generously waived membership fee for this year. The Alliance for Peacebuilding (AfP) are a "nonprofit and nonpartisan network of 200+ organizations working in 181 countries to prevent and reduce violent conflict and build sustainable peace. AfP cultivates a network to strengthen and advance the peacebuilding field, enabling peacebuilding organizations to achieve greater impact—tackling issues too large for any one organization to address alone." They are based out of Washington DC but have members around the world. Read more at their website [here](#).

While Amani Mustafa (WfWI Palestine Country Director) was visiting Washington DC from Palestine in September, we partnered with the Alliance for Peacebuilding (AfP) to host a closed civil society roundtable to discuss the gendered impacts of the conflict in Gaza and the West Bank. Nisha coordinated the discussion and it was well attended from across AfP's membership, with lots of engagement and excellent questions - a great opportunity to share the preliminary country snapshot findings of "From Asking to Action" and raise our profile in the US as experts on the situation in Palestine.

- African Union Convention with GIMAC

Following the announcement of the development of a proposed African Union Convention on Ending Violence Against Women and Girls, Maryline Njoroge, Global Policy and Advocacy Manager for GPAT, attended the first CSO consultation which was held on 5th September, organised by the Gender is My Agenda Campaign (GIMAC) Network. Participants were briefed on the progress of the draft Convention, and then divided into groups representing the various regions of Africa where they shared their recommendations for a robust and effective Convention.

- Statement on Foreign Secretary RT Hon David Lammy MP's discussion of the term 'genocide' in relation to Palestine and Gaza

We shared concern with civil society organisations in the UK around Foreign Secretary David Lammy's comments regarding the definition of genocide and so coordinated to sign on to a joint [statement](#) drafted by the Gender Action for Peace and Security (GAPS) Network. The statement calls on the Foreign Secretary to reaffirm the Government's commitment to respecting the ICJ's orders and its obligations under the Genocide Convention and the Rome Statute by elaborating on the positive measures it is taking to prevent genocide, including those steps identified in the latest report by the [UN Special Rapporteur for the OPT](#) (paragraph 91). The statement includes 37 signatories comprising of humanitarian agencies, development organisations, human rights-based organisations, legal justice groups, religious-based organisations and global health organisations, many from the GAPS Network.

Continued Advocacy on Meaningful Partnerships with WROS

- International Development Committee enquiry into the FCDO and Civil Societies

In addition to joining closed door advocacy opportunities like the FCDO Listening Session we have also continued to advocate externally to the FCDO on the principles for meaningfully engaging and partnering with WROs. We led a joint submission to the International Development Committee's (IDC) inquiry into partnerships between the FCDO and civil societies with ActionAid UK and Womankind. The submission to the IDC includes an overview of the key challenges and opportunities we see for implementing the FCDO's commitments to partnering with and strengthening civil society as set out in the White Paper for International Development and the International Women and Girls Strategy. It has now been published online as part of the inquiry and can be accessed [here](#).

- CRF partner Sudan Family Planning Association (SFPA) (Dr. Limiaa Ahmed) briefs the UN Security Council

During 2024 we worked closely in partnership with our CRF partner - the Sudan Family Planning Association (SFPA) - to prepare a statement to brief the UN Security Council (UNSC) during its open briefing on the situation in Sudan in June. The statement focused on issues relating to the current crisis, its gendered impacts (including pervasive GBV, CRSV, lack of protection of women's rights), and how civil society organisations – including SFPA – are delivering services on the ground. This opportunity for Dr. Limiaa came about as a result of our membership of the NGO Working Group (NGO WG) on Women Peace and Security, who put out a call to its members for nominations of briefers from national Sudanese NGOs. We personally recommended her, and our nomination was accepted by the Republic of Korea (South Korea) who held the Presidency of the UNSC in June. We've been intentional about deepening our relationships with CRF partners by doing more joint advocacy, so we're really pleased that

we have been able to seize this opportunity for one of our partners doing such important work in the face of a rapidly deteriorating situation.

- The Association for Women's Rights in Development:

The [AWID International Forum](#) was both a global community event and a space of radical personal transformation. A one-of-a-kind convening, the Forum brings together feminist, women's rights, gender justice, LGBTQI+ and allied movements, in all our diversity and humanity, to connect, heal and thrive. The 15th AWID Forum took place in Bangkok, Thailand from December 2nd-5th 2024. Women for Women International proudly collaborated with partners on two events that took place during the Forum:

- **Cultivating a more enabling environment: Strengthening women's resilience in conflict-affected and climate vulnerable communities'** The session built on research developed in 2023 and brought together women civil society leaders and activists to share effective strategies, opportunities challenges and tested solutions to prevent and end environmental degradation and conflict while strengthening the resilience of women and communities living at the intersection of both. We shared about our participation widely on social media widely: <https://www.linkedin.com/feed/update/urn:li:activity:7270052286238781440/>
- **'How We Heal: A Feminist Approach to Art Therapy for Women Living in Conflict'** in collaboration with Beregynia (CRF partner) and Women Now for Development. The session highlighted art therapy as a method of healing for women living in conflict zones. Facilitated by Kateryna from Beregynia with a story telling session from Yamamah from Women Now for Development on the impact of the Syrian earthquake and an intro into our approach at WfWI from Harriet Gimbo (Director, Programme Design and Development). The session was at max capacity and Kateryna did a fantastic job of connecting her context and praxis into a very active art session.

New Report: Afghan Women Excluded from UN Meeting in Doha "Lost in Consultation"

Ahead of the third UN-convened meeting of Special Envoys and Special Representatives on Afghanistan from June 30th - July 1st 2024 in Doha, Qatar ('Doha III'), WfWI collaborated with partners to highlight the significant deficit in the international community's commitment to upholding Afghan women's rights. ["Lost in Consultation"](#) brought concerns from a diverse group of Afghan women to the forefront through consultation with 213 women-led organisations inside Afghanistan from across all 34 provinces. The consultation was conducted during a two-day period of consultation in February ahead of the second UN-convened meeting of Special Envoys and Special Representatives on Afghanistan in Doha, Qatar ("Doha II"). Although we shared a private letter with the UN Under-Secretary-General Rosemary DiCarlo and all Special Envoys at that time to connect the survey inputs to concrete demands for the Doha process, we decided to share this more publicly and develop this report ahead of the 'Doha III' meeting which took place on June 30-July 2nd.

Next year we will focus on:

- **The 25th anniversary of the WPS Agenda - upscaling the dissemination and verification process of findings of "From Asking to Action:** As mentioned under strategic objective 3, we will continue to transform the enabling environment for women's rights with critical recommendations and insights from our global consultation.

- **Responding to the external crisis climate: funding cuts, ongoing conflict, protracted crises:** The first few months of the 2025 have been increasingly unstable for our sector and for women's rights in conflict affected contexts. We have seen huge reductions to global funding for development, including in both the US and the UK. Our Global Policy and Advocacy Team will be sharing and disseminating about the impact of these cuts with our networks, partners, coalitions and global audience as well as collaborating with teams internally to scale up our messaging with major donors on the impact of these interconnected crises to our work.

Continuing to expand our regional and national visibility: Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2025.

Strategic Objective 5: Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events and sponsorships

Last year, we said we would aim to achieve the following during 2024:

- **Raise £2.4M in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024
- **Raise £2.306M in unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support.

Grants

Restricted grants, providing resources for programming, totaled £2,612 million this year, which was above our target income. Our particular thanks go to players of People's Postcode Lottery for their continued support via Postcode Justice Trust.

Corporate partnerships

Unrestricted income from corporate partnerships in 2024 was £964k (2023: £475k), which is up from last year.

Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024. Women for Women International and A&O Shearman are partnering between September 2023 – August 2025 to help women survivors of war to rebuild their lives and create lasting change in their communities. In 2024 our partnership raised over £590,000 - which will be invested in supporting displaced women in Iraq and responding to critical conflict situations globally.

For International Women's Day this year, we were proud to have 14 partners take part in our campaign collectively raising £151,680 – highlights included ME&EM sample sale donation of £70,000 and a new partnership formed with Poetry Fashion who continue to support our efforts in 2025.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year. This campaign remains a strong touchpoint for corporate partners in Q4. In 2024 the campaign

saw increased partner participation from 6 current partners (with 3 fundraising for the campaign and 3 involved in communications) in 2023 to 7 in 2024, including 3 current partners and 4 new business - all of which raised a total of £78,646 compared to £36,600 in 2023. That's 145.3% growth which we are very proud of.

Grassroots

In 2024, our community once again showed their generous support with over 1,149 supporters donating to one or more of our campaigns with a combined number of 1,301 donations – that marked a 15.5% increase on the number of gifts in 2023.

Once again, our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine and the West Bank, which through the year received 317 donations, totalling over £16k, including gift aid.

Away from crisis appeals, our matched giving appeal to mark the launch of the new Adolescent Girls Programme, received 105 donations helping to raise more than £4k. We also had success trialling new giving incentives, our John Lennon “Give Peace a Chance” LP raffle raising over £1,000 with over 200 tickets sold. While, our first ever physical Women for Women International calendar was a great success, supporting our end of year fundraising, supporter retention and engagement, plus cold prospect cultivation.

Our #SheDares Squad also welcomed over 20 new members in 2024. From the Hackney Half marathon to hikes, bake sales and drum performances our community came together to help raise over £23k through a variety of fun and imaginative fundraising activities.

Sponsorship and Regular Giving

2024 was a landmark year for sponsorship as we launched the official rebranding under Stand With Her. The rebrand looked to move away from the dated terminology of sponsorship and its inherent power imbalance. As part of the roll out we also introduced a new more accessible giving level with our Stand With Her Classroom supporter tier. We launched the rebrand with all new supporter comms, a new Stand With Her video and for the first time tested Spotify advertising voiced by our Ambassador Helen Mirren, which received over 806k listens globally (459k in UK). Our Back to School campaign in September looked to build on our new Classroom giving tier with our first physical mailing to supporter in several years, which welcomed a dozen new classroom supporters.

During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.

We had great success in 2024, with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their partnership for a second year, supporting 120 sisters for clients as part of the Flourish programme, while Jimmy Choo supported 30 sisters for staff.

Events and Philanthropy

Major Donors and Events

In 2024 we raised £652,878 of unrestricted income through events and major donors (2023: £549k), a year-on-year increase of 15.93%.

Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2024 #SheInspiresMe Car Boot Sale raised just over £375,000. We sold 2,012 tickets, raising £29,089 from ticket sales and with press and VIP guests we welcomed over 2,200 guests in total. We had 32 boots, with the Women for Women International Boutique bringing in the most income, raising £42,366. We had 15 pieces of coverage and key titles included The Standard, The Glossary, Because London, WhoWhatWear and GQ.

Our Leadership Circle membership remained stable, with three members renewing at Champion Level (£5,000/year) and two at Supporter Level (£1,000/year). Leadership Circle members attended a number of bespoke cultivation events, including a panel conversation and lunch at Bicester Village, a webinar on our Iraq programme, and an exclusive dinner co-hosted by Selfridges and Alex Eagle.

In June, we hosted a special screening of Women for Women International Ambassador and award-winning director Waad al-Kateab's film *We Dare to Dream* for Leadership Circle members, major donors, Ambassadors, and corporate partners. The screening was followed by a conversation and Q&A with Waad and Wael Al-Farraj, one of the athletes featured in the film, chaired by Women for Women International Ambassador Basma Khalifa.

Communications

We received over 2,046 UK sign-ups to our mailing list through Women's History Month activities including a downloadable Women's History Month calendar, colouring page and events in March. 14 corporate partners also took part globally in the #SheDares campaign. In addition, we ran a global #SheDares Art competition on social media, with 160 entries, helping us increase reach and awareness of our work.

We were also pleased to invite Ambassador Basma Khalifa, Champion Sara Wahedi, and Amani Mustafa, our Afghanistan Country Director for Palestine, to join a panel moderated by Marie Clarke on 7th March. This virtual event brought 582 members of our global community online – with 257 sign ups coming from the UK.

For World Refugee Week we also brought back our #ServingUpSisterhood campaign, celebrating the power of food to bring us together. This was another very successful lead generation activity with our digital cookbook receiving 1,791 downloads.

In 2024, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). We also saw our mailing list grow by 6,000 new subscribers.

Ambassadors

Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve, and we are so grateful for their ongoing support.

In 2024, Dame Helen Mirren supported our work by recording a voice-over, used as part of a Spotify ads campaign, resulting in 806k listens. In partnership with Waad al-Kateab, we hosted an in-person screening of her film, *We Dare to Dream*, with a Q&A moderated by Basma Khalifa. This included an event to mark the first anniversary of the war in Ukraine with Clarissa Ward and a virtual event to celebrate Women's History Month with Basma Khalifa. Finally, our Ambassadors also took to social media to support our campaigns throughout this year, including Helen Mirren, Mick Elysee and Tina Daheley who supported our Women's History Month campaign and Jasmine Hemsley who posted in support of our Serving Up Sisterhood campaign for World Refugee Week.

Next year, we will aim to:

- Raise £3,846k in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st **December 2025**
- Raise £2,560k in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2025
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Strategic Objective 6: Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.

Last year, we said we would aim to achieve the following during 2024:

- Increasing number of people who make a one-off donation by 12% from 868 to 974 raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors.
- Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31st December 2024.
- Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.

- Be data lead and focused by continue to build on our use of tools such as Dataro to more effectively target supporter ask, as well as implementing new tracking and reporting mechanisms to monitor ROI of our comms.
- Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on larger quarterly activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.

1) foundation level of donors that see our work, signing up to our mailing list.

In 2024 we saw our mailing list grow from 23.3k to 29.3k, marking a 25.75% increase. This was supported by some stand out activities such as our Women's History Month calendar and art competition (2,046), Car boot sales early bird promotion (2,131) and the World Refugee Week cookbook (1,791). Additionally, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

2) developing those supporters to take their first *action* to become one-off donors

In 2024 we saw a marked increase in the number of one-off donations. In total we received 1,301 from 1,149 donors during the course of the year, which is a 15.5% increase on 2023. Of the 1,149 donors, 678 (59%) were brand new contacts, while a further 136 (12%) were cultivated existing contacts who were making their first donation in 2024. We have also been developing a new strategy and work with our digital agency through 2024 to optimise our paid ads (Google and Meta) with the objective of increasing one-time gifts.

3) further development and nurturing of those donors to progress their support up to regular giving.

Our focus for this area was the development of Stand With Her through which we targeted reactivating lapsed supporter, upgrading existing regular donors and converting one-time donors to regular, while also producing the new more accessible classroom tier. We also continue to use AI to better target our mailing list based on their propensity to convert from one-off to regular, so to curate their cultivation more efficiently.

KPI 1: Increase the Email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31st December 2024.

Our mailing list grew from 23.3k to 29.3k, marking a 25.75% increase. While on social media we saw growth across all channels in 2024, including; Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). Our website saw (Jan-July) an average increase from 2023 of 46.77%

In 2024, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

KPI 2: Maintain high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.

Our average email open rate for 2024 was 51.68% - vastly above sector average. This was supported by implementation of a new “unopened” suppression process, removing those contact who had not opened any emails in over 180 days – to target them for winning back. This does effectively reduce our mailing list by approx. 10k but better supports deliverability.

In 2024 we saw a 90% increase in website sessions and organic traffic also increased from 33,460 to 63,206 (89% increase).

Most of our social media channels saw a reduction in engagement through 2024, however our primary channel Instagram saw a 31.7% growth compared to a target of 4%.

Facebook - decrease 94.2%

Twitter - decreased 59.4%

Instagram - increased 31.7%

TikTok - decreased by 35.8%

Next year, we will focus on:

- Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month.
- Increasing our website visits by 20% year on year.
- Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok.
- Achieving 1 influencer engagement per month
- Increasing press mentioned and views by 3% annually.
- Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%.
- Increasing website donation pages sessions, organic traffic by 10%.
- Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% by 31st December 2025. For paid digital adverts, achieve a base CTR of 2.1% per impression.
- Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75.
- Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok.
- Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%.
- Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants.
- Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2023:

- **Running an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- **Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

We have provided a stable platform through effective and efficient financial, and people processes which has allowed our teams to take informed decisions and carefully considered risks to achieve more for the women we serve.

We struggled to deliver Our People Programme in 2024 (the programme that guides comprehensive staff development across various threads) due to budget constraints however, all our staff were able to attend the Uncharitable Festival produced by JMB Consulting which was hugely appreciated. All our staff attended online training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.

We continued to deliver robust risk management throughout 2024, maintaining a comprehensive Risk Register and ensuring we moved forward on necessary actions identified to mitigate these risks.

We continue to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

We reviewed our Board Committee structure to better align this with organisational needs, reducing our committees from four standing committees to two standing committees plus one as-needed committee (Nominations Committee focused on recruiting new trustees when necessary). We appointed a People Focal Point on the Board, removing the need for a People & Culture Committee of the Board.

Next year, we will focus on:

- **Continuing to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.

- **Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey.
- **Continuing to manage risk** as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Company no. 05650155

Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2024

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards, and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we, encourage our people to take risks and make mistakes - this is how we learn, grow and get better, stronger, and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear, and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused, and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Bankers

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440 Strand	35 Regent Street
London WC2R 0QS	London SW1Y 4ND

Solicitors (pro bono)

Simmons & Simmons	Baker McKenzie
City Point	100 New Bridge Street
One Ropemaker Street	London EC4V 6JA
London EC2Y 9SS	

Auditor

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Solicitors

Farrer & Co
66 Lincoln Inn Fields
London
WC2A 3LH

The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2024.

Welcome to Women for Women International – UK: a message from the Chair

Women for Women International UK, established in 2005, is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries. It was established for two purposes – to raise funds from the UK and Europe to support our work to transform the lives of women survivors of war, and to amplify the voices of women impacted by war to change policy. Now in its 20th year, Women for Women International (UK) has grown to become an organisation raising almost £5 million each year and hosting high-profile events, achieving wide-ranging media coverage, and securing funding from governments, institutions, trusts, foundations and individuals.

2024 has continued to be a challenging year for women, peace and security. Whether the ongoing conflict in Gaza, escalating violence in DRC, or continued instability for women and girls in Iraq, we continue to see the harmful effects of conflict on women and girls. Despite these challenges, the women we work with also show immense courage and resilience. Their efforts to pursue peace, despite all the obstacles and barriers in their way, continue to inspire us. Throughout 2024, we have been working with colleagues and partners in Afghanistan, DRC, Iraq, Palestine and South Sudan amongst other countries.

For example, in Iraq, we successfully received a £5million UK grant focused on transformative funding for projects supporting women and girls empowerment. As a sub-granter, Women for Women aims to work with 13 organisations to strengthen and amplify women working towards peace. Our pilot of the Adolescent Girls curriculum in Iraq saw us work closely with a group of 30 participants. In collaboration with Mercy Corps, a three-day training was conducted with school counsellors on handling disclosures of violence against women and girls and providing safe referrals.

In Palestine, in deteriorating circumstances, we continued to support our partners as they had to pivot amidst the changing security context. Despite the insecurity, we moved forward on our plans for the adoption and implementation of the Stronger Women, Stronger Nations Program working closely with our partners in the country.

And finally, we continue to work hard on conflicts that can seem intractable or do not usually dominate the headlines. In the Democratic Republic of Congo, we continued our programming despite the volatile security situation. The “Putting Survivors at the Centre” project trained 55 community leaders to manage disclosures of gender-based violence and safely refer survivors to specialized services using the survivor-centred approach.

Alongside our country work, WfWI’s advocacy is an important pillar of our work. In 2024, we organised a closed briefing on ‘The Gendered Impact of the Crisis in Gaza’ hosted and attended by Security Council members – the first such discussion on the crisis and a major achievement to organize. Part of our mission is to amplify the voices of women most directly impacted by war and the launch of our

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

research conducted in Iraq and Nigeria “Listen to Women: Understanding the Barriers and Opportunities for Women’s Participation, Voice and Leadership’ was a particular highlight in raising awareness of the impacts of conflict on women.

One of the most important roles for Women for Women International (UK) is to raise funds that support the wider organisation to achieve our goals. Fundraising is vital to everything WfWI-UK does and in challenging financial times we are deeply grateful to the many individuals, groups and companies who supported Women for Women International (UK) this year. Our flagship live event the #SheInspiresMe Car Boot Sale grows from strength to strength. In 2024, we doubled our efforts and took over two floors in Selfridges car park in central London, bringing together a huge range of brands and fashion icons, raising an incredible £375K on the day. Since its inception, this annual event has now raised £1.5million, a huge testament to the skill, creativity and hard work of our team and supporters.

In 2023, we secured the Allen & Overy (now A&O Shearman) Global Charity of the Year Partnership with the intention to raise £1m. Within the two years of the Partnership, we have already raised £1.2m, beating our target. This is a major achievement for the UK team and we are excited to see the impact this partnership can have.

To all our donors, supporters, and partners, we extend our deepest gratitude.

As Chair of the UK Board, it is a privilege to work with such inspiring colleagues. Despite the external headwinds, we've met every challenge with resolve and determination, united in our commitment to making a difference for women survivors of war. I know we will continue to do so, to ensure that the experiences and voices of women and girls impacted by war are heard, valued and acted on.

With gratitude,

A handwritten signature in black ink, appearing to read 'Champa Patel', written in a cursive style.

Dr Champa Patel
Chair, Women for Women International (UK)



Adolescent Girls Program participants having a discussion at the Rubona, Rwanda training centre. Photo credit: WfWI

Investing in the Future: Our Adolescent Girls Programme

Adolescent girls in crisis face immense challenges, including forced marriage, trafficking, and being forced to drop out of school, and yet are often overlooked in traditional aid programs. We believe these young women are not just survivors, but leaders in the making.

Our Adolescent Girls Pilot Program is a groundbreaking initiative designed to support vulnerable teen girls, ages 16-17. The program provides a comprehensive curriculum covering financial literacy, vocational skills, gender equality, health, and goal setting. The training is delivered in safe spaces where girls can form lasting social bonds and build critical support networks.

After a successful pilot program in 2023 implemented by our sister organization, Women for Women Rwanda, we were able to launch pilots in three additional conflict-affected countries in 2024—Iraq, Nigeria, and Afghanistan. By the end of 2024, we had already supported **295 girls**, and we are committed to reaching even more in the years ahead.

Annual Report 2024: Creating A Ripple Effect

Thanks to you, in 2024, Women for Women International continued our mission supporting women survivors of war and conflict.

Across more than three decades, Women for Women International's work has spanned 17 countries, reaching 616,184 women who dare to stand up for their rights — even in the most difficult and dangerous circumstances. And this year alone, together with our partners we've reached over 36,897 women survivors of war together — supporting them to rebuild their lives, families and communities.

Even as conflicts rage across the world, our combined commitment to women and the power of each woman we serve continues to give us strength and hope.

As we present our 2024 Annual Report, we invite you to read about some of these daring women around the world and the remarkable results we were able to achieve in the many countries we serve. We are forever grateful to have you by our side, making all this possible!

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; influence decisions at home & in the community; and connect to networks for support. By utilising skills, knowledge and resources, she is able to create sustainable change for herself, her family and community.

About Women for Women International

We believe women have the power to transform their lives – but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families and their communities.

2024 has been marked by a continued rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 616,184 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independently governed UK-registered charity in London with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International (UK) is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries.

Over 20 years, Women for Women International (UK) has grown to become an organisation raising almost £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Women for Women International (UK) leads the global organisation's corporate partnership strategy.

Our Aims

Women for Women International works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent more than 30 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

Our aim is to create a world in which all women determine the course of their lives and reach their full potential.



Our partner in Burkina Faso conducts a Focus Group Discussion for the Asking to Action consultation research.

Photo credit: WfWI

Transforming Lives Through Partnerships

Through strategic partnerships, we are able to meet the needs of more women than we directly support, ultimately making impact on a larger scale. Through these partnerships more conflict-affected women get the confidence to raise their voices, participate in decision-making, and rebuild their communities. Through our global partnerships with women's rights organisations and community advocates, we are creating a global network of empowered women, resilient communities, and strong local organisations dedicated to advancing women's rights.

Our Approach

Our Stronger Women, Stronger Nations programme supports the most marginalised women in countries affected by conflict and war, helping them earn and save money, improve their health and well-being, influence decisions in their home and community and connect to networks for support.

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs. Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman's voice, role and contribution is visible and valued.

Our Programmes

Stronger Women, Stronger Nations

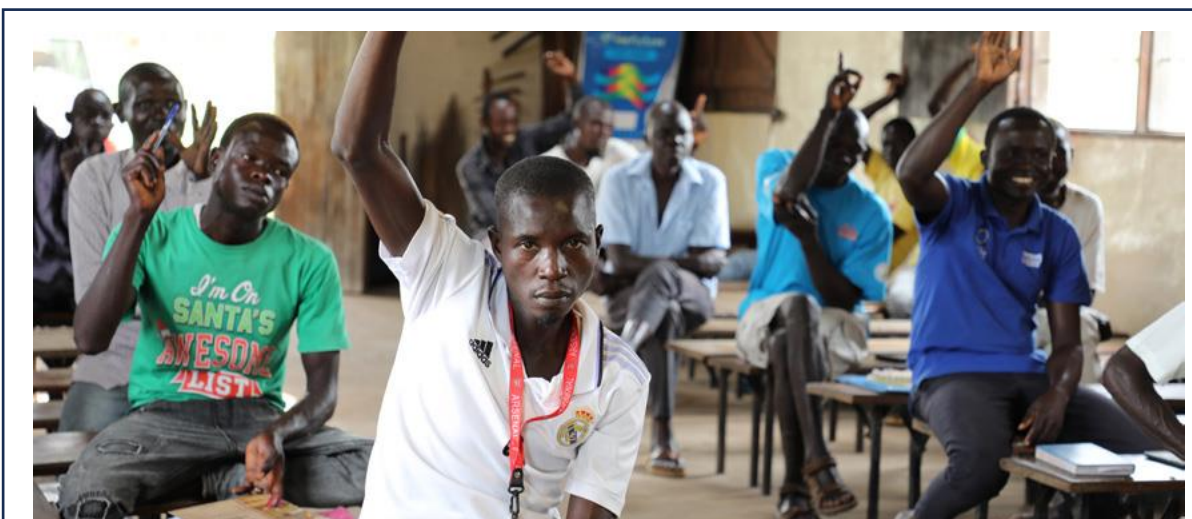
In 2024, a total of 616,184 women participated in our core 12-month-long programme, Stronger Women, Stronger Nations, in which participants form connections in class, learn how to earn and save money, build businesses, understand their rights, improve their health and influence decisions in their families and communities.

Change Agents

In 2017, we established the Change Agent program – a grassroots advocacy and leadership training program. Women who demonstrate motivation and leadership in their community participate in Change Agent training - developing their skills and knowledge, identifying the changes they want to see and creating action plans that outline how they want to use their voices and experiences to influence their communities. Change Agents base their advocacy priorities on what they hear from women from their community, and they work collectively to communicate their priorities and advocate for change.

Men's Engagement Programme

In 2024, we reached 53,307 men and worked with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a "training the trainer" approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.



MEP class in Yei County, South Sudan. Photo Credit: WfWI

Engaging Men as Allies

At WfWI, we know that to dismantle harmful gender and social norms, gender inequalities and power dynamics, we must engage men. We use a six-month curriculum to train and equip men with skills and knowledge to transform their attitudes, behaviour, and practices, resulting in them becoming allies and champions of women's rights.

Our Impact

Women for Women International is committed to ensuring the strongest possible impact and value of our programmes. For this reason, we consistently refine our programming according to our monitoring and evaluation data, which monitors our participants' livelihood and economic prospects after joining the Stronger Women, Stronger Nations programme.

When women marginalised by war and conflict realise their power, something incredible happens. We've seen the transformation they create for themselves and their families by enrolling in our Stronger Women, Stronger Nations programme. We know our programmes work because the women we serve tell us they do and because we rigorously evaluate them.

Measurable Impact

Here are some key indicators from men who graduated in 2024 from our programs in the DRC, Nigeria and South Sudan:

TAKING ACTION AGAINST VIOLENCE



BEFORE

47% of men report being capable of challenging other men's harmful behavior

AFTER

72% of men report being capable

CHALLENGING HARMFUL NORMS



BEFORE

29% of men who disagree that they have to be tough in order to be a man

AFTER

64% of men disagreed

SUPPORTING WOMEN'S DECISION-MAKING



BEFORE

68% of men whose wife/partner participates in decisions about use of money she earns

AFTER

95% of men whose wife/partner participated



One program graduate shared:

"We're standing up for the rights of women and girls so they can shape their own futures. We encourage men to support women, especially within their own families."

Photo above: Couple Connect program participants Falek Duku and his wife, Sadia, pose for a photo in Yei County, South Sudan. Photo credit: Edward Malish

2024 Global Highlights

Alongside Women for Women International and our sister and partner organisations, Women for Women International (UK) contributed to the following achievements in 2024:



Syria: REBUILDING LIVES AFTER WAR

We have been working with our partner in Syria, Women Now for Development, since 2020, to support women in Idlib and Aleppo and the surrounding areas through a range of activities including educational, vocational and life skills training; access to counselling services; and cash start-up grants to support with income generation. They were also the first-ever partner to deliver our SWSN program, through an 8-month pilot project adapted to the local Syrian context.

In 2024, our partnership with Women Now for Development remained strong. Our current grant to them provides flexible organisational support as they continue to adapt and recover from the ongoing effects of the earthquake in 2024 and the recent fall of the Assad regime on their staff, participants and operations.

Sudan: RESPONDING TO THE WORLD'S LARGEST HUMANITARIAN CRISIS

Our local partners, Zenab for Women Development, the Sudan Family Planning Association, and the Sudanese Organisation for Research and Development, addressed women's urgent needs, including food, psychosocial support and healthcare. We supported midwife training, sexual and reproductive health services through mobile clinics, and trauma counselling for survivors of gender-based violence. Additionally, our partners documented cases of sexual violence and ran community prevention programs, working to protect and support women at risk.

Burkina Faso: ADAPTING TO AN ESCALATING CRISIS

We helped internally displaced and host community women and girls adapt to the crisis in Burkina Faso through partnerships with three local organisations: Association D'Appui et d'Eveil Pugsada, Association Munyu des Femmes, and Association pour la Promotion Féminine de Gaoua. Our partners provided training in areas such as improved agricultural practices, financial literacy, and business management, equipping women with skills to generate an income and sustain their families despite displacement. Additionally, they raised awareness about forced marriage and domestic violence, addressing the societal harms that exacerbate women's suffering.

Mali: COMBATING FOOD INSECURITY AND GENDER-BASED VIOLENCE

We partnered with three local organizations in Mali to address the urgent and long-term needs of internally displaced persons (IDPs) and vulnerable women and girls in the host communities. Our partners Femmes et Développement, Yam Giribolo Tumo and Association Malienne pour le Suivi et l'Orientation des Pratiques Traditionnelles (AMSOPT) provided emergency food and dignity kits, training on income generating activities, cash-start-up grants and kits containing items such as chickens, and vegetable-growing equipment to help sustain women and their families. Survivors of violence received psychosocial, medical and legal services, as well as case management support, ensuring they received the care they needed.

Ukraine and Poland: ADDRESSING THE GROWING TOLL OF WAR

Our sister organisation Žene za Žene in Bosnia and Herzegovina led our response to the war in Ukraine back in 2022. Through local organizations in Ukraine and Poland—The Andreev Family Foundation, Human Doc and Beregynia—we supported women survivors of the war. The Andreev Family Foundation provided support to women in Ukraine via mobile psychological teams that reached women survivors in former war zones with psychosocial support. Many survivors of conflict-related sexual violence experience deep trauma and isolation, and their programs provided psychological aid, reproductive healthcare, and psychological education. They also offered skills training for internally displaced women, a crisis psychological support hotline, and legal accompaniment for survivors of sexual violence in criminal investigations.

In Poland, local partners Human Doc and Beregynia supported Ukrainian refugees with psychosocial support including targeted trauma support and art therapy, access to safe housing, legal aid, provision of food, clothing, and other essentials. They also provided skills training to help Ukrainian refugees adjust to life in Poland, including vocational training and Polish and English language classes.

Afghanistan: AMPLIFYING AFGHAN WOMEN'S VOICES

Afghanistan remains the most severe women's rights crisis in the world, yet Afghan women continue to be excluded from key international discussions about their future. Launched in 2024, our report *Lost in Consultation*, based on responses from 213 women-led organisations, exposes the failure of global actors to meaningfully engage Afghan women. An overwhelming 86% of respondents wanted to be consulted before the February 2024 Doha meeting, yet they were shut out. As one woman emphasised, "Women's rights should be prioritised alongside security concerns." Without their voices, decisions made about Afghanistan will lack legitimacy and fail to address the urgent needs of half its population.

DRC: CAMPAIGNING WITH COMMUNITY ALLIES

Change Agents in the DRC identified the 16 Days of Activism campaign as a crucial milestone in implementing their action plans for the reduction of violence. They organised a community march alongside key allies and stakeholders, including village chiefs, calling on the local community to unite their voices and end the cycle of gender-based violence to build a society with long-term peace. Eastern DRC continues to experience severe unrest and instability, but Change Agents remain key community advocates calling for the protection of women's rights and a more just and equitable future.

Iraq: STRENGTHENING WOMEN-LED CIVIL SOCIETY ORGANISATIONS

With funding from the UK Government's Foreign Commonwealth and Development Office (FCDO) UK Integrated Security Fund (UKISF), we are supporting over 30 grassroots, women-led Civil Society Organizations (CSOs) and Women's Rights Organizations (WROs) across 19 governorates in Iraq. This initiative is fostering an independent and strong civil society, amplifying local voices in shaping Women, Peace, and Security (WPS) agendas.

Myanmar and Bangladesh: ADAPTING TO LOCAL NEEDS AND SUPPORTING ROHINGYA WOMEN AND GIRLS

In Myanmar, our local partner launched an innovative pilot—the Adult Engagement Program (AEP). Incorporating elements of WfWI's Men's Engagement Program (MEP), this initiative marked the first time our MEP content was delivered to both men and women. By engaging 62 community members, including family members of adolescent girls who were also enrolled in the partner's training, the program challenged deeply rooted patriarchal norms and fostered greater support for women's involvement in community life.

Since 2021, we have partnered with a local organisation in Myanmar to support Rohingya women and adolescent girls in Northern Rakhine State. Through this partnership, in 2024 we provided life skills, vocational training, literacy education, and community engagement to shift deeply entrenched gender norms. We also supported local teachers with training and financial aid, ensuring that education remains accessible despite the ongoing conflict. Further, we work with a partner in Rohingya refugee camps in Cox's Bazaar, Bangladesh to support displaced Rohingya women and girls with life skills and vocational training, as well as material educational support.

Nigeria: POLITICAL PARTICIPATION AGAINST ADVERSITY

Change Agents in Bauchi and Plateau States in Nigeria identified the lack of women in decision-making spaces as a priority for their action plans and have been collectively advocating for their inclusion in political spaces. Change Agents have worked together to strengthen their capacity and knowledge of inclusion in political decision-making. This has led to women running for and being elected to political positions in their local communities whilst up against social and cultural norms that push for the exclusion of women leaders from local political arenas in Bauchi and Plateau.

South Sudan: ADVOCATING AGAINST CHILD MARRIAGE

During conflict and rising insecurity, cattle in South Sudan are often stolen in order to pay bride price, and in some communities, this can be as high as 300 cows for the average family, which is often difficult to obtain through legitimate circumstances. Additionally, the promise of bride price means that families often resort to child marriage. Change Agents in South Sudan identified this as a focal issue for their advocacy campaigns and have been using their leadership platforms to educate stakeholders across communities against the practice of child marriage by providing women with knowledge and skills to advocate for their rights and challenge harmful norms to foster peace in their communities.

Palestine: RESPONDING TO HUMANITARIAN NEEDS

In Gaza, our partner Wefaq has been on the frontlines, distributing maternity kits to 260 expectant mothers and hygiene kits to 100 women and 400 children. To address food insecurity, 370 families received vegetable baskets, helping to meet their nutritional needs. They also continue to operate community kitchens, serving hot meals with whatever limited resources are available to them. Meanwhile, our partner, Family Defense Society (FDS) in the West Bank, has provided psychological and legal support for women survivors of violence, offering safe housing and integrating them into economic empowerment programmes.

Public Benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objectives and aims.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International (UK) we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We raised £4.85 million in 2024 through a diverse range of fundraising initiatives.

Our fundraising included: activities and campaigns which inspired donations and gifts from individuals, applying for grants, a sponsorship programme which matches women in our programmes with sponsors from around the world, a small portfolio of our own special events and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

In 2024, our highly successful #SheInspiresMe Car Boot Sale event raised £375k from 32 booters including the likes of Jimmy Choo, 111 Skin, Me & Em and many more.

Our community once again showed their generous support with over 1,149 supporters donating to one or more of our campaigns with a combined number of 1,301 donations – that marked a 15.5% increase on the number of gifts in 2023.

Our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine and the West Bank, which through the year received 317 donations, totalling over £16k, including gift aid.

Away from crisis appeals, our matched giving appeal to mark the launch of the new Adolescent Girls Programme, received 105 donations helping to raise more than £4k.

Our #SheDares Squad also welcomed over 20 new members in 2024. From the Hackney Half marathon to hikes, bake sales and drum performances our community came together to help raise over £23k through a variety of fun and imaginative fundraising activities.

2024 was a landmark year for sponsorship as we launched the official rebranding under Stand With Her.

During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.

We had great success in 2024, with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their partnership for a second year, supporting 120 sisters for clients as part of the Flourish programme, while Jimmy Choo supported 30 sisters for staff.

Our roster of wonderful corporate and brand partners also continued to grow in 2024. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to

Women for Women International (UK)

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support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained. We also undertake due diligence to ensure our partners share our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2024 we had 14 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK).

Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024 and at the time of writing, has already beaten our target of £1m.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. Additionally, we also track any Fundraising Preference Service (FPS) requests. In 2024, we received three complaints and no communication preference requests via the FPS service.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Achievements and Performance

Our Intentions for 2024

Last year we said we would focus on a number of priorities against our strategic objectives, including:

- Strengthening the Stronger Women, Stronger Nations programme and increasing our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms. - Building an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes. - Supporting our Country Power Process, strengthen the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams. - Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continued support of our sister organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.	SO1 Invest in the social and economic empowerment of marginalised women
Continuing to support the delivery of the MEP in-country offices with five countries completing a pilot of the new curriculum and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.	SO2 Work with men to change attitudes
- Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team were excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. - Enhancing the additional resources for the Change Agent curriculum by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. - Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.	SO3 Support marginalised women survivors of conflict so that they can influence decisions
- Commission on the Status of Women: Launching new research. In March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We will be joined by members of the Global Programmes Unit and two of our advocacy colleagues from Iraq and Nigeria. - Continuing to expand our regional and national visibility. Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024. - Continuing to build our visibility as an evidence-based organisation. We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices. - Continuing to advocate and implement with partners from the Resourcing Change consortium. With learnings from the successful convening of 5 WROs as part of WPS week in October 2024 we will continue with regional and global advocacy opportunities with our partners from the consortium.	SO4 Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

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- Raising £2.216m in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024. - Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem and developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving. - Raise £2.568m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024.	SO5 Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships
- Increasing the number of people who make a one-off donation by 12% from 868 to 974, raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors. - Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions by 5% by 31st December 2024. - Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024. - Being data lead and focused by continuing to build on our use of tools such as Dataro to more effectively target supporter asks, as well as implementing new tracking and reporting mechanisms to monitor ROI of our communications. - Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on quarterly larger activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.	SO6 Raise Women for Women International (UK)'s profile / visibility through effective communications
- Running an effective, well governed and financially sustainable organisation, providing a supportive, effective and impactful business partnering relationship to UK stakeholders and sharing the expertise with our Global Support Centre through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice. - Aligning with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our People Programme and manage risk as per Global Risk Framework, promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.	SO7 Run an effective and financially sustainable organisation

Our Achievements in 2024

Reflecting on these ambitious goals we set for ourselves at the outset of 2024, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

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- More than 36,897 women and girls were served directly through our Stronger Women, Stronger Nations programme in 2024 (including through sister organisations and partners implementing the Stronger Women, Stronger Nations programme). Women were served through the SWSN programme in new locations in Nigeria and Iraq, and for the first time girls aged 16-17 were also served in Iraq and Nigeria with the tailored adolescent-girls SWSN programme.
- WfWI, alongside partners and programme participants, worked toward **building an enabling environment for women** by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making. The **"From Asking to Action"** consultation, launched in **September 2024**, engaged **6,500 women across 14 conflict-affected countries** to identify barriers to women's meaningful participation. Findings were presented at key global forums, including the **UN Summit of the Future, Women, Peace, and Security (WPS) Week**, and the **AWID Conference and East African Community (EAC) Forum**, where WfWI advocated for policy changes to promote gender equality and women's leadership.
- Globally, we reached 498 men with our MEP in 2024. The year also marked the end of piloting the new curriculum and the completion of two important learning and research pieces on the effectiveness of the program – the **WfWI Men's Engagement Learning Paper** and the endline report by **International Center for Research on Women (ICRW)** on the results of a six-year grant looking at the effectiveness of MEP on outcomes for women and men.
- Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024. Women for Women International and A&O Shearman are partnering between September 2023 – August 2025 to help women survivors of war to rebuild their lives and create lasting change in their communities. In 2024 our partnership raised over £590,000 - which will be invested in supporting displaced women in Iraq and responding to critical conflict situations globally. At the time of writing, we have already beaten our £1m target for the partnership!
- For International Women's Day this year, we were proud to have 14 partners take part in our campaign collectively raising £151,680 – highlights included ME&EM sample sale donation of £70,000 and a new partnership formed with Poetry Fashion who continue to support our efforts in 2025.
- During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.
- Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2024 #SheInspiresMe Car Boot Sale raised just over £375k.
- Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). We also saw our mailing list grow by 6,000 new subscribers.
- We were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.
- We continued to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

Our Ambitions for 2025

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

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- Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve by being data-driven and applying evidence-based strategies informed by internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between country offices, as well as with partners.
- Continuing our Country Power Journey, through strengthening the capacity in our country offices to lead the work at every level, including finalising the country power baseline assessment process for the remaining four country offices.
- Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plan to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

Invest in the social and economic empowerment of marginalised women

SO1

- Continuing to support the delivery of the MEP in country offices and any interested partners, as well as continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.
- Building an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.

Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme

SO2

- Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team hosted a brilliant Global Policy and Advocacy workshop in Kigali in June 2024. This brought together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We came together as a group of around 10 to connect, learn and strategise.
- Enhancing the additional resources for the Change Agent curriculum: In 2024 we prioritised an important programme quality review of the Change Agent programme, conducting a full audit of our processes and resources around the programme ahead of adding some new and additional resources. In close coordination with country office colleagues and the global MERL team we have refined the tools for the Change Agent programme including our pre and post-test, registration guidelines, the timeline of the programme and context around motivation and drivers for participating in the programme. Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.
- Conducting similar strategic workshops to those we delivered in DRC and Iraq to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. However, due to the evolution of our Change Agent designed consultation project detailed below (From Asking to Action) and some staffing changes in the Country Offices, these country specific advocacy strategy workshops have been postponed to 2025/6.
- Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. We incorporated aspects of this into our Change Agent audit process and the broader process is ongoing for 2025/6. In 2025, we are excited to be streamlining our processes for tracking our policy and advocacy impact.

Support marginalised women survivors of conflict so that they can influence decisions

SO3

- Commission on the Status of Women: Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We were joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobaniyi.
- Continuing to expand our regional and national visibility: With strengthened partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we continued to strengthen our advocacy partnerships with these organisations throughout 2024.
- Continuing to build our visibility as an evidence-based organisation: We used our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices and shared these resources in key forums such as the AWID.
- Continuing to advocate and implement with partners from the Resourcing Change consortium: With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we continued with regional and global advocacy opportunities with our partners from the consortium.

Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

SO4

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- Raising £3,846k in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2025
- Raising £2,560k in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2025
- Using targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

SO5

- Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month.
- Increasing our website visits by 20% year on year.
- Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok.
- Achieving 1 influencer engagement per month
- Increasing press mentioned and views by 3% annually.
- Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%.
- Increasing website donation pages sessions, organic traffic by 10%.
- Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% by 31st December 2025. For paid digital adverts, achieve a base CTR of 2.1% per impression.
- Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75.
- Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok.
- Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%.
- Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants.
- Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.

SO6

- Continuing to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey.
- Continuing to manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Financial Review

The Statement of Financial Activities for the year ended 31 December 2024 shows a net surplus (income less expenditure) for the year of £397k, compared to the previous year where a deficit of £451k was recorded. This was made up of an unrestricted surplus of £195k (2023: deficit £316k), and a restricted surplus of £202k (2023: deficit £135k).

Income for the year of £4.8m was 29% higher than the £3.72m received in 2023. Grants contributed 58% of total income (2023: 55%). Our teams are working hard to identify new sources of income to support our critical work and we have a strong pipeline to support growth in the years ahead.

Expenditure for the year of £4.4m represents a 5.5% increase from the £4.17m shown in 2023. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £3.1m (2023: £2.9m), representing 64% of income, and 70% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 82% of income and 73% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £152k (2023: £154k).

As of 31 December 2024, Women for Women International – UK had net assets of £969K (2023: £572k). Of these funds £308k (2023: £106k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2025. Unrestricted funds amounted to £661k (2023: £466k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

On 31 December 2024, the charity held total funds/net assets of £969k. These can be sub-divided between a restricted fund of £308k and unrestricted funds of £661k.

The organisation's reserve policy is to hold four to six months of its annual operating expenditure (calculated as total Unrestricted expenditure) in free reserves. The current free reserve balance of £651k (being equivalent to around three months of operating expenditure based on the budget for 2025) is below this target however, having reviewed the risk landscape the Trustees believe this to be sufficient funds to be starting the year 2025. The reserves policy and reserves target are reviewed periodically and were reviewed in 2024.

Trustees are satisfied, given the performance in the first months of 2025, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International registered in the United States of America (US). Together with charities operating under the Women for Women International banner in Kosovo, Bosnia and Herzegovina and Women for Women International – Germany, these entities form the Women for Women International organisation worldwide.

The US, Germany and UK offices fulfil the role primarily of fundraising. Women for Women International is responsible for overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants and policy & advocacy. The UK's managing director sits on the leadership team, which makes decisions about global initiatives, policies, and strategies.

In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

Governing Document

Women for Women International (UK) is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155) and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing Body

The governing body of the charity is the Board of Trustees (the “**Board**”). The Board meets at least three times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Governance Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2024, there were three departures from the Board. The Board committed to prioritise diversity and the lived experience of the settings and context in which we work for our Board replacements. This recruitment was successfully concluded in October 2024, and we have invested time and resources to ensure we onboard our three new Trustees in a thoughtful and inclusive way.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

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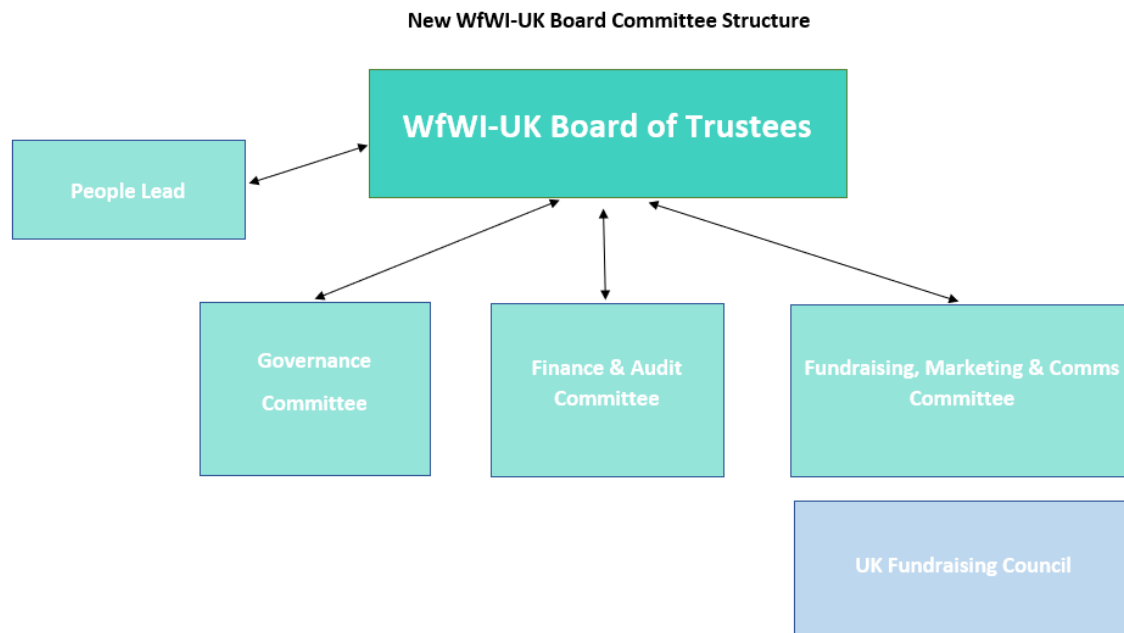
Name	Date of appointment or retirement
Sally Baden	Resigned March 2024
Alex Duncan	Resigned August 2024
Jan Rock Zubrow	Resigned April 2024
Tony Gambino	Appointed December 2015
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023
Neha Kagal	Appointed October 2024
Dominique Conteh	Appointed October 2024
Francesca D'Arcy	Appointed October 2024

Board Committees

Subsequent to the committee structure review in 2023, the Board agreed on the following sub-committees and entities:

- The Governance Committee
- The Finance and Audit Committee
- The Fundraising, Marketing and Communications Committee
- People Lead

Other working groups may be appointed for specific events, projects or tasks.



Ambassadors

Our Ambassadors promote the work of the charity, and their support is greatly appreciated.

Gillian Anderson
Juliet Aubrey
MyAnna Buring
Tom Burke
Elizabeth Debicki
Alex Eagle
Mick Élysée
Tina Daheley
Azita Ghanizada
Jasmine Hemsley
Mary Katrantzou
Basma Khalifa
Cherie Lunghi
Clarrisa Ward
Lake Bell

Thomasina Miers
Savannah Miller
Dame Helen Mirren
Arizona Muse
Charlotte Olympia Dellal
Zara Martin
Niomi Smart
Philomena Kwao
Nadja Swarovski
Alice Temperley
Charlotte Tilbury
Sophie Turner
Monica Vinader
Waad al-Kateab

Our Management

Trustees have delegated the day-to-day running of Women for Women International (UK) to an Executive Team, in 2024 this was our two co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operated with a co-leadership model, holding distinct roles: Managing Director – Fundraising, Partnerships and Communications and Managing Director – Finance,

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Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International (UK) and as such are, along with our Trustees, our Key Management Personnel as defined by the SORP. No Trustees are remunerated.

In 2024, they continued to lead Women for Women International (UK) together with the support of the Senior Manager's Group (being our Heads of Finance, People and Culture, Corporate Partnerships, Events and Philanthropy, Communications, and Marketing) and all our staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size.

We are grateful to our co-Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2024.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International (UK) continues to manage, along with the relevant risk mitigation strategies, are:

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the wars in Ukraine and the Middle East, Brexit and other significant events continue to unfold.

With the announcement of significant cuts to the UK aid budget in early 2025, we recognise that the ability of Women for Women International (UK) to grow its impact for women affected by conflict could be dampened. We have already been informed that our vital work in Iraq will be impacted with

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£1 million being cut from our £5 million project and we know that overseas aid funding will become harder to secure going forward too.

In 2024, we directed our attentions to finding new sources of income to support and scale our work. We secured a number of new donors in the year including Poetry Fashion, Rachel Jackson Jewellery, and Felix Capital.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these challenging times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the heart of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & Leadership Diversity and Inclusive Culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making informed by limited perspectives. In addition, a lack of diversity or an exclusionary culture will always result in lower staff engagement and higher staff turnover.

In 2021 we established a Senior Managers Group made up of our 'Heads of' teams who each report to one of our co-Managing Directors. This wider group meets fortnightly, including once per month with the Executive Team and brings a depth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International (UK).

At the Board level, we were successful in appointing three new trustees to the Board at the end of 2024. This has enabled us to broaden the perspectives of the Board and better inform decision making.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff Capacity, Staff Turnover & Staff Well-being

As a values-driven organisation whose success depends wholly on our people, it is essential that we meet not only our duty of care to our staff but also their expectations of us as their employer.

We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances. We have embraced a hybrid working model that allows staff to create an office to home working ratio that meets their needs and works for their life, while also encouraging all staff to adopt flexible hours to create greater harmony between their work and life outside of work.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2024, delivering a strong staff development programme was difficult due to budget constraints and we know from feedback from staff that this has impacted staff morale. In 2025, we will double our per head staff development budget to ensure that staff are able to learn and grow in their role and know that the organisation values their contribution and cares about their development.

Operating in Conflict-Affected Countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money; improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International (UK) staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well as towards fellow employees. This is renewed and reaffirmed regularly and continuously monitored as part of our performance management system.

The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International (UK) staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have

a whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world. In 2023 we introduced our Safe Spaces Policy which sets out that a safe space is a space in which people are protected from any kind or level of abuse. It confirms that Women for Women International (UK) staff are committed to prioritising the safety of event guests and staff and that harassment and inappropriate behaviour of event guests, panellists, staff or volunteers at Women for Women International events will not be tolerated.

During 2024 the safeguarding team focused on improving our reporting and investigations capacities. From a policy level, we updated the Global Whistleblowing Policy to better align it with our 2022 update of our Global Safeguarding Policy. The objective has been to improve staff, participant and community member confidence in reporting any safeguarding or other concern, providing a more streamlined process to respond ethically, professionally and always maintain our confidential, survivor-centred approach. We have also brought on board a Global Risk & Compliance Manager (GRCM), reporting to the Director safeguarding and Security, who will be ensuring all our offices are fulfilling their safeguarding responsibilities during her country audit processes. Our new GRCM and our International People, Capability & Culture Manager have now completed an aid-sector focused investigations course, which is primarily focused on safeguarding.

We had one safeguarding complaint in 2024, related to a conference held in Rwanda and attended by both local and a diverse cross section of international staff. The case was successfully investigated and appropriate actions taken to address the inappropriate behaviour of the male staff member involved. Moving forward, we have committed to another global safeguarding team workshop in 2025 as well as development of an investigations manual, led by the Director Safeguarding and Security and our newly qualified safeguarding investigators.

Equity, Diversity, Inclusion and Belonging

Diversity and inclusion have been a priority for Women for Women International (UK) for some time and we continue to strive to reach our ambitions in this area and have more work to do.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional. Within our own organisation, we know that our understanding and perception of power must also be nuanced and intersectional and this must inform our day-to-day practices.

In 2022, Women for Women International appointed a new Director of Global People, Capability and Culture based in Nairobi and in 2024 we continued to work closely with her and all of our colleagues within the Women for Women International movement globally to accelerate our progress in this area.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one person at a time – and that includes investing in the power of the people within our own organisation.

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

With this in mind, we made space for and encouraged all our staff to attend 2024's #Uncharitable conference: [Uncharitable Festival 2024 — JMB Consulting](#). Feedback from all staff in attendance was incredibly positive and they expressed their gratitude to the team at JMB Consulting for providing this powerful platform for these vital conversations and creating space for deep, transformational learning.

All our staff also attended internal training on Fostering a Respectful Work Culture at the end of 2024. This training covered our Code of Conduct and allowed staff the opportunity to discuss how to respond to various ethical dilemmas.

Thank You to

Our donors and partners

A&O Shearman	Slip
Charlotte Tilbury Beauty	Revolut
The Jimmy Choo Foundation	The Al Swaidi Family
ME+EM	The Anglo-American Charity Limited
Mint Velvet	Diana Saghi Kawkabani
Monica Vinader	The Medlock Family
The Ned London	Nadjia Yousif & Andrew Browning
111SKIN	Selfridges
Lina Stores	Women on a Mission
The Bicester Collection	

Our grantors

Mclain Foundation

The Swedish Postcode Foundation

Postcode Justice Trust

Vitol Foundation

L'Oreal Fund for Women

De Rigo Vision S.p.A.

Julius Baer Foundation

Foreign, Commonwealth and Development Office

Our volunteer fundraisers

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors and all of our volunteer fundraisers throughout the year!

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Subsidiary Undertaking

Women for Women International (UK) has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of Women for Women International Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over Women for Women International Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2024 the trading company generated a profit of £12 (2023: profit of £145). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

Women for Women International (UK)

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- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 24th June 2025 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'C Patel', written in a cursive style.

Dr Champa Patel, Chair of the UK Board of Trustees

Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law , for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law , has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report . We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 34, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities 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 ISAs (UK) 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the organisation through discussions with management, and from our knowledge of the broader sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the organisation and determined that the most significant are the Companies Act 2006 and the Charities SORP 2019 alongside employment legislation; and
- we understood how the organisation is complying with those legal and regulatory frameworks by making enquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- performed analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' and appropriate sub-committee meetings;;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and

Women for Women International (UK)

Trustees' Annual Report for the year ended 31 December 2024

- reviewing any available and relevant correspondence with regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 26 June 2025

		2024 Restricted	2024 Unrestricted	2024 Total	2023 Restricted	2023 Unrestricted	2023 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	54	1,834	1,888	86	1,218	1,304
. Grants	2	2,558	5	2,563	1,959	91	2,050
Other trading activities:							
. Events		-	377	377	-	354	354
Income from investments:		-	22	22	-	15	15
Total income		2,612	2,238	4,850	2,045	1,678	3,723
EXPENDITURE on:							
Raising funds	4	-	1,207	1,207	-	1,123	1,123
Costs of charitable activities		-	-				
Policy & Outreach		-	151	151	-	154	154
Overseas Programmes		2,410	685	3,095	2,180	717	2,897
Total expenditure		2,410	2,043	4,453	2,180	1,994	4,174
Net income/(expenditure) for the year		202	195	397	(135)	(316)	(451)
Net movement in funds		202	195	397	(135)	(316)	(451)
Funds at beginning of year		106	466	572	241	782	1,023
Funds at end of year		308	661	969	106	466	572

Women for Women International (UK)
Balance Sheet as at 31 December 2024

		2024	2023
	Note	£000	£000
Fixed assets			
Tangible fixed assets	7	10	14
Current assets			
Debtors	9	518	305
Cash at bank and in hand		873	887
Short term deposits		223	217
		<u>1,614</u>	<u>1,409</u>
Creditors: amounts due within 1 year	10	<u>655</u>	<u>851</u>
Net current assets		<u>959</u>	<u>558</u>
Net assets	11	<u>969</u>	<u>572</u>
Funds	11		
<i>Income funds</i>			
Restricted funds		308	106
Unrestricted funds			
General funds		<u>661</u>	<u>466</u>
Total funds		<u>969</u>	<u>572</u>

Notes on pages 43-51 form part of these accounts.

Approved by the Trustees of Women for Women International (UK) on 24 June 2025, Company Registration No. 05650155 (United Kingdom) and Charity Registration No.1115109 (England and Wales) and signed on their behalf by:



Dr Champa Patel

Chair of Board of Trustees

Women for Women International (UK)
Statement of Cashflows to 31 December 2024

	2024 £000	2023 £000
Cash flows from operating activities:		
Net income for the year	397	(451)
Investment Income	(22)	(15)
Depreciation of fixed assets	9	8
(Increase) Decrease in debtors	(213)	326
(Decrease) in creditors	(196)	(49)
Net cash used in operating activities	(25)	(181)
Cash flows from investing activities:		
Payments to acquire fixed assets	(5)	(7)
Investment Income	22	15
Net cash used in investing activities	17	(7)
Change in cash and cash equivalents in the year	(8)	(173)
Cash and cash equivalents at 1 January 2024	1,104	1,277
Balance at end of year	1,096	1,104

Analysis of change in net debt	At 1 Jan 2024 £000	Movement in year £000	At 31 Dec 2024 £000
Cash in hand	887	(14)	873
Notice deposits (less than 3 months)	217	6	223
Total	1,104	(8)	1,096

1. Accounting policies		
a) These accounts have been prepared for the year to 31 December 2024. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.		
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk facing the organisation as a result of the ongoing economic situation in the UK, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2024, and more summarised forecasts for 2025 and 2026. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure. At year end 2024 we are holding free reserves of 3 months which is below our 4-6 month reserves policy target. UK government aid cuts will only affect one of our restricted projects and plans are in place to adjust for this in 2025.		
The charity constitutes a public benefit entity as defined by FRS 102.		
b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:		
• Allocation of support costs to areas of the charity's operations.		
c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.		
When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.		
d) Income derived from events is recognised as earned.		
e) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.		
Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.		
Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.		
f) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.		
g) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.		
Overseas programmes	70%	(2023 – 69%)
Policy and outreach	3%	(2023 – 4%)
Cost of raising funds	27%	(2023 – 27%)
Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.		
Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises and a memorandum of understanding is established.		

1. Accounting policies (continued)

In some cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including in person 2024 Car Boot Sale.

Support and governance costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

h) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Equipment 33%
- Furniture and fittings 20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

i) Trading subsidiary, the financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

j) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

k) Cash at bank and in hand represents such accounts and instruments that are available on demand. Deposits represent monies held that have a maturity of less than 3 months..

l) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

m) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

n) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

o) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

p) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

q) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2024	2024	2024	2023	2023	2023
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£000	£000	£000	£000	£000	£000
<i>Donations and Gift Aid</i>						
Donations and Legacies from individuals and corporations	49	1,336	1,385	79	708	787
Sponsorship Income	3	424	427	3	425	428
Gift aid	2	74	76	4	85	89
	54	1,834	1,888	86	1,218	1,304
<i>Grants receivables</i>						
<i>Governments</i>						
Saferworld CSSF	636	-	636	416	-	416
Foreign, Commonwealth & Development Office - UKISF Iraq	316	-	316	-	-	-
<i>Trusts, Foundations and Corporates</i>						
Players of the People's Postcode Lottery	1,100	-	1,100	1,000	-	1,000
De Rigo Vision S.p.A.	25	-	25	44	-	44
Allen and Overy Shearman	250	-	250	-	-	-
Fresh Leaf Charitable Foundation	-	-	-	20	-	20
PRISM THE GIFT FUND / Choose Love	-	-	-	29	-	29
Joseph Rowntree Charitable Trust - GAPS	-	-	-	-	-	-
Other Trusts and Foundations	221	5	226	349	85	434
Grants from Major Donors	10	-	10	101	6	107
	2,558	5	2,563	1,959	91	2,050
Total Income	2,612	1,839	4,451	2,045	1,309	3,354

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2024 was £48,980 (2023: £16,145). Of this amount, £1,165 (2023: £10,194) relates to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge. The remaining £47,815 relates to essential support the charity would have had to have paid for if not offered pro-bono. This is included in the above note 2, within donations and legacies from individuals and corporations.

4. 2024 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2024 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	771	130	42	303	51	1,297
Overseas Programmes funding	-	-	2,655	-	-	2,655
Premises and other office costs	45	-	-	143	-	188
Marketing and events	160	-	-	-	-	160
Consultancy and other professional costs	54	-	5	70	-	129
Travel and other staff costs	5	-	-	13	-	18
Grants to other organisations	-	-	6	-	-	6
	1,035	130	2,708	529	51	4,453
Support costs allocated to grants management	-	-	(53)	53	-	-
	1,035	130	2,655	582	51	4,453
Support costs	172	21	440	(582)	(51)	-
Total	1,207	151	3,095	-	-	4,453

2023 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2023 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	679	131	21	263	44	1,138
Overseas Programmes funding	-	-	2,496	-	-	2,496
Premises and other office costs	29	-	-	152	-	181
Marketing and events	186	-	-	-	-	186
Consultancy and other professional costs	50	-	-	37	-	87
Travel and other staff costs	13	-	-	73	-	86
	957	131	2,517	525	44	4,174
Support costs allocated to grants management	-	-	(49)	49	-	-
	957	131	2,468	574	44	4,174
Support costs	166	23	429	(574)	(44)	-
Total	1,123	154	2,897	-	-	4,174

5. Net incoming resources for the year

This is stated after charging:

	2024 £000	2023 £000
Depreciation	9	8
Auditor's remuneration		
- Statutory audit	17	16
- Non-audit services	5	5
Operating lease rentals: property	35	29
Operating lease rentals: equipment	-	3

6. Staff costs and numbers

Staff costs were as follows:

	2024 £000	2023 £000
Salaries and wages	1,117	977
Social security costs	121	108
Pension costs	59	53
Redundancy / severance payments	-	-
	1,297	1,138

Key management personnel during the year were our two co-Managing Directors. In the prior year, key management personnel included the

	2024 £000	2023 £000
Salaries and wages	181	176
Social security costs	22	21
Pension costs	13	12
Redundancy / severance payments	-	-
	216	209

The number of employees who earned more than £60,000 during the year were as follows:

	2024 No.	2023 No.
£60,001 - £70,000	2	2
£70,001 - £80,000	1	-
£81,000 - £90,000	1	2
£120,001 - £130,000	1	-

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2024 No.	2023 No.
Cost of generating funds	14.4	13.4
Charitable activities	2.4	2.6
Support costs	6.5	6.1
	23.3	22.1

No trustee received any remuneration in respect of their services as a trustee during the year (2023: £nil)

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2024	7	71	78
Additions in year	-	5	5
At 31 December 2024	7	76	83
Depreciation			
At 1 January 2024	7	57	64
Charge for the year	-	9	9
At 31 December 2024	7	66	73
Net book value at 1 January 2024	-	14	14
Net book value at 31 December 2024	-	10	10

8. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2024 the trading company generated a profit of £12 on turnover of £552 (2023: Profit of £145 on turnover of £625). The aggregate reserves of the company at 31 December 2024 and 31 December 2023 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 82 Tanner Street, London SE1 3GN.

9. Debtors

	2024 £000	2023 £000
Grants Receivable	301	36
Accrued Income	157	221
Prepayments and rental deposit	26	21
Other Debtors	19	12
Due from trading subsidiary		
- profit for the year (note 8)	-	-
- other amounts due	15	15
	518	305

10. Creditors: amounts due within 1 year

	2024	2023
	£000	£000
Trade creditors	13	20
Commitments to overseas programmes	531	742
Taxation and social security	50	51
Accruals	46	38
Pension creditor	15	-
	655	851

11. Analysis of net assets between funds

	Restricted funds	General funds	2024 Total funds	2023 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	10	10	14
Net current assets	308	651	959	558
Net assets at 31 December 2024	308	661	969	572

12. Movements in funds

2024	1 January 2024 £000	Incoming resources £000	Outgoing resources £000	Transfers £000	31 December 2024 £000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	(2)	636	(636)	2	-
Players of the People's Postcode Lottery	1	1,100	(1,094)	-	7
Swedish Postcode Foundation	17	(7)	(10)	-	-
Multi COs	57	-	(55)	-	2
FCDO UKISF	-	316	(49)	-	267
Grants & donations with geographical restrictions					
Afghanistan	29	32	(45)	8	24
DRC	-	25	(25)	-	-
Nigeria	(2)	45	(45)	2	-
Rwanda	2	310	(310)	-	2
South Sudan	4	2	(5)	-	1
Palestine	-	80	(75)	-	5
Iraq	-	73	(73)	-	-
Total restricted funds	106	2,612	(2,422)	12	308
Unrestricted funds:					
General funds	466	2,238	(2,031)	(12)	661
Total unrestricted funds	466	2,238	(2,031)	(12)	661
Total funds	572	4,850	(4,453)	-	969
2023					
	1 January 2023 £000	Incoming resources £000	Outgoing resources £000	Transfers £000	31 December 2023 £000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	2	417	(421)	-	(2)
Players of the People's Postcode Lottery	-	1,000	(999)	-	1
Swedish Postcode Foundation	95	-	(78)	-	17
Multi COs	-	60	(3)	-	57
Grants & donations with geographical restrictions					
Afghanistan	-	102	(73)	-	29
DRC	-	29	(29)	-	-
KRI	-	10	(10)	-	-
Nigeria	12	75	(89)	-	(2)
Rwanda	132	34	(164)	-	2
South Sudan	-	4	-	-	4
Syria	-	68	(68)	-	-
Iraq	-	50	(50)	-	-
Sahel	-	196	(196)	-	-
Total restricted funds	241	2,045	(2,180)	-	106
Unrestricted funds:					
Programme development	-	-	-	-	-
General funds	782	1,678	(1,994)	-	466
Total unrestricted funds	782	1,678	(1,994)	-	466
Total funds	1,023	3,723	(4,174)	-	572

13. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2024 £000	2023 £000
Property - less than 1 year	10	8
Other- less than 1 year	-	2
Other - 1 year to 5 years	-	-
	<u>10</u>	<u>10</u>

14. Related parties

Women for Women International (US) ("**WfWI**") is the sole member of Women for Women International (UK) ("**WfWI-UK**").

During the year:

- WfWI collected donation income of £15,239 (2023: £91,137) on behalf of WfWI-UK;
- WfWI charged programme costs of £2,654,689 (2023: £2,179,978) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £47,673 (2023: £32,063) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £807,200 (2023: £841,137) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £530,925 (2023: £742,264) (see Note 12).

Champa Patel, Paula Gay and Leyla Hussein are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £11,412 (2023: £16,693).

Expenses of nil (2023: £81) relating to the Trustees were incurred during the year.

Appendix

Additional Information

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

In 2024, we aimed to achieve the following:

- **Strengthening the Stronger Women Stronger Nations (SWSN) programme** and **increasing our impact** on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.
- **Supporting our Country Power Process**, strengthening the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

SWSN Programme Context

Through our tested and transformative 12-month Stronger Women, Stronger Nations (SWSN) programme, we equip individual women living with the daily realities of poverty and violence with skills, knowledge and resources to build livelihoods and savings, awareness of their rights, family well-being, and support networks. In 2024, the women we serve continued to face challenges from growing restrictions on women in Afghanistan, the rolling back of women's rights in Iraq, continued conflict in Palestine, insecurity in Eastern DRC, soaring inflation in Nigeria, and climate disasters in South Sudan to name but a few.

Impact at Scale

In 2024, WfWI served or reached women across **17 countries**. **More than 26,635 women and girls were served directly through our SWSN programme** in 2024 (including through Sister Organisations and partners implementing SWSN). Women were served through the SWSN programme in new locations in Nigeria and Iraq, and for the first time girls aged 16-17 were also served in Iraq and Nigeria with the tailored adolescent-girls SWSN programme. In 2024 our partnership work continued to grow and **a further 25,377 women were reached** through targeted interventions via partners.



Photo: Women in Beban, Iraq, in their sewing vocational training as part of SWSN

As part of our Conflict Response Fund (CRF), WfWI partnered with organisations working across seven countries. We renewed our partnerships with several organizations to continue supporting women in crisis-affected regions:

- **Women Now for Development** – to provide support through flexible core funding to our partner as they go through a period of organizational transformation and change, as they continue to learn and adapt from the effects of the 2023 earthquake, and from the impact that the fall of the Asaad Regime in December 2024 has had on their operations and programming.
- **Center for Social Integrity** – to enhance literacy and promote the meaningful participation of women, adolescent girls, and their male relatives, in Myanmar and Rohingya refugee camps in Bangladesh.
- **Andreev Family Foundation** – to provide holistic support to women in Ukraine who have been affected by the war, including through psychological support, medical treatment and crisis psychological support through an emergency hotline.
- **Sudanese Organisation for Research and Development, Zenab for Women Development Organisation and Sudan Family Planning Association** – to improve the physical and psychological well-being of women in Sudan, through counselling and the provision of sexual and reproductive health services. In addition, emergency food and dignity kits were distributed to both IDP and host community households.
- Three partners in Mali: Association Munyu des Femmes, Association D'appui d'Eveil Pugsada, Association pour la Promotion Feminine de Gaoua, as well as three partners in Burkina Faso: Femmes et Developement, Association Malienne pour le Suivi et l'Orientatiion des Pratiques Trditionnelles, Yam Gitibolo Tumo - successfully completed their grants in 2024. **Together these partners reached 2,850 women in Mali and 2,477 in Burkina Faso** through a range of activities focused broadly on increasing food security, access to protection services and support with income generation for vulnerable and displaced women.

Working in **partnerships is a growing aspect of our work**; leaning into identifying more programmatic partnerships at every level can help us to enable more of Aziza's needs to be met than we can provide

directly, ultimately amplifying our impact on a larger scale. Towards the end of 2024, we launched two new grants. **In Afghanistan**, funding from The Swedish International Development Cooperation Agency received at the end of year, **will provide flexible funding and strategic capacity-building** for 10 women-led organizations in 2025. **In Iraq**, funding from the Foreign Commonwealth and Development Office, UK Integrated Security Fund supported **13 grassroots, women-led feminist civil society organizations in 2024** (a total of 36 partners will be supported over the lifetime of the grant), helping to advance women's rights, promote gender equality, and strengthen women's participation in decision-making at local and national levels for more inclusive peace and security. In Nigeria, **our partner RISD expanded its delivery of our licensed SWSN programme by enrolling 600 new women in 2024**, with continued support from WfWI-Nigeria. Additionally in Nigeria, **SWSN graduates initiated structured, formal sessions to pass on their knowledge** to other women in their communities and neighbouring areas. This graduate-led effort reached 475 women in remote, high-conflict regions where WfWI-Nigeria could not conduct trainings directly.

The Palestine country office continues to go from strength to strength. The official registration as a local NGO was completed in early 2024 and the office grew into a team of three people (Country Director, Finance and Administration Officer, and Programs and Partnerships Coordinator) with a permanent physical office space. In 2024, **the team worked on 16 grant or subgrant agreements with six partners**.

Our Sister Organisations Kosova–Women 4 Women, Žene za Žene International (Bosnia), and Women for Women Rwanda (WfW-Rwanda), continue to serve women through a variety of activities **including 457 women served through the SWSN programmes in 2024**. We are particularly proud of **WfW-Rwanda** who, in the final year of the three-year Julius Baer Foundation (JBF) grant, **won Project of the Year** against tough competition from other JBF grantees in an online pitch. WfW-Rwanda's Executive Director made a follow up in-person visit to JBF staff in Zurich making great connections and raising an additional c.£40,000 for their graduate female entrepreneurship initiative.

Building an Enabling Environment

In 2024, WfWI, alongside partners and programme participants, worked toward **building an enabling environment for women** by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making. The **"From Asking to Action"** consultation, launched in **September 2024**, engaged **6,500 women across 14 conflict-affected countries** to identify barriers to women's meaningful participation. Findings were presented at key global forums, including the **UN Summit of the Future, Women, Peace, and Security (WPS) Week**, and the **AWID Conference and East African Community (EAC) Forum**, where WfWI advocated for policy changes to promote gender equality and women's leadership.

Alongside global advocacy, WfWI colleagues and participants have actively contributed to legal and policy discussions at national levels. In **Nigeria**, in July 2024, Change Agents in collaboration with Male Champions visited the First Lady's office in Bauchi State to discuss violence against women (VAW). In **South Sudan**, WfWI took part in consultations on the **Commission for Truth, Reconciliation, and Healing Bill**, contributing to survivor-centered policy recommendations. The **16 Days of Activism Campaign** saw Change Agents in **Iraq** organizing awareness sessions on the Personal Status Law, emphasizing its impact on women's rights. In the **DRC**, WfWI collaborated with Change Agents and a media company to produce

a campaign video marking the **30th anniversary of the Beijing Platform for Action**, focusing on how rising conflict increases the risk of violence against women.

Globally, WfWI continued to expand its influence through strategic partnerships. Throughout the year, WfWI coordinated advocacy with the **UK Foreign, Commonwealth & Development Office** to shape policies supporting women's rights organizations in fragile contexts. In the U.S., WfWI worked with **U.S. policymakers** to push for stronger atrocity determinations in Sudan and arms control measures. In **November**, WfWI leadership participated in **Norwegian Afghanistan Week**, engaging in high-level discussions on the current restrictions on women's rights under Taliban rule. In **December**, WfWI was appointed to the **UN Women's Peace and Humanitarian Fund Board**, strengthening its advocacy for feminist funding and policy influence.

Women for Women International's Power Journey

In 2024, **the organisation reaffirmed its commitment to the power journey**. In March 2024, to enhance understanding of the Country Power Process, the Country Power Steering Committee, along with members of the Leadership Team, collaborated to create a visionary **document outlining milestones and sequencing for the Country Power initiative**. This document was presented as an update to orient staff on Country Power during the GSC/SCO all-staff meeting in March 2024. Additionally, **Country Directors compiled a list of proposed Country Power Key Performance Indicators (KPIs)** to help Country Offices (COs) measure progress and to ensure accountability between GSC and Country Offices. Country Directors also **finalized a country compliance checklist** that will provide clear guidance for Country Offices.

In the fourth quarter, the **Country Power Steering Committee focused on collaborating with the Leadership Team to explore ways to "unblock country power."** Among the recommendations, potential changes include enhancing our compensation philosophy and hiring practices, creating clearer definitions of roles and responsibilities within country offices in relation to the GSC, and potential ways to attract the necessary talent for country offices. Additionally, given the complex nature of the Power Journey, there is a recognized need for a strategy to simplify its concepts and to balance support based on each country's specific needs.

The Country Power Steering Committee recognized the need for broader representation and continued to expand its membership by adding Caroline Kent, Managing Director of the Germany office. **Going into 2025, the membership of the Steering Committee has rotated, allowing us to continue benefitting from multiple perspectives and broaden shared accountability.** The core committee will draw in technical or other expertise from staff as needed. A focus of the work during 2024 was ensuring that GSC functional teams understand that Country Power is not a one-size fits all approach, as well as orienting other COs to the baseline assessment process that they will undertake in 2025. This was done for the South Sudan CO in May and Afghanistan CO during an in-person visit by the DCPO in July. The focus in late 2024 was on synthesizing the learning from the Iraq and Nigeria pilots. This led to an ongoing process to simplify the tool in preparation for other COs to proceed in Q2 2025.

Next year, we will focus on:

- **Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve** by being data-driven and applying evidence-based strategies informed by

internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between country offices, as well as with partners.

- **Continuing our Country Power Journey**, through strengthening the capacity in our country offices to lead the work at every level, including finalising the country power baseline assessment process for the remaining four country offices.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plan to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2024:

- **Continuing to support the delivery of the MEP** in country offices with five countries completing a pilot of the new curriculum and **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 498 men with our MEP in 2024. The year also marked the end of piloting the new curriculum and the completion of two important learning and research pieces on the effectiveness of the program – the **WfWI Men's Engagement Learning Paper** and the endline report by **International Center for Research on Women (ICRW)** on the results of a six-year grant looking at the effectiveness of MEP on outcomes for women and men.

After piloting the new MEP curriculum across South Sudan, DRC, Iraq, and Nigeria from 2023 to early 2024, **the pilot phase concluded** with its final implementation in the DRC. A mix of qualitative and quantitative data was used to write **a learning paper which outlined the effects the revised MEP is having on participants, breaks down successes of the curriculum delivery, and makes recommendations for ongoing work on the programme**. The paper reports positive results such as improved collaboration with spouses, increased sharing of health-related information, a better understanding by men of women's rights and freedoms, a reduction of household resources being mishandled and improved financial skills by men, as well as reduced levels of violence. Recommendations made included the need for new content to adapt to the men's needs and context, a refined selection criteria and participant recruitment, more purposeful engagement to move from attitudes to behaviours and further MERL tools adaptations.

The **endline evaluation of the six-year Cartier grant in Rwanda** assessed the impact of the MEP by comparing two groups: a control group, where women completed the SWSN program without their spouses' participation in MEP, and a treatment group, where both women and their spouses participated in the two programmes. ICRW conducted the evaluation, producing a comprehensive endline report based on both **quantitative and qualitative findings**. At the end of 2024, WfWI and WfWI-Rwanda held **five learning sessions** to critically analyse and discuss the results. Insights from these discussions, along with findings from the recent MEP pilot, will inform programme improvements in 2025.

Next year, we have adjusted objective 2 to focus on our complementary programmes that build an enabling environment for women, including MEP and advocacy work, that bolster SWSN outcomes:

Objective 2: Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme

- **Continuing to support the delivery of the MEP** in country offices and any interested partners, as well as **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year, we said we would aim to achieve the following during 2024:

- **Global Policy and Advocacy Retreat in Kigali:** The Global Policy and Advocacy Team hosted a brilliant Global Policy and Advocacy workshop in Kigali in June 2024. This brought together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We came together as a group of around 10 to connect, learn and strategise.
- **Enhancing the additional resources for the Change Agent curriculum:** In 2024 we prioritised an important programme quality review of the Change Agent programme, conducting a full audit of our processes and resources around the programme ahead of adding some new and additional resources. In close coordination with country office colleagues and the global MERL team we have refined the tools for the Change Agent programme including our pre and post-test, registration guidelines, the timeline of the programme and context around motivation and drivers for participating in the programme.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. However, due to the evolution of our Change Agent designed consultation project detailed below (From Asking to Action) and some staffing changes in the Country Offices, these country specific advocacy strategy workshops have been postponed to 2025/6.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. We incorporated aspects of this into our Change Agent audit process and the broader process is ongoing for 2025/6. In 2025, we are excited to be streamlining our processes for tracking our policy and advocacy impact.

From Asking to Action: Ensuring the Voices of Women Affected by Conflict are Actually Heard

In the last annual report, we shared an update on our Change Agent designed consultation project. In September 2024, in the sidelines of the United Nations Summit of the Future taking place in New York, we launched this project, titled: [‘From Asking to Action: A global consultation ensuring the voices of women affected by conflict are heard’](#). ‘From Asking to Action’ is our most ambitious policy and advocacy project of this kind to date and so we’ve included additional information on the consultation

and our plans for dissemination throughout this report as the practice and approach will be embedded into our policy and advocacy work over the next few years (2024-2026).

What is 'From Asking to Action'?

- The UN Summit of the Future kickstarted a series of significant global milestones throughout 2024 and 2025, including the 30th anniversary of the Beijing Declaration and Platform for Action and the 25th anniversary of the Women, Peace, and Security Agenda.
- To ensure that the voices of women affected by conflict are heard during these processes, Women for Women International facilitated a consultation with over **6,500 women** in more than **14 conflict affected countries** through surveys, focus group discussions and workshops – including all 6 of our Country Offices and 8 of the countries where we have engaged through our Conflict Response Fund. **54 partners** were also engaged through either co-designing the consultation, leading on the data collection or participating in key informant interviews.
- To ensure the process was participatory, inclusive and meaningful, we partnered with [Change Agents](#) and women's rights organisation partners to define the consultation's scope and tools – deciding who should we ask, how and where – and conduct the actual data collection. The findings varied from context to context, but across the board, women were clear in their responses: asking is just the first step, and what they want to see next is action.

Highlights from our external engagement and communications around the project in 2024:

- **WfWI panel event in the sidelines of the Summit of the Future:** We hosted a breakfast event in New York, where Paivi Kannisto – Chief of Peace, Security and Resilience at UN Women – gave introductory remarks and commended our efforts to ensure the voices and experiences of women affected by conflict were being brought to the UN. This was followed by a panel discussion between Laurie Adams, Amani Mustafa (Country Director for Palestine), and Grace Dorong Nailo Mayo (from Root of Generations, one of our partners in South Sudan). This was moderated by NBC News Correspondent Zinhle Essamuah who posted this [reel](#) on Instagram to over 16,000 followers. The event was well attended by a variety of stakeholders including government representatives, board members, corporate partners and the media – including ABC News who filmed video interviews with Amani and Laurie for two upcoming segments.
- **UN Office for Partnerships 'We the Women' Campaign Launch:** Laurie spoke on a UN panel of impressive women's rights leaders - alongside Amina Mohammed (UN Deputy Secretary-General), Sara Sabry (Astronaut and CEO of Deep Space Initiative), Ons Jabeur (Professional Tennis Player) and others - where she was able to share more about 'From Asking to Action' and WfWI's work. You can watch a recording on UNTV here: SDG Lounge - [We The Women: Film Screening | UN Web TV](#)
- **BBC Radio 4 Woman's Hour:** UK Managing Director Sara Bowcutt was interviewed, giving a fantastic overview of the project, our call to action for decision-makers and an insight into what is to come over the next year. You can listen here: [Radio 4 Woman's Hour Asking to Action Interview](#). This led to increased policy and advocacy influencing opportunities within the UK civil society spaces in 2024.

- **WPS week event - "From Words to Action: Investing in the Transformative Power of Women's Civil Society at the Forefront of Peacebuilding and Humanitarian Action"**: During UN WPS Week in New York City, Steph and Nisha from the Global Policy and Advocacy Team attended WPS Week with Kavir Mirteekhan (Advocacy Programme Manager, Iraq) and Dorong Grace (Executive Director, Root of Generations - South Sudan, one of our Resourcing Change partners). Kavir and Grace both spoke on a side event that WfWI co-hosted on the occasion of the UN Security Council Open Debate on WPS with the UN Women's Peace and Humanitarian Fund (WPHF) and the Governments of the UK and the Republic of Korea. The event was titled: "From Words to Action: Investing in the Transformative Power of Women's Civil Society at the Forefront of Peacebuilding and Humanitarian Action". Kavir and Grace spoke alongside women civil society leaders from Afghanistan and Sudan in a panel moderated by Mavic Cabrera Balleza (Founder, CEO of the Global Network of Women Peacebuilders - GNWP) with remarks from the new Head of Secretariat of WPHF, Tonni Brodber; the Deputy Director of Gender and Children in Conflict department at the UK FCDO, Sonia Farrey; and the Deputy Permanent Representative of the Mission of the Republic of Korea, Sangjin Kim.

What's next?

These initial launch activities are just the beginning. Now the preliminary findings of the consultation are published on our [microsite](#) - including a global overview and a snapshot for each of the 14 countries – we are working internally to disseminate the findings further. As we continue to build on this analysis, we are excited to work with our colleagues to share these findings back with Change Agents and partners, develop additional resources to support our ongoing advocacy, identify new and exciting opportunities to spotlight this work externally – and much more. You can read more about our approach and process, as well as our findings and recommendations from the consultation, on our dedicated microsite [here](#). You can also watch the impactful video which provides an overview of the project and our findings, and features Amani Mustafa and Poni Abraham (Advocacy and Communication Coordinator, South Sudan) [here](#).

Sexual Violence Research Initiative Forum: Putting Survivors at the Centre & 2025 Global Funding Climate

In October 2024, a group of colleagues made up of those leading the implementation of the Putting the Survivors at the Centre project - Joseph (Jeff) Habamungu and Marie Marthe Munyangi from the DRC, Sunday (Manuela) Cosmos from South Sudan - as well as Annastacia Olembo from the Programme Design and Development Team and Anna Jarrett Rawlence from the Global Policy and Advocacy Team attended [the Sexual Violence Research Initiative \(SVRI\)](#) Forum in Cape Town. The conference was an opportunity to connect with researchers, practitioners and advocates working in solidarity to end gender based violence.

Colleagues were at SVRI to represent findings from WfWI's "Putting Survivors at the Centre" project, a research initiative in partnership with the [Global Women's Institute \(GWI\)](#) and funding from USAID's Bureau for Humanitarian Affairs (BHA). The project's goal is to strengthen the capacity of non-GBV specialist organisations to receive disclosures from GBV survivors, meet survivors basic and immediate needs and facilitate access between GBV survivors and response services in accordance with best practices and local realities. The team hosted a poster session with highlights from the research at the conference, which you can see [here](#). It was a great opportunity to communicate the importance of

integrating a survivor centred approach into referral pathways influencing academics, researchers and programme implementers and made lots of connections with organisations leading similar work.

This project was our only USAID funded project and whilst the funding cuts took place in 2025 we wanted to share a brief update with how we responded to the March 2025 funding cuts given the global impact to our sector:

- **USAID Cuts:** Following the inauguration of the Trump administration, the US government abruptly slashed nearly all foreign aid programmes. This decision means that critical programmes supporting women and girls in conflict-affected countries have been dismantled overnight. This includes our above-mentioned USAID-funded project 'Putting Survivors at the Centre'. In response, the Global Policy and Advocacy team collaborated with the communications and marketing teams to [release a statement](#) with the message that US foreign aid is a lifeline for women and families rebuilding their lives after war.
- **UK Aid Cuts:** In February, UK Prime Minister Keir Starmer announced that the UK would further cut its aid budget to 0.3% of GNI starting from 2027 in order to raise defence spending. This follows 2021 cuts to the aid budget from 0.7% to 0.5%. At WfWI we know the devastating impact that cuts have on the women we work with. We have been coordinating response to the cuts which has included:
 - [A statement on our UK social media channels from UK Managing Director Sara Bowcutt](#). We collaborated with the Global/US/UK Communications and Marketing teams to share campaign actions with our supporters for both the US and the UK – these have included a [‘call your representative’ campaign in the US](#) and a [‘write to your MP’ campaign in the UK](#).

[Kigali Advocacy Workshop June 2024](#)

In the last annual report we shared that we were planning for an internal global policy and advocacy workshop for June 2024. The workshop went ahead with advocacy leads from Iraq, South Sudan, the DRC and Nigeria. As mentioned at the beginning of this report the objective of this workshop was to refresh on key ongoing processes such as the Change Agent audit, to work through challenges for implementing advocacy together and to hold space for discussions on strengthening and cultivating partnerships. The workshop was a huge success as we were able to make progress on finalising changes to our Change Agent audit, our approaches for partnerships and our approaches for ongoing communication as a broader team.

[NISAAM - Integrated Security Fund Iraq Launch](#)

In 2024 we received UK Government-funded flexible to launch Nisaa wa Al Salam ([NISAAM](#)), a flexible resourcing project built on our learnings from the Resourcing Change project. This multi-year funding will support more than 40 grassroots, women-led CSOs and WROs to advance a localised WPS agenda that strengthens women's participation in decision-making at both the local and national levels, promotes women's rights, and ensures the protection and promotion of women's rights throughout 19 governorates in Iraq and the Kurdistan Region of Iraq. The launch event, hosted by WfWI-Iraq, featured opening remarks from the British Embassy in Iraq, our technical partner Gender Action for Peace and Security (GAPS), and representatives from the Women's Rights Organisations (WROs) we are partnering with through the project. With an audience of over 100 attendees, the event aimed to:

- Showcase NISAAM's role in promoting women's rights and gender equality
- Build collaboration between WROs, grassroots organisations, and government stakeholders
- Mobilise support for feminist funding and the Women, Peace, and Security agenda

Next year we will focus on:

- **Continuing to verify and connect with Change Agents and partners on the dissemination of From Asking to Action:** 2025 will be a major year for verifying the findings and continuing to disseminate recommendations from the "From Asking to Action" consultation at major milestone events at the national and international levels.
- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. In addition to these module developments, we will also be rolling out the tools developed as part of the Change Agent audit and confirming these with colleagues across country offices. We will work with an external consultant who previously supported us on the Change Agent illustrations for the participant handbook.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** in 2023 to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our Theory of Change for policy and advocacy. This is budget dependent, but we will continue to invest in strategic regional and national advocacy opportunities.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process. We will also work to strengthen our policy and advocacy impact tracking at national and global levels, we will lead this internally within GPAT tracking back against our impact for 2023 and 2024 before proactively tracking ongoing impact for 2025.
- **The implementation of new transformative partnership projects:** with funding from the UK's Integrated Security Fund (ISF), United Nations Trust Fund (UNTF) and Swedish International Development Cooperation Agency (SIDA) in Iraq, South Sudan and Afghanistan.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year, we said we would aim to achieve the following during 2024:

- **Commission on the Status of Women:** Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We were joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobaniyi.
- **Continuing to expand our regional and national visibility:** With strengthened partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we continued to strengthen our advocacy partnerships with these organisations throughout 2024.
- **Continuing to build our visibility as an evidence-based organisation:** We used our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices and shared these resources in key forums such as the AWID.

- **Continuing to advocate and implement with partners from the Resourcing Change consortium:** With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we continued with regional and global advocacy opportunities with our partners from the consortium.

Our advocacy and engagement at the 68th Conference on the Commission on the Status of Women (CSW) at the United Nations in New York: March 2024

The Listen to Women Project: Understanding the barriers to women's participation and leadership in Iraq and Nigeria

In the last annual report we shared about the implementation of the Swedish Postcode Lottery funded project "[Listen to Women](#)". As part of the project, Women for Women International has developed two new research [reports](#) based on survey and focus group discussion data collected to better understand the opportunities and barriers to women's participation, voice, and leadership in Nigeria and Iraq. This research has been developed in partnership with Baghdad Women's Association (BWA) in Iraq and Women Advocates Research and Documentation Centre (WARDC) in Nigeria.

- Soft Launch at the 68th Commission on the Status of Women (CSW) conference

The final reports were soft launched during CSW in New York on Thursday 14th March at a panel event, co-hosted with UN Women, and the Canadian Mission to the UN with Zainab Gbobaniyi (Advocacy Coordinator in Nigeria) and Kavin Mirteekhan (Program Manager in Iraq) who have played leadership roles, with support from many of their colleagues, in the implementation of the "Listen to Women" project. The findings from this research illustrate how interconnected political, legal, social, and economic barriers create or entrench barriers for women's participation at the household, community, and civic levels. The panellists discussed how women navigate the formal and informal barriers to women's full and meaningful participation, providing context-specific examples of the intersecting challenges and opportunities facing them and the women that they work with.

Key outcomes from this launch event included:

- **Strengthened high-level relationships:** This was an opportunity for us to leverage existing and new partnerships with UN Women and the Canadian Mission to the UN. We have previously coordinated high level roundtables with UN Women so this was a great opportunity to strengthen that relationship with a slightly different audience. The new partnership with the Canadian Mission to the UN will enable new entry points at future global events.
- **Increased visibility and thought leadership:** We had over 50 attendees of the panel event. The room was packed and had a fantastic buzz and was well attended by donors, partners and CSOs who engaged in discussion around how this research is a foundation for much broader conversations for meaningful participation for WROs and women in FCAS.
- **Opportunities for future advocacy:** Both Kavin Mirteekhan and Zainab Gbobaniyi were sought after by the audience after the event which has led to multiple future advocacy opportunities. One of these came UN Women who have offered to support us in coordinating the national level roundtables in Nigeria and Iraq to launch the Listen to Women research in national contexts.

- National dissemination of the Listen to Women reports

As part of the grant deliverables both the Nigeria and Iraq CO have been coordinating national level roundtables to share the findings of the report with key decision makers and partners in their regional

contexts. The Nigeria roundtable took place in early May bringing together Change Agents involved in the research, national level media representatives and decision-makers to discuss the barriers and opportunities for women's participation in Nigeria. This work was featured by the media in Nigeria and can be viewed [here](#) and [here](#). The Iraq roundtable took place in June with global dissemination continuing throughout the year.

Further Opportunities at the 68th Commission on the Status of Women Conference

Whilst the primary objective for being together in New York was to launch the [Listen to Women project](#) and engage global audiences in our national Iraq and Nigeria advocacy, we also took the opportunity to develop new partnerships, increase our visibility and conduct targeted advocacy through bilateral meetings. See our social media coverage of the event [here](#).

- Developing partnerships and increasing our visibility

As CSW brings together a broad network of donors and partners, we co-hosted a reception with our international board member Dr Rima Salah to mark the beginning of CSW 68. We hosted around 60 board members and partners (both existing ones and new ones). This was a great way to reach a new audience of partners and donors, making the most of people being in New York. We framed this under the #SheDares campaign – giving out #SheDares bracelets to attendees. It created energy around the campaign and our work, enabling us to increase our visibility and creating opportunities one on one follow up with some key potential partners and donors.

In addition to the reception, we also coordinated a high level closed briefing on the gendered impact of the crisis in Gaza for the UN Security Council with our advocacy partner in Palestine - the Women's Centre for Legal Aid and Counselling ([WCLAC](#)). We knew that there has been a gap in terms of UN Security Council members hearing directly from Palestinian women, especially since the latest crisis began. We worked closely with WfWI Palestine CD Amani Mustafa and utilised our relationships and connections to propose a collaboration with the NGO Working Group on WPS and approached three supportive UNSC members – Slovenia, Malta and Guyana. This event was originally going to be a civil society event but gained so much traction that it essentially turned into a closed UN Security Council briefing. The UN Security Council members that we had met with on the morning of March 11th went into an open formal meeting of the UN Security Council during the afternoon of the same day. This was to specifically to address the release of a report from the Special Representative on Sexual Violence in Conflict following a visit she had done to Israel and the West Bank. In that meeting, many of the messages that had been shared during the closed morning meeting were repeated and reiterated by member states. For example, the Swiss Ambassador to the UN framed her remarks specifically around the gendered impact of the situation in Gaza. This closed briefing has opened opportunity for follow up and future advocacy with WCLAC who are a key actor on women's rights in Palestine.

- Targeted advocacy through bilateral meetings

In addition to the public engagement, we always aim to organise bilateral meetings so that we can do targeted advocacy to tailor what we are sharing with who we are talking to and explore future opportunities for collaboration. There were quite a few examples of this across the week. This included meeting with the Women Peace, Security and Humanitarian Action ([WPS-HA](#)) Compact and the UK Mission's to the UN. With the WPS-HA compact we mapped out moments for future partnership and were

referenced significantly within their [2024 Monitoring and Accountability report](#) for WPS. With the UK Mission Kavin and Zainab both discussed synergies between their national advocacy implementation and the UK Government's priorities.

Joint Advocacy with Networks and Coalitions

- Contributing to the Gender Action for Peace and Security (GAPS) network's annual report for monitoring the implementation of the WPS agenda

Through the Global Policy and Advocacy Team's role in co-chairing the Gender Action for Peace and Security network's Policy and Advocacy Working Group, we coordinated GAPS's 2023 report that monitors the first year of implementing the UK Government's 5th National Action Plan on Women, Peace and Security. This report - which incorporates four case studies co-created by women's rights organisations (WROs), women human rights activists and GAPS member organisations - considers the progress and learnings for the UK Government to take forward into the proceeding years of NAP implementation, highlighting the WPS focus countries of Afghanistan and Ukraine, and the non-focus countries of Sudan and the Occupied Palestinian Territories. This report builds on previous GAPS publications (including annual shadow reports) which include analysis of, and recommendations for, the UK Government's work on WPS. Read the report [here](#).

- Contributing to a joint briefing on the situation in the DRC with GAPS partners

The Global Policy and Advocacy Team contributed a joint briefing on the situation on the DRC which was coordinated by the Gender Action for Peace and Security (GAPS) network. After consulting with our DRC team and integrating recommendations from Change Agents we set up a brief intervention around the impact to our programme in Shasha and how WROs have been coordinating in response to this crisis. Members of the UK Government's Women Peace and Security team joined the meeting as well as the UK Government team based in Kinshasa and we followed up bilaterally after the session. The other organisations that joined the meeting included Peace Direct, International Alert, Oxfam's Kinshasa based team and Mercy Corps Goma team who covered ongoing regional risks of the conflict and questions around the UK's response to the conflict which has since [significantly escalated](#) across eastern DRC.

- Joining a new network: the Alliance for Peacebuilding

Women for Women International applied in 2023 and was approved in 2024 as new members of the [Alliance for Peacebuilding](#), with a generously waived membership fee for this year. The Alliance for Peacebuilding (AfP) are a "nonprofit and nonpartisan network of 200+ organizations working in 181 countries to prevent and reduce violent conflict and build sustainable peace. AfP cultivates a network to strengthen and advance the peacebuilding field, enabling peacebuilding organizations to achieve greater impact—tackling issues too large for any one organization to address alone." They are based out of Washington DC but have members around the world. Read more at their website [here](#).

While Amani Mustafa (WfWI Palestine Country Director) was visiting Washington DC from Palestine in September, we partnered with the Alliance for Peacebuilding (AfP) to host a closed civil society roundtable to discuss the gendered impacts of the conflict in Gaza and the West Bank. Nisha coordinated the discussion and it was well attended from across AfP's membership, with lots of engagement and excellent questions - a great opportunity to share the preliminary country snapshot findings of "From Asking to Action" and raise our profile in the US as experts on the situation in Palestine.

- African Union Convention with GIMAC

Following the announcement of the development of a proposed African Union Convention on Ending Violence Against Women and Girls, Maryline Njoroge, Global Policy and Advocacy Manager for GPAT, attended the first CSO consultation which was held on 5th September, organised by the Gender is My Agenda Campaign (GIMAC) Network. Participants were briefed on the progress of the draft Convention, and then divided into groups representing the various regions of Africa where they shared their recommendations for a robust and effective Convention.

- Statement on Foreign Secretary RT Hon David Lammy MP's discussion of the term 'genocide' in relation to Palestine and Gaza

We shared concern with civil society organisations in the UK around Foreign Secretary David Lammy's comments regarding the definition of genocide and so coordinated to sign on to a joint [statement](#) drafted by the Gender Action for Peace and Security (GAPS) Network. The statement calls on the Foreign Secretary to reaffirm the Government's commitment to respecting the ICJ's orders and its obligations under the Genocide Convention and the Rome Statute by elaborating on the positive measures it is taking to prevent genocide, including those steps identified in the latest report by the [UN Special Rapporteur for the OPT](#) (paragraph 91). The statement includes 37 signatories comprising of humanitarian agencies, development organisations, human rights-based organisations, legal justice groups, religious-based organisations and global health organisations, many from the GAPS Network.

Continued Advocacy on Meaningful Partnerships with WROS

- International Development Committee enquiry into the FCDO and Civil Societies

In addition to joining closed door advocacy opportunities like the FCDO Listening Session we have also continued to advocate externally to the FCDO on the principles for meaningfully engaging and partnering with WROs. We led a joint submission to the International Development Committee's (IDC) inquiry into partnerships between the FCDO and civil societies with ActionAid UK and Womankind. The submission to the IDC includes an overview of the key challenges and opportunities we see for implementing the FCDO's commitments to partnering with and strengthening civil society as set out in the White Paper for International Development and the International Women and Girls Strategy. It has now been published online as part of the inquiry and can be accessed [here](#).

- CRF partner Sudan Family Planning Association (SFPA) (Dr. Limiaa Ahmed) briefs the UN Security Council

During 2024 we worked closely in partnership with our CRF partner - the Sudan Family Planning Association (SFPA) - to prepare a statement to brief the UN Security Council (UNSC) during its open briefing on the situation in Sudan in June. The statement focused on issues relating to the current crisis, its gendered impacts (including pervasive GBV, CRSV, lack of protection of women's rights), and how civil society organisations – including SFPA – are delivering services on the ground. This opportunity for Dr. Limiaa came about as a result of our membership of the NGO Working Group (NGO WG) on Women Peace and Security, who put out a call to its members for nominations of briefers from national Sudanese NGOs. We personally recommended her, and our nomination was accepted by the Republic of Korea (South Korea) who held the Presidency of the UNSC in June. We've been intentional about deepening our relationships with CRF partners by doing more joint advocacy, so we're really pleased that

we have been able to seize this opportunity for one of our partners doing such important work in the face of a rapidly deteriorating situation.

- The Association for Women's Rights in Development:

The [AWID International Forum](#) was both a global community event and a space of radical personal transformation. A one-of-a-kind convening, the Forum brings together feminist, women's rights, gender justice, LGBTQI+ and allied movements, in all our diversity and humanity, to connect, heal and thrive. The 15th AWID Forum took place in Bangkok, Thailand from December 2nd-5th 2024. Women for Women International proudly collaborated with partners on two events that took place during the Forum:

- **Cultivating a more enabling environment: Strengthening women's resilience in conflict-affected and climate vulnerable communities'** The session built on research developed in 2023 and brought together women civil society leaders and activists to share effective strategies, opportunities challenges and tested solutions to prevent and end environmental degradation and conflict while strengthening the resilience of women and communities living at the intersection of both. We shared about our participation widely on social media widely: <https://www.linkedin.com/feed/update/urn:li:activity:7270052286238781440/>
- **'How We Heal: A Feminist Approach to Art Therapy for Women Living in Conflict'** in collaboration with Beregynia (CRF partner) and Women Now for Development. The session highlighted art therapy as a method of healing for women living in conflict zones. Facilitated by Kateryna from Beregynia with a story telling session from Yamamah from Women Now for Development on the impact of the Syrian earthquake and an intro into our approach at WfWI from Harriet Gimbo (Director, Programme Design and Development). The session was at max capacity and Kateryna did a fantastic job of connecting her context and praxis into a very active art session.

New Report: Afghan Women Excluded from UN Meeting in Doha "Lost in Consultation"

Ahead of the third UN-convened meeting of Special Envoys and Special Representatives on Afghanistan from June 30th - July 1st 2024 in Doha, Qatar ('Doha III'), WfWI collaborated with partners to highlight the significant deficit in the international community's commitment to upholding Afghan women's rights. ["Lost in Consultation"](#) brought concerns from a diverse group of Afghan women to the forefront through consultation with 213 women-led organisations inside Afghanistan from across all 34 provinces. The consultation was conducted during a two-day period of consultation in February ahead of the second UN-convened meeting of Special Envoys and Special Representatives on Afghanistan in Doha, Qatar ("Doha II"). Although we shared a private letter with the UN Under-Secretary-General Rosemary DiCarlo and all Special Envoys at that time to connect the survey inputs to concrete demands for the Doha process, we decided to share this more publicly and develop this report ahead of the 'Doha III' meeting which took place on June 30-July 2nd.

Next year we will focus on:

- **The 25th anniversary of the WPS Agenda - upscaling the dissemination and verification process of findings of "From Asking to Action:** As mentioned under strategic objective 3, we will continue to transform the enabling environment for women's rights with critical recommendations and insights from our global consultation.

- **Responding to the external crisis climate: funding cuts, ongoing conflict, protracted crises:** The first few months of the 2025 have been increasingly unstable for our sector and for women's rights in conflict affected contexts. We have seen huge reductions to global funding for development, including in both the US and the UK. Our Global Policy and Advocacy Team will be sharing and disseminating about the impact of these cuts with our networks, partners, coalitions and global audience as well as collaborating with teams internally to scale up our messaging with major donors on the impact of these interconnected crises to our work.

Continuing to expand our regional and national visibility: Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2025.

Strategic Objective 5: Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events and sponsorships

Last year, we said we would aim to achieve the following during 2024:

- **Raise £2.4M in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024
- **Raise £2.306M in unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support.

Grants

Restricted grants, providing resources for programming, totaled £2,612 million this year, which was above our target income. Our particular thanks go to players of People's Postcode Lottery for their continued support via Postcode Justice Trust.

Corporate partnerships

Unrestricted income from corporate partnerships in 2024 was £964k (2023: £475k), which is up from last year.

Our Global Charity of the Year Partnership with A&O Shearman continued successfully throughout 2024. Women for Women International and A&O Shearman are partnering between September 2023 – August 2025 to help women survivors of war to rebuild their lives and create lasting change in their communities. In 2024 our partnership raised over £590,000 - which will be invested in supporting displaced women in Iraq and responding to critical conflict situations globally.

For International Women's Day this year, we were proud to have 14 partners take part in our campaign collectively raising £151,680 – highlights included ME&EM sample sale donation of £70,000 and a new partnership formed with Poetry Fashion who continue to support our efforts in 2025.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year. This campaign remains a strong touchpoint for corporate partners in Q4. In 2024 the campaign

saw increased partner participation from 6 current partners (with 3 fundraising for the campaign and 3 involved in communications) in 2023 to 7 in 2024, including 3 current partners and 4 new business - all of which raised a total of £78,646 compared to £36,600 in 2023. That's 145.3% growth which we are very proud of.

Grassroots

In 2024, our community once again showed their generous support with over 1,149 supporters donating to one or more of our campaigns with a combined number of 1,301 donations – that marked a 15.5% increase on the number of gifts in 2023.

Once again, our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine and the West Bank, which through the year received 317 donations, totalling over £16k, including gift aid.

Away from crisis appeals, our matched giving appeal to mark the launch of the new Adolescent Girls Programme, received 105 donations helping to raise more than £4k. We also had success trialling new giving incentives, our John Lennon “Give Peace a Chance” LP raffle raising over £1,000 with over 200 tickets sold. While, our first ever physical Women for Women International calendar was a great success, supporting our end of year fundraising, supporter retention and engagement, plus cold prospect cultivation.

Our #SheDares Squad also welcomed over 20 new members in 2024. From the Hackney Half marathon to hikes, bake sales and drum performances our community came together to help raise over £23k through a variety of fun and imaginative fundraising activities.

Sponsorship and Regular Giving

2024 was a landmark year for sponsorship as we launched the official rebranding under Stand With Her. The rebrand looked to move away from the dated terminology of sponsorship and its inherent power imbalance. As part of the roll out we also introduced a new more accessible giving level with our Stand With Her Classroom supporter tier. We launched the rebrand with all new supporter comms, a new Stand With Her video and for the first time tested Spotify advertising voiced by our Ambassador Helen Mirren, which received over 806k listens globally (459k in UK). Our Back to School campaign in September looked to build on our new Classroom giving tier with our first physical mailing to supporter in several years, which welcomed a dozen new classroom supporters.

During the course of 2024, we were able to match over 1,200 Stand With Her sister supporters with more than 1,500 sisters in our Stronger Women, Stronger Nations programme. At the end 2024 we had 1,227 active Stand With Her sister supporters with the addition of 27 new classroom supporters too. In addition to our Stand With Her supporters, we closed 2024 with 539 regular monthly givers.

We had great success in 2024, with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their partnership for a second year, supporting 120 sisters for clients as part of the Flourish programme, while Jimmy Choo supported 30 sisters for staff.

Events and Philanthropy

Major Donors and Events

In 2024 we raised £652,878 of unrestricted income through events and major donors (2023: £549k), a year-on-year increase of 15.93%.

Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2024 #SheInspiresMe Car Boot Sale raised just over £375,000. We sold 2,012 tickets, raising £29,089 from ticket sales and with press and VIP guests we welcomed over 2,200 guests in total. We had 32 boots, with the Women for Women International Boutique bringing in the most income, raising £42,366. We had 15 pieces of coverage and key titles included The Standard, The Glossary, Because London, WhoWhatWear and GQ.

Our Leadership Circle membership remained stable, with three members renewing at Champion Level (£5,000/year) and two at Supporter Level (£1,000/year). Leadership Circle members attended a number of bespoke cultivation events, including a panel conversation and lunch at Bicester Village, a webinar on our Iraq programme, and an exclusive dinner co-hosted by Selfridges and Alex Eagle.

In June, we hosted a special screening of Women for Women International Ambassador and award-winning director Waad al-Kateab's film *We Dare to Dream* for Leadership Circle members, major donors, Ambassadors, and corporate partners. The screening was followed by a conversation and Q&A with Waad and Wael Al-Farraj, one of the athletes featured in the film, chaired by Women for Women International Ambassador Basma Khalifa.

Communications

We received over 2,046 UK sign-ups to our mailing list through Women's History Month activities including a downloadable Women's History Month calendar, colouring page and events in March. 14 corporate partners also took part globally in the #SheDares campaign. In addition, we ran a global #SheDares Art competition on social media, with 160 entries, helping us increase reach and awareness of our work.

We were also pleased to invite Ambassador Basma Khalifa, Champion Sara Wahedi, and Amani Mustafa, our Afghanistan Country Director for Palestine, to join a panel moderated by Marie Clarke on 7th March. This virtual event brought 582 members of our global community online – with 257 sign ups coming from the UK.

For World Refugee Week we also brought back our #ServingUpSisterhood campaign, celebrating the power of food to bring us together. This was another very successful lead generation activity with our digital cookbook receiving 1,791 downloads.

In 2024, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). We also saw our mailing list grow by 6,000 new subscribers.

Ambassadors

Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve, and we are so grateful for their ongoing support.

In 2024, Dame Helen Mirren supported our work by recording a voice-over, used as part of a Spotify ads campaign, resulting in 806k listens. In partnership with Waad al-Kateab, we hosted an in-person screening of her film, *We Dare to Dream*, with a Q&A moderated by Basma Khalifa. This included an event to mark the first anniversary of the war in Ukraine with Clarissa Ward and a virtual event to celebrate Women's History Month with Basma Khalifa. Finally, our Ambassadors also took to social media to support our campaigns throughout this year, including Helen Mirren, Mick Elysee and Tina Daheley who supported our Women's History Month campaign and Jasmine Hemsley who posted in support of our Serving Up Sisterhood campaign for World Refugee Week.

Next year, we will aim to:

- Raise £3,846k in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st **December 2025**
- Raise £2,560k in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2025
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Strategic Objective 6: Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.

Last year, we said we would aim to achieve the following during 2024:

- Increasing number of people who make a one-off donation by 12% from 868 to 974 raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors.
- Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31st December 2024.
- Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.

- Be data lead and focused by continue to build on our use of tools such as Dataro to more effectively target supporter ask, as well as implementing new tracking and reporting mechanisms to monitor ROI of our comms.
- Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on larger quarterly activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.

1) foundation level of donors that see our work, signing up to our mailing list.

In 2024 we saw our mailing list grow from 23.3k to 29.3k, marking a 25.75% increase. This was supported by some stand out activities such as our Women's History Month calendar and art competition (2,046), Car boot sales early bird promotion (2,131) and the World Refugee Week cookbook (1,791). Additionally, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

2) developing those supporters to take their first *action* to become one-off donors

In 2024 we saw a marked increase in the number of one-off donations. In total we received 1,301 from 1,149 donors during the course of the year, which is a 15.5% increase on 2023. Of the 1,149 donors, 678 (59%) were brand new contacts, while a further 136 (12%) were cultivated existing contacts who were making their first donation in 2024. We have also been developing a new strategy and work with our digital agency through 2024 to optimise our paid ads (Google and Meta) with the objective of increasing one-time gifts.

3) further development and nurturing of those donors to progress their support up to regular giving.

Our focus for this area was the development of Stand With Her through which we targeted reactivating lapsed supporter, upgrading existing regular donors and converting one-time donors to regular, while also producing the new more accessible classroom tier. We also continue to use AI to better target our mailing list based on their propensity to convert from one-off to regular, so to curate their cultivation more efficiently.

KPI 1: Increase the Email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31st December 2024.

Our mailing list grew from 23.3k to 29.3k, marking a 25.75% increase. While on social media we saw growth across all channels in 2024, including; Instagram (10% increase, +6,168), Facebook (+511) and TikTok (+451). Our website saw (Jan-July) an average increase from 2023 of 46.77%

In 2024, we were mentioned in 203 pieces of press, which gained 16.2m estimated views. Titles included BBC Radio 4 Woman's Hour, ABC, Sky News, Metro, Stylist Magazine and Cosmopolitan.

KPI 2: Maintain high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.

Our average email open rate for 2024 was 51.68% - vastly above sector average. This was supported by implementation of a new “unopened” suppression process, removing those contact who had not opened any emails in over 180 days – to target them for winning back. This does effectively reduce our mailing list by approx. 10k but better supports deliverability.

In 2024 we saw a 90% increase in website sessions and organic traffic also increased from 33,460 to 63,206 (89% increase).

Most of our social media channels saw a reduction in engagement through 2024, however our primary channel Instagram saw a 31.7% growth compared to a target of 4%.

Facebook - decrease 94.2%

Twitter - decreased 59.4%

Instagram - increased 31.7%

TikTok - decreased by 35.8%

Next year, we will focus on:

- Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month.
- Increasing our website visits by 20% year on year.
- Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok.
- Achieving 1 influencer engagement per month
- Increasing press mentioned and views by 3% annually.
- Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%.
- Increasing website donation pages sessions, organic traffic by 10%.
- Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% by 31st December 2025. For paid digital adverts, achieve a base CTR of 2.1% per impression.
- Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75.
- Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok.
- Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%.
- Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants.
- Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2023:

- **Running an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- **Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

We have provided a stable platform through effective and efficient financial, and people processes which has allowed our teams to take informed decisions and carefully considered risks to achieve more for the women we serve.

We struggled to deliver Our People Programme in 2024 (the programme that guides comprehensive staff development across various threads) due to budget constraints however, all our staff were able to attend the Uncharitable Festival produced by JMB Consulting which was hugely appreciated. All our staff attended online training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.

We continued to deliver robust risk management throughout 2024, maintaining a comprehensive Risk Register and ensuring we moved forward on necessary actions identified to mitigate these risks.

We continue to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

We reviewed our Board Committee structure to better align this with organisational needs, reducing our committees from four standing committees to two standing committees plus one as-needed committee (Nominations Committee focused on recruiting new trustees when necessary). We appointed a People Focal Point on the Board, removing the need for a People & Culture Committee of the Board.

Next year, we will focus on:

- **Continuing to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.

- **Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey.
- **Continuing to manage risk** as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Women for Women International (UK)

Post-audit management report

Year ended 31 December 2024

The Trustees

Women for Women International (UK)

49-51 East Road

London

N1 6AH

26 June 2025

Post-audit management report for Women for Women International (UK) for the year ended 31 December 2024

This post-audit management report presents the observations and matters which came to our attention during our audit, which are considered to be significant, as required by International Standard on Auditing (UK) 260.

The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements.

We would like to take this opportunity to thank the finance team for their assistance provided during the course of our audit.

Yours faithfully



Catherine Biscoe

for Buzzacott Audit LLP

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Executive summary

Purpose of the external audit

The purpose of this report is to bring to the attention of the Board as those charged with governance the findings from our recent audit of the financial statements of Women for Women International (UK), for the year ended 31 December 2024, for your consideration and to enable you to address matters arising where appropriate. Throughout this report, “you” and “your” refer to the Board. “We” and “our” refer to Buzzacott Audit LLP. We appreciate that you will already be aware of some of the matters contained in this report. However, in accordance with International Standards on Auditing (UK) (ISAs) we are communicating them to you formally.

As auditor, we are responsible for performing the audit in accordance with ISAs (UK), which is directed towards forming and expressing an opinion on the financial statements for the year ended 31 December 2024 that have been prepared by management with the oversight of those charged with governance, and other matters required by legislation.

Our work has been carried out in accordance with our audit planning letter dated 7 March 2025. We summarise our main findings below and provide more detail in the following pages.

In summary, we report that:

- except for immaterial items, we did not identify any misstatements during our audit, that remain unadjusted;
- the key risk areas highlighted during our planning process have been adequately addressed during our audit work;
- our work highlighted no significant deficiencies in the systems operated by the charity; and
- we anticipate issuing an unqualified and unmodified audit opinion on the accounts.

The matters raised in this report have been discussed with Carrie Brownlee and Selina Uddin.

Audit progress

We would like to take this opportunity to thank all those with whom we dealt during the audit for their assistance and co-operation, in particular Carrie Brownlee, Selina Uddin and Murad Niazi.

Auditor's report

We do not propose any modifications to our audit opinion and, therefore, we intend to issue an unqualified opinion in our auditor's report.

The wording of our auditor's report is unchanged from last year.

Accounting and internal controls systems

Our work during the audit included an examination of some of the charity's transactions, procedures and controls with a view to expressing an opinion on the financial statements for the year ended 31 December 2024.

This work was not directed primarily towards discovering weaknesses, other than those that would affect our audit opinion, or towards the detection of fraud. We have included in this report only matters that have come to our attention as a result of our normal audit procedures and consequently our comments should not be regarded as a comprehensive record of all weaknesses that may exist or of all improvements that might be made.

We found no significant deficiencies in the accounting and internal control systems during our audit. However, we have made some recommendations for improvements, which are detailed in the key audit findings section of this report.

Accounting policies, accounting estimates and disclosures

The accounting policies used in preparing the financial statements are unchanged from the previous year.

Our work included a review of the adequacy of disclosures in the financial statements and consideration of the appropriateness of the accounting policies and estimation techniques adopted by the charity. We found the disclosed accounting policies, significant accounting estimates and the overall disclosure and presentation to be appropriate for the charity.

Key audit findings

Annual Report and Financial Statements format

The financial statements have been prepared, as last year, in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP FRS 102).

There are no significant changes to the format of the financial statements this year.

Adjustments made during the audit

A list of the adjustments which have been made to the figures presented to us for audit is attached in Appendix 1. These have all been discussed and agreed with management.

We will obtain written representations from you, as trustees, that you concur with these adjustments.

Unadjusted misstatements

A list of misstatements identified during our audit which remain unadjusted is attached in Appendix 1. The list does not include items which are considered to be clearly trivial. We will obtain written representations from you, as trustees, that these are not to be adjusted, due to their lack of significance to the overall result portrayed by the financial statements.

Materiality

Materiality threshold £87,300

Reporting threshold: £4,850

Materiality refers to the relative significance of a particular matter in the context of the financial statements as a whole. An item would be considered material if its omission or its erroneous inclusion would reasonably influence the decisions of those using the financial statements.

We are required to report corrected audit misstatements, and uncorrected audit misstatements in excess of our reporting threshold which is set at 5% of overall materiality.

Our materiality threshold is based on 2% of income. A lower level of materiality may be selected for specific areas of the financial statements and for some disclosure items e.g. transactions and other financial arrangements with trustees and their connected persons.

When considering the impact of misstatements discovered during the course of our audit and considering the implications for our report of such misstatements, we will refer to this level amongst other things. Whether a misstatement is 'material' or not is ultimately down to the auditor's judgement.

Observations and recommendations on the accounting system and financial reporting function

The table below provides a summary of any observations made concerning weaknesses in the charity’s accounting and internal control systems.

Observations included in the “A” grade (red) banding indicate that, in our opinion, there is a risk of significant financial impact on the charity that must be addressed immediately.

“B” grade (orange) banding recommendations relate to those issues where there is a risk of moderate financial impact on the charity, such as a control failure or the absence of a control in an area of moderate risk. These items should be addressed shortly.

Observations included in the “C” grade (yellow) banding indicates that the matter, although important, does not warrant urgent attention and should be addressed within an agreed timeframe.

Priority	No of points	Relating to
A	1	Salesforce fundraising database
B	-	
C	3	- Review of fixed asset register - Updates to policies and procedures* - Inter-company balances*

*Items marked with an asterisk are observations which were also made and reported in our post-audit report to you last year, but which remain unresolved.

Further details in respect of the observations and recommendations as a result of our audit work are given in Appendix 2.

The matters have all been discussed with Carrie Brownlee and Selina Uddin, who have appropriate management authority and are informed management for independence purposes.

Prior year observations

We are however, pleased to report that the following observations made last year have been satisfactorily dealt with:

Priority	Relating to
B	Declarations of interest format

Key audit areas and outcomes

As part of our audit planning process, we identified those areas where we believe there is a higher probability that a material error may appear in the financial statements. In the pages which follow we have provided a brief summary of the outcome of our audit work in relation to those higher risk areas.

Risk area	Audit observations	Results and conclusion
Income recognition	Risk: There is a risk that timing of revenue recognition is incorrect, that revenue is incomplete, or that revenue is incorrectly identified as either restricted or unrestricted. <i>We have selected a sample of grant projects active in the year and have, for each project, determined the recognition treatment implied by the grant agreement, whether the terms imply income is restricted, and then have compared that expected treatment to the actual applied.</i> <i>For other sources of income such as donation and event income, we have selected an appropriate sample of items from outside the accounting system to supporting documentation and the accounting system.</i>	From our testing of grant income, we noted £636k was recognised in the year for CSSF Saferworld, a grant which support women’s rights organisations in Yemen, South Sudan and Nigeria. Upon reviewing the grant agreement, we noted that the point of recognition occurs when the quarterly claims are submitted to and approved by the funder. These submissions include both narrative and financial reporting. This meets the SORP recognition criteria as at this point there is entitlement to the income where there are no further conditions to be met, as well as it being measurable and receipt probable. Due to a 4-month delay in submitting a claim, five quarterly instalments were recognised within the 2024 financial year. We understand that this delay was due to staff shortages within the finance team at the time. During the year, £463k funding was received from Allen & Overy Shearman. As per the agreement the funds are to be split between a specific project in Iraq and general charitable objectives. A further email from the donor supports this and explains there is no set percentage split. Management have decided to restrict £250k to the Iraq project.

Risk area	Audit observations	Results and conclusion
		During our testing, we identified that not all voluntary income is captured within the Salesforce fundraising database. We have raised a recommendation in Appendix 2 regarding this, as addressing it would enhance donor management and strengthen control processes over donations. From the audit work and sample testing performed we found management's proposed treatment appropriate for income recognition and our review did not indicate any material errors in income recognition, cut-off or completeness.
Management override of controls	Risk: There is an inherent risk in all organisations that management may be in a position to override controls in place to manipulate results or conceal unauthorised or inappropriate transactions. <i>Our audit work in this area included review of authorisation of expenditure, journal entries and accounting estimates.</i>	All expenditure tested as part of our sample was found to have sufficient and expected authorisation within the scheme of delegation. Our review and testing of journals did not reveal any entries that were contrary to our expectations or otherwise lacked reasonable justification. As part of our work on fixed assets, we have reviewed the fixed asset register for any obsolete items. From this review and our discussions with management, we identified approximately £47,000 worth of fully depreciated computer equipment, dating from 2016 to 2019. We have queried this with management, and it is likely that these items have already been disposed of. We have raised this as an unadjusted error within Appendix 1 and included a recommendation for the register to be reviewed within Appendix 2 below.

Risk area	Audit observations	Results and conclusion
Fund accounting	Risk: The Charity holds a large number of restricted funds relating to each of its projects, therefore there is a risk that income or expenditure is incorrectly allocated between the funds. There is also a risk that overheads are not correctly split between the relevant funds and that transfers between funds (if any) will not be in line with restrictions for the given funds. <i>Our sample-based testing of income included in each case consideration as to whether the underlying agreements implied restriction, whether the restriction had been appropriately recognised, and whether the grant agreements allowed for the level of overheads charged to the associated fund.</i> <i>Our testing of expenditure allocation included consideration of whether a sample of staff and other charges were allocated to the correct project fund and were allowable under the terms of their restriction.</i> <i>No transfers out of restricted funds were present this year.</i>	Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Grant expenditure is recognised when the obligation has arisen. For all grants there are MOUs for amounts granted from Women for Women UK to Women for Women USA. We noted from our sample £87k of grants awarded to Women for Women USA in the year for which draft MOUs were not signed. These remain unsigned at the time of writing this report. In each case, we found that restrictions attached to income had been appropriately recognised, overheads charged were allowable under the grant documentation, and project costs were allocated appropriately and were allowable under the terms of each fund.

Risk area	Audit observations	Results and conclusion
Related party transactions	Risk: In all organisations, there is an inherent risk that transactions with related parties could be undertaken on terms that benefit those who control the entity at the expense of other stakeholders or the entity itself or are undertaken on fraudulent terms. There is a risk that related party transactions may not be identified or disclosed adequately in the financial statements. <i>We have obtained declaration of interest forms and have used these as well as prior period knowledge and information obtained through review of Companies House and Charity Commission filings, to compile a list of all parties related to the Charity. This allowed us to then use Computer Assisted Audit Techniques to verify the completeness of the related party disclosure in the accounts.</i>	From audit work performed no issues were found and we are satisfied that the disclosure is materially complete and accurate. We are also pleased to note the prior year recommendation that close family also be included within the declaration of interest form has been actioned and these details have been included for 2024.

Other information

Letter of representation

We enclose the draft letter of representation which we will request the trustees to approve and sign at the same time as the financial statements. This includes acknowledgement of the trustees' responsibility for the design and implementation of internal controls to prevent and detect fraud.

As set out in our planning letter, we understand the following applied to the year ended 31 December 2024.

- Trustees of Women for Women International (UK) exercised effective oversight of management's processes for identifying and responding to the risks of fraud in the charity and a system of internal controls was in place to mitigate these fraud risks.
- The key areas at most risk of fraud at the charity are override of controls relating to the income cycle and payment of unauthorised expenditure.
- Trustees were not aware of any instances of actual or suspected fraud, including misconduct or unethical behaviour related to financial reporting or misappropriation of assets. There was one allegation of fraud in the period, though we understand after investigation by the Charity no fraud was discovered. No further allegations of such irregularities or breaches have come to attention.

- There have not been any out of the ordinary transactions.

If the above information is no longer correct, please contact Catherine or Liz.

Professional ethics

In accordance with our profession's ethical guidance and further to our letter to you dated 7 March 2025 confirming audit planning arrangements there are no further matters to bring to your attention in relation to Integrity, Objectivity and Independence.

Current developments

We have attached summaries of other recent and ongoing developments with this report. The matters included may not all be directly relevant to the charity. However, we are aware that a lot of trustees are involved with more than one organisation, therefore we have included items for general information.

Updates, insights and seminars

As part of our commitment to the charity sector, during the year the Charity Team issues occasional Updates and Insights on matters of relevance to the sector and holds a number of seminars free of charge throughout the year. We would be delighted to welcome representatives of your charity to our seminars or to add trustees and management to our email distribution lists if this would be

welcome. News and Insights are also available on our website at [News and insights \(buzzacott.co.uk\)](https://buzzacott.co.uk/news-and-insights), where there is also an opportunity to sign up to our mailing list should you wish.

This report has been prepared for your private use only. It has been prepared on the understanding that it will not be shared with any third party without our prior written consent and we can therefore assume no responsibility to any other party. Any recommendations contained herein are based on the information you have provided and UK law and judicial and administrative interpretation as of the date of this letter. Should the facts provided to us be incorrect or incomplete, or should they change, our recommendations may be inappropriate. Buzzacott Audit LLP accepts no liability for losses arising from changes in UK law, interpretation or practice or in public policy that are first published after the date of this report.

If you require any further information or assistance, we shall be very pleased to help you.

We would be pleased to receive your comments and reaction to this letter.

Appendix 1: Adjusted and unadjusted misstatements

Audit adjustments

	Description	Statement of financial activities		Balance sheet	
		Debit (£000)	Credit (£000)	Debit (£000)	Credit (£000)
1	DR Forex gains/losses CR Bank <i>Being the Euro bank account initially had an incorrect exchange rate at year-end.</i>	9			9
2	DR Gifts in kind expenditure CR Gifts in kind income <i>Being the omission of gifts and kind from the profit and loss</i>	43	43		

The above adjustments had the effect of **decreasing** the charitable company's surplus by **£8,723**.

Unadjusted misstatements

Differences in judgement

		Statement of financial activities		Balance sheet	
	Description	Debit (£)	Credit (£)	Debit (£)	Credit (£)
1	DR Accumulated depreciation CR Fixed asset cost <i>Being the estimated disposed fixed assets within the fixed asset register</i>			47 (47)	

The above adjustments had **no** effect on the charitable company’s surplus.

Appendix 2: Audit observations and recommendations

	Observation	Implication	Recommendation	Management comment
A	Salesforce fundraising database During our review and testing of income we identified that not all voluntary income is captured within the Salesforce fundraising database.	Fundraising databases are the most effective method for tracking and managing donations. They assist in managing donor information, enhancing communication with donors, and improving fundraising strategies. Additionally, fully utilising the fundraising system can help mitigate risks related to income completeness and errors, ensuring accurate and reliable financial reporting.	We recommend that the Salesforce fundraising database be utilised for all voluntary income streams. Additionally, we also recommend implementing a regular reconciliation process between the fundraising database and the accounting system, perhaps on a monthly basis. This will help ensure that all income is accurately recorded and that any restrictions are appropriately captured within the accounts.	We are currently in the testing phase of our new fundraising database Fundraise-Up. This has already been tested in Germany and has had a positive impact there.
C	Review of fixed asset register During our review of the fixed asset register, we identified approximately £47,000 worth of assets that have likely already been disposed of.	It is important that the fixed asset register is kept up to date to accurately reflect the assets held, ensuring proper disposal of assets and proper management of currently held assets.	We recommend that the fixed asset register be reviewed on a regular basis and updated to remove obsolete or disposed assets.	This is a historic value that has increased over the years. We will make an adjustment in the current year (2025) and review this on a regular basis.

	Observation	Implication	Recommendation	Management comment
C	Policies and procedures When undertaking review of the presence of policies it was noted that a number of these had not been confirmed as reviewed and/or updated for an extended period of time, these include: - Whistle blowing policy (dated 2018) - Procurement policy (2013) - Anti Bribery policy (dated 2014) - Finance Manual (dated 2020) - Cash handling procedures (dated 2012) - Staff expense policy (dated 2015)	Should policies not be subject to cyclical review, there is a risk that they could become out-of-date and not sufficiently respond to the underlying risks in those areas.	It is best practice to review policies and procedures on a cyclical basis depending on the associated risk profile and for the date of the latest and next scheduled review to be detailed within the policy document.	We are in the process of reviewing and updating these methodologically.
C	Inter-company balances As was raised prior year, in addition to gift aid receivable from the subsidiary, an inter-company debtor exists due from the trading subsidiary. This relates to historic invoices paid by the charity on behalf of the subsidiary.	There is a risk that this may be interpreted as an interest free loan between the entities by the HMRC thus attracting fines and or penalties.	We recommend that the charity review HMRC guidance in this area.	This is well noted and will be remedied in the coming year once Selina is set up on the Trading Company bank account online banking system.

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales - Charity number 1115109

Accounts

Company no. 05650155

Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2023

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards, and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we, encourage our people to take risks and make mistakes - this is how we learn, grow and get better, stronger, and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear, and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused, and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Advisers

Bankers

Coutts & Co	Clydesdale Bank
440 Strand	35 Regent Street
London WC2R 0QS	London SW1Y 4ND

Solicitors (pro bono)

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The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2023.

Welcome to Women for Women International (UK): a Message from the Chair

In 2005, Women for Women International (WfWI) established an independently governed UK-registered charity in London, Women for Women International (UK) (WfWI-UK) with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International UK is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries. Over 19 years, Women for Women International (UK) has grown to become an organisation raising around £4 million each year and hosting high-profile events, achieving wide-ranging media coverage, and securing funding from governments, institutions, trusts, foundations and individuals.

This past year has been a challenging year as conflict continues to impact countless lives. From the ongoing conflict in Ukraine, escalating violence in Sudan and the crisis in Gaza, women and children – in particular – continue to be disproportionately impacted by conflict. The UN Secretary General's 2023 report on Women, Peace and Security noted that women are increasingly at risk in conflict and underrepresented in peace processes.

In this context, WfWI's mission is as critical as ever. WfWI continues to work with the most marginalised women living in extreme poverty and are directly affected by violence and conflict. In the tumult of ongoing conflicts around the globe, it's clear that women and children bear the brunt of the suffering. But amidst these trials, WfWI's mission stands firm, casting a beacon of hope for those who need it most. This has been a challenging year with multiple conflicts to navigate but we are proud of what we have been able to achieve with our funders, partners, supporters and staff.

In 2023, WfWI enrolled 16,699 women in the *Stronger Women, Stronger Nations* programme and have cumulatively reached 579,287 women since the programme's inception. WfWI have also reached a cumulative 52,809 men through men's engagement activities since the start of the programme, which is aimed at building a positive environment to support women to achieve their fullest potential. This last year, we expanded the men's engagement programme and began pilots in South Sudan, the Democratic Republic of the Congo (DRC), Iraq and Nigeria.

Women, while facing incredible challenges in the countries in which WfWI works, also show immense courage and resilience. Throughout 2023, we have been working amongst others in Kosovo, Bosnia & Herzegovina, Iraq, Afghanistan, the DRC, Nigeria, Rwanda, South Sudan and Palestine.

In 2023, WfWI has reached 657 women and girls in Palestine in collaboration with local partners, supporting women's access to vocational training, counselling services through support groups for women, community sessions and funding for the only women's shelter in Northern West Bank. Moreover, since October 7th, 2023, WfWI has pivoted to meet women's urgent needs by supporting access to health and medical facilities, clean water, and essential food items in the West Bank and in Gaza.

But WfWI is equally determined to ensure to support women in conflicts not dominating the headlines. The deteriorating situation in South Sudan has impacted thousands and displaced millions. As WfWI's response to the climate crisis is growing, the team has been making adaptations to the Stronger Women, Stronger Nations programme to build climate resilience for the women we serve in South Sudan. These endeavours underscore our commitment to reaching those often overlooked by the headlines, ensuring no woman is left behind.

WfWI's vision extends beyond immediate crises. To ensure WfWI's work is as relevant to the realities of the women we serve and to understand how the effects of climate and environmental change impact women's resilience in fragile and conflict contexts. In addition, at COP28 which took place in Dubai, WfWI launched the latest Policy Brief: [*"Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"*](#) based on talking to 1,000 women across 14 countries, such as Afghanistan, the DRC, Iraq, Myanmar, Syria and Yemen. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods and growing conflict among the many complex challenges they face. WfWI will continue to build an understanding of the linkages between climate and conflict to ensure remaining responsive to the needs of the women we serve.

WfWI's advocacy continues to go from strength to strength. In a particular highlight, in October 2023, five of WfWI's women's rights organisation partners from the Resourcing Change project, and WfWI staff travelled to New York to participate in the UN's Women, Peace and Security week. WfWI's partners shared that they felt like their voices were heard and elevated in discussions across the week. This is a testament to WfWI's whole approach focused on serving – and centring – the women most impacted. This last year the team also joined the [*Women, Peace and Security Humanitarian Action Compact*](#). Through this, WfWI can share its impact and contribute to that evidence base on what works to support women in conflict. At the UK level, we advocated for strong monitoring and learning frameworks and clear funding commitments as part of the UK government's development of its 5th National Action Plan (NAP) on WPS for 2023-2026.

One of the most important roles for Women for Women International (UK) is to raise funds that support the wider organisation to achieve our goals. Fundraising is vital to everything WfWI-UK does and in challenging financial times and inflationary pressures we are deeply grateful to the many individuals, groups and companies who supported Women for Women International (UK) this year. In 2023 WfWI-UK raised £549k of unrestricted income through events and major donors (2022: £433k), a year-on-year increase of 27%. Our flagship live event the #SheInspiresMe Car Boot Sale took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000. In August 2023, we were also delighted to win the Allen & Overy (now A&O Shearman) Global Charity of the Year Partnership securing a 2-year partnership which aims to raise £1m. This is a major achievement for the UK team and we are excited to see the impact this partnership can have.

To our donors, supporters, and partners, we extend our deepest gratitude. Your belief in our cause fuels our determination to continue serving women in conflict, rebuilding lives and communities one step at a time.

As I reflect on my tenure as Chair of the UK Board, I am humbled by the opportunity to lead such an extraordinary team. Together, we've weathered storms and celebrated victories, united in our commitment to making a difference for women survivors of war. I look forward to the journey ahead, knowing that with your support, we can achieve even greater heights.

With gratitude,

A handwritten signature in black ink, appearing to read 'Champa Patel', written in a cursive style.

Dr Champa Patel
Chair, Women for Women International (UK)



From surviving violence in Rwanda to making world famous soccer balls, Grace dares to shoot for her dreams. Photo by: WfWI.

#SheDares

Grace from Rwanda

Amid violence and poverty following the 1994 Genocide Against the Tutsis in Rwanda, Grace dares to build a better life. She is pursuing a business venture in a small Rwandan community, an innovative project to make soccer balls that captured the heart of FIFA's president. Her idea has provided opportunities for the women in her savings group and demonstrates the power of resilience. Grace dares to overcome adversity and create positive change in her community. Read her story [here](#).

2023 Annual Report: #SheDares

Thanks to you, in 2023, Women for Women International celebrated 30 years of our mission supporting women survivors of war and conflict.

In the last three decades, Women for Women International's work has spanned 17 countries, reaching 579,287 women who dare to stand up for their rights — even in the most difficult and dangerous circumstances. And this year alone, together with our partners we've reached over 39,600 women survivors of war together — supporting them to rebuild their lives, families and communities.

Even as conflicts rage across the world, our combined commitment to women and the power of each woman we serve continues to give us strength and hope.

As we present our 2023 Annual Report, we invite you to read about some of these daring women around the world and the remarkable results we were able to achieve in the many countries we serve, including four new ones. We are forever grateful to have you by our side, making all this possible!

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; influence decisions at home & in the community; and connect to networks for support. By utilising skills, knowledge and resources, she is able to create sustainable change for herself, her family and community.

About Women for Women International

We believe women have the power to transform their lives – but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families and their communities.

2023 has been marked by a continued rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 579,287 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independently governed UK-registered charity in London with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International (UK) is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries.

Over 19 years, Women for Women International (UK) has grown to become an organisation raising around £4 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Women for Women International (UK) leads the global organisation's corporate partnership strategy.

Our Aims

Women for Women International works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent the last 30 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

Our aim is to create a world in which all women determine the course of their lives and reach their full potential.



Fleeing Boko Haram, Dada dares to protect her daughter's future. Photo by: WfWI.

Dada from Nigeria

After fleeing Boko Haram, settled with her family in Bauchi city and burdened with loss and trauma, Dada dared to defy the odds and enrolled her two daughters in local schools. She also started a business selling rice to support her family.

Read her story [here](#).

Our Approach

Our Stronger Women, Stronger Nations programme supports the most marginalised women in countries affected by conflict and war, helping them earn and save money, improve their health and well-being, influence decisions in their home and community and connect to networks for support.

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs.

Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman's voice, role and contribution is visible and valued.

Suzan from South Sudan



Despite hardships as a single mother, Suzan dares to defy family pressure to ensure her daughter's education. Photo by: WfWI.

War has taken so much from Suzan – loved ones, financial security, stability – but she has always fought to protect her children. When her daughter became pregnant and faced forced marriage, Suzan dared to defy her family and communal pressures. And now, she helps others dare to do the same.

Read her story [here](#).

Faizah from Iraq

Faizah has always been brave – even aged 13, when her uncles tried to force her into marriage. So, when ISIS attacked her community and warned her not to flee, she harnessed that defiance and dared to find safety. Faizah dreams of a world without war and of peace for her children.

Read her story [here](#).



Pursuing safety for her family amidst conflict, Faizah dares to rebel against ISIS warnings. Photo by: WfWI.

Our Programmes

Stronger Women, Stronger Nations

In 2023, a total of 30,484 women participated in our core 12-month-long programme, Stronger Women, Stronger Nations, in which participants form connections in class, learn how to earn and save money, build businesses, understand their rights, improve their health and influence decisions in their families and communities.

Change Agents

In 2023, 344 Change Agents graduated. In South Sudan, one group of Change Agents who had selected the agricultural track as part of their training decided to mark World Environment Day by planting trees which will be used for agricultural purposes in the local community. Their advocacy message as part of marking this day was “Keep our environment clean and green!”. This is a great example of how grassroots advocacy can be connected to global advocacy moments and used to raise awareness of specific priority issues.



Escaping an abusive marriage, Chisimdi dares to take on child traffickers in Nigeria. Photo by: WFWI.

Chisimdi from Nigeria

Despite years of violence at the hands of her partner, Chisimdi had the strength to raise and provide for her four children. After leaving the relationship behind, she regained her voice and courage. #SheDares to stand up against child trafficking, even boldly standing in front of the village chief to advocate for the rights of women.

Read her story [here](#).

Men's Engagement Programme

In 2023, we reached 1,915 men and worked with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a “training the trainer” approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.

Our Impact

Women for Women International is committed to ensuring the strongest possible impact and value of our programmes. For this reason, we consistently refine our programming according to our monitoring and evaluation data, which monitors our participants' livelihood and economic prospects after joining the Stronger Women, Stronger Nations programme.

When women marginalised by war and conflict realise their power, something incredible happens. We've seen the transformation they create for themselves and their families by enrolling in our Stronger Women, Stronger Nations programme. We know our programmes work because the women we serve tell us they do and because we rigorously evaluate them.



Earnings and savings

69% of women report saving a portion of their earnings by the time they graduate, compared to 17% at enrollment, a more than four-fold increase.



Food security

Globally, 36% fewer women report household food insecurity at graduation compared to enrolment. This is particularly impressive in a year of rising hunger and food insecurity across each of our operating contexts.



Decision-making

84% of women report participating in household financial decisions by graduation, compared to just 40% at the beginning of the program.



Self-efficacy

Women's score on a scale measuring confidence and ability to reach goals increased by 149% from the start of the programme to graduation.

2023 Global Highlights

Alongside Women for Women International and our sister and partner organisations, Women for Women International (UK) contributed to the following achievements in 2023:

Syria:

1,069 women reached

- On February 6th, 2023, a devastating earthquake in Turkey and [Syria](#) claimed the lives of over 11,000 people and left millions without homes. Colleagues at our partner organisation, [Women Now for Development](#), were personally impacted by the disaster. We acted swiftly to assist them and the women in their programmes through the provision of dignity kits to a total of 561 households in Aleppo, Northwest Syria.
- Despite reeling from trauma, the Syrian women enrolled in Women Now for Development's programme decided to resume their training, not long after the earthquake. In July of 2023, the first cohort of 233 women graduated from an eight-month version of our signature Stronger Women, Stronger Nations programme in the Marae'a area of Aleppo. This marks the first time our curriculum has been licensed to a partner organisation, tailored to fit the local context and helping to rebuild lives in Syria.

Sudan:

2,203 women reached

- Civil war in Sudan has forced millions of people to leave their homes and left millions more at risk of starvation. When war broke out in April 2023, we partnered with two organisations – [Zenab Women for Development](#) and [Sudanese Organisation for Research and Development](#) – to provide emergency support to women and girls through the provision of dignity kits, psychological counselling and emergency kits containing both food and other essentials. As alarming reports emerged that rape was being used as a weapon of war in the conflict, we expanded our work to support the [Sudan Family Planning Association](#), who provides sexual and reproductive health services through mobile clinics to women and girls who are internally displaced and psychosocial and medical support to women and girl survivors of violence.

Burkina Faso:

1,137 women targeted

- Since 2015, Burkina Faso has faced a growing security crisis, causing a humanitarian emergency and displacing over two million people. Women and girls are particularly at risk and face many challenges, such as violence, food insecurity, inadequate housing and sanitation and lack of access to income-generating activities.
- Through our work with local partners [Association Munyu des Femmes](#) (Munyu Women's Association), Association pour la Promotion Féminine de Gao and the [Association d'Appui et d'Eveil Pugsada](#), we are providing women with:
 - Business support to grow their income through skills training, raw materials and financial support
 - Food supplies, nutritious local food through community gardens and training on agricultural best practices
 - Psychosocial support
 - Training on how to address violence and ways to strengthen the local referral network of gender-based violence cases

Mali:

770 women targeted

- Mali grapples with a dire humanitarian crisis due to armed conflict, droughts, and political instability, impacting over 20 million people. Poverty, high unemployment rates and gender inequality exacerbated by climate change, disproportionately affect women and girls. Widespread issues such as early and forced marriage, gender-based violence and female genital mutilation persist, hindering women's access to justice and rights awareness.
- Together with our local partners Femmes et Développement (FEDE), Association Malienne pour le Suivi et l'Orientation des Pratiques Traditionnelles (AMSOPT) and Yam Gitibolo Tumo (YA-G-TU), we are providing:
 - Food and dignity kits
 - Vocational training to build their economic resilience

Education on how to address and prevent violence against them and reinforcing referral systems to better support survivors of violence

Poland:

979 women and children reached

- After Russia invaded Ukraine, hundreds of thousands of women and children fled to neighbouring Poland. Through our partnership with Bereginia Women's Association and HumanDoc Foundation, we provide safe spaces for women to gather and connect with each other, as well as economic support, trauma-informed counselling, medical care, and legal support, as well as Polish language courses and vocational skill training.

Ukraine:

3,689 women and children reached

- Through our partnership with DOM48.24 and the Andreev Family Foundation we were able to help women who have been internally displaced to regain their financial independence. We also provide women survivors of sexual violence with psychological first-aid, trauma-informed counselling, medical care, and legal support, and vocational skill training for internally displaced people (IDPs), as well as safe spaces for rehabilitation and for women to gather and connect with each other.

Ethiopia:

80 women reached through follow-on support.

- Through our partner Mums for Mums, 50 of the women survivors of sexual violence who took part in the one-day basic training in business plan development, through our previous grant in 2022, were given \$400 to purchase capital items to start-up their own small businesses to improve their economic self-sufficiency.
- Our partner Agar Ethiopia Charitable Society provided business training and capital support worth \$500 to 30 women survivors of sexual violence in Amhara Region, who were supported through the previous grant with access to safehouse services to start-up their own small businesses.

Afghanistan:

3,635 women served

- In 2023, despite severe restrictions imposed on Afghan women, we were able to enrol 1,750 women in three provinces in Afghanistan and 1,854 women successfully graduated from the Stronger Women, Stronger Nations programme. We're adapting to the new situation and all

newly enrolled women will be receiving cash assistance in 2024 to support their small business endeavours as well as urgent household needs. Additionally, we offer psychosocial support education via psychological first aid training, to help address the heightened mental health needs of women in the programme.

- At the end of 2023, Women for Women International – Afghanistan began emergency response efforts for women impacted by the devastating earthquake in Herat, and in Torkham where thousands of Afghan women, displaced from Pakistan, face an uncertain future. Women for Women International – Afghanistan plans to begin emergency support activities via local partners in both locations starting in early 2024.

DRC:

4,780 women served

- In 2023 and in response to requests by local women, we started a pilot to support women to set up individual or small group (with two or three women) businesses and the provision of a cash grant. The pilot aims to measure the success of these smaller groups when compared to bigger business groups, typically of 15 to 20 women. The cash grant is designed to cover the initial costs of starting the business, with the aim of setting women up for success. The pilot also includes participants receiving mentorship support from successful local businesspeople. So far, the results have been promising, with women showing more engagement and motivation when compared to bigger business groups, and there are promising signs of business success. We will continue to monitor these groups over the coming year to inform our economic empowerment strategy in the DRC.
- The DRC have been piloting Women for Women International's new Men's Engagement Programme (MEP) curriculum in the community of Kaniola, South Kivu, with 164 men. To date this has seen some notable changes in the behaviour of men. Following an initiative by local women to support a disabled member of their group to improve her house, the men in the community enrolled in the MEP, decided to each contribute to repair the walls and house for this woman. It demonstrates men taking action to support vulnerable women and working to support the initiatives of their wives, mothers, sisters and family members.

Iraq:

5,479 women served

- In 2023, we piloted a new approach to the Change Agent training in Iraq to try and engage different types of women in the communities we serve. Typically, the Change Agent programme builds the advocacy and leadership skills of women that have graduated from our 12-month Stronger Women, Stronger Nations (SWSN) programme. However, through this pilot, we also tested the Change Agent programme with women that have not participated in SWSN, referred to as non-graduates. We trained 78 women as Change Agents, including 38 non-graduates through this innovative approach, giving us the opportunity to learn what the different outcomes are for SWSN graduates and non-graduates. Women are working hard to implement their action plans, conducting awareness raising and meetings with key stakeholders to transform unequal social norms and policies that affect women in their communities.
- In June, Women for Women International – Iraq enrolled 200 men into the Men's Engagement Programme (MEP) in Mosul. This is the first cohort in Iraq to be piloting the newly updated MEP curriculum, which has been expanded from three-months to six-months. Through this project 25 men and their spouses – who are simultaneously enrolled in the SWSN programme – will also take part in couples dialogue sessions to support couples to communicate in a healthy way and aim to provide a more enabling environment for women at the household and community level. This will be the first time that couples dialogue sessions have ever been implemented in Iraq.

Myanmar/Bangladesh:

150 women and girls reached

- Our local partner is delivering basic literacy and numeracy skills training, life skills training and vocational training to 90 adolescent girls, 45 in Northern Rakhine State, Myanmar and 45 in Cox's Bazaar, Bangladesh. In addition, 30 refugee women in Bangladesh received vocational and life skills training. Our partner is also delivering, joint classes in life skills and vocational skills to 30 women and 30 men in Myanmar, as a means to shift deeply entrenched views of women's roles and participation.
- Following the devastating cyclone Mocha which ripped through Rakhine State in May 2023, we provided a grant that enabled them to repair three of their classrooms and to rent temporary facilities so they could continue teaching for 60 adolescent girls while the repairs were carried out.

Nigeria:

10,387 women served and 651 additional reached with targeted interventions

- In 2023 Women for Women International – Nigeria expanded to a new location, Cross River State, located in the Niger Delta region in the south bordering Cameroon. There are stark historical, cultural, religious, and political differences between northern Nigeria (where the rest of our programme interventions are located) and southern Nigeria, and particularly the Niger Delta region presents a unique socio-economic context as a petroleum-rich region. Cross River is a primarily agrarian state with 70% of its population living in poverty and has experienced a recent influx of refugees from Cameroon. The first cohort of 265 women in Cross River State graduated from our SWSN programme. Another 900 women were enrolled in Cross River State throughout 2023.
- Our Stronger Women, Stronger Nations curriculum was licensed to Rescue Initiative for Sustainable Development (RISD) in Nigeria who enrolled 600 women into a condensed 6-month version of the programme. In addition to funding for the project, Women for Women International – Nigeria provided ongoing support and guidance to RISD.
- We also piloted a new approach to the Change Agent training to include women that have not participated in the Stronger Women, Stronger Nations programme. A total of 148 women, including 73 non-graduates, were trained under this pilot.

Rwanda:

785 women and girls served

- Our sister organisation, Women for Women Rwanda (WfW-Rwanda) enrolled their first cohort of 75 at-risk teenage girls who are not in school. This is a 10-month programme adapted from our Stronger Women, Stronger Nations programme designed to equip girls aged 16 and 17 with essential life skills and knowledge to nurture their personal growth and economic well-being. The launch of this programme is the culmination of two years of work which focused on understanding the specific needs of adolescent girls, including limited access to quality education and the hindrances posed by early marriages and teenage pregnancies, and the careful creation of safeguarding mechanisms to ensure the safety and effectiveness of the programme.
- The President of Rwanda opened the FIFA congress holding a football made at the Women's Opportunity Centre (WOC), which Bloomberg Philanthropies helped build. The Head of FIFA, Gianni Infantino, bought one of these footballs for \$1,000 helping bring our graduates to the world stage. This year, the WOC celebrated 10 years since opening. It has become a hub for women's entrepreneurship, a space for learning and a resource for the community. The centre now has several business streams – in addition to the footballs - carpet making which takes orders from hotels and popular boutiques in Kigali and tailoring, which receives multiple orders from schools.

These balls, baskets, carpets and other products made by women in the programme are now available [for sale globally online](#).

South Sudan:

4,993 women served

- In South Sudan, 150 men and 150 women are participating for the first time in joint couples' vocational training, focusing on agriculture. The pilot aims to evaluate the effects of the couples' vocational training on women's economic and social outcomes relative to women-only training. In addition to the standard agricultural training, the couples' training has been adapted to educate couples on how to think about gender-sensitive divisions of labour, promote the equitable management of resources, foster gender awareness, and how an agricultural family business operates.
- Across the organisation, our response to the climate crisis is growing and, in South Sudan, the team have been making adaptations to the Stronger Women, Stronger Nations programme to build climate resilience. One group of Change Agents who had selected the agricultural track as part of their training decided to mark World Environment Day by planting trees which will be used for agricultural purposes in the local community. Their advocacy message as part of marking this day was "Keep our environment clean and green!". This is a great example of how grassroots advocacy can be connected to global advocacy moments and used to raise awareness of specific priority issues.

Palestine:

657 women and girls reached

- In the West Bank, we have already been working with six women's rights organisations (Family Defense Society, Sawa – Together Today and Tomorrow, Jerusalem Centre for Women, Women Activities Association, Women Center Shufat Camp, and Askar Women's Centre) since 2022 to support women who face violence, food insecurity and unemployment in an area of prolonged conflict. Support for women has included vocational training, counselling services through support groups for women, community sessions and a toll-free helpline and funding for the only women's shelter in Northern West Bank.
- Since October 7, 2023, with increasing violence, raids, and restrictions on people's movements, women and their families have limited access to health and medical facilities, clean water, and essential food items. So, we've pivoted to meet their urgent needs by supporting five of our partners in the West Bank and in Gaza. We are working with Wefaq Society for Women and Child Care, a local women's organisation that has managed to remain operational, even in this deadly and unstable environment. Through them, we are providing:
 - Hot meals from community kitchen
 - Winter clothes and shoes
 - Blankets and mattresses
 - Hygiene kits and other essential items like menstrual supplies, milk, nappies for babies and food vouchers
 - Hotlines for trauma informed counselling

Bosnia and Herzegovina:

1,027 women reached

- In Bosnia and Herzegovina (BiH), our sister organisation Žene za Žene International (ZzZ) has been working to increase the social and economic opportunities of rural women through their formalised network that is comprised largely of SWSN graduates, known as the Network of

Women's Associations for Rural Development (Rural Women's Network). In 2023, ZzZ reached 1,027 women members of the Rural Women's Network, who are members of 19 women's small business associations spreading across BiH. This year the work included trainings in information and communication technologies skills, strengthening the capacity of the network so it can function as an autonomous organisation, advocacy trainings and implementation of advocacy action plans.

Kosovo:

192 women served and 1,176 reached

- This year our sister organisation in Kosovo, Kosova – Women 4 Women (K-W4W), successfully completed the third and final year of a multi-faceted project reaching over 450 women with the Stronger Women, Stronger Nations programme. Success in this project enabled them to secure substantial follow-on funding for the next three years. K-W4W reached 726 graduates throughout 2023 through various opportunities for graduate networking, including a large year-end event, and organising visits so that more recent graduates can learn from past programme graduates who have been successful in similar technical areas. They also trained 49 Change Agents and have been providing support to them as they advocate for various key issues impacting women in their communities such as increasing access to women's healthcare services in underserved locations, improving access to clean drinking water, and collaborating with local government officials to improve road and transit conditions.

Public Benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objectives and aims.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International (UK) we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We raised £3.7 million in 2023 through a diverse range of fundraising initiatives.

Our fundraising included: activities and campaigns which inspired donations and gifts from individuals, applying for grants, a sponsorship programme which matches women in our programmes with sponsors from around the world, a portfolio of our own special events and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

In 2023, our highly successful #SheInspiresMe Car Boot Sale event raised £280k from 23 booters including the likes of Jimmy Choo, ByRotation, 111 Skin and many more.

In 2023 we celebrated 30 years of Women for Women International's work with women affected by war with a reception held at the Victoria and Albert Museum. The event was attended by more than 150 guests including Ambassadors, donors, trustees and press.

Since its launch in 2021, our community of Power Up Club members continues to grow, as supporters sign-up by committing to a monthly gift of £7 or more per month. At the end of 2023 we had grown our membership to 420 members and held four Power Up Club events, ranging from virtual dance and yoga classes to an empowerment workshop with our Champion Scarlett V Clark. Our most successful event was with Ambassador Clarissa Ward, drawing an audience of 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. As we look ahead to the 2024 launch of the rebranded sponsorship programme under its new name Stand With Her, the Power Up Club will also evolve within the new regular giving structure, removing the minimum monthly gift amount of £7 to encompass all non-Stand With Her regular donors. At the end of 2023 we closed the year with a total of 531 regular donors, who will become our new Power Up Club.

In the UK we closed 2023 with 1,120 sponsors, standing with 1,335 sisters on their journey through our Stronger Women, Stronger Nations programme with a further 4 sisters sponsored through our corporate sponsorship package, with organisations supporting ranging across the fashion, beauty and transport sectors. This number is lower than previous years, reflecting the ongoing impact of the cost of living crisis on small businesses.

In 2023, our community once again showed their generous support with over 950 supporters donating to one or more of our campaigns with a combined number of 1,100 donations. Our crisis appeals focused on our Conflict Response Fund were especially successful. In 2023 we ran four crisis appeals in response to the Sudan and Israel and Palestine war, as well in aid of the Syrian and Afghanistan Earthquake response. Together, these campaigns received 325 donations, raising in over £16,700.

In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. Our 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad, raised over £16,000 - £5,000 more than what was raised in 2022. In addition, we are deeply grateful to the 24 people that helped raise money through their own fundraising events and challenges, covering everything from feminist festivals to quizzes, office bake sales and birthday raffles. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our fundraising team to speak to if they need additional support.

Our successful partnerships with University Raising and Giving (RAG) associations continued in 2023 as we partnered with three societies, including Leeds RAG, Edinburgh ESCA and Durham DUCK. Our RAG partners raised over £4,200 through activities like the Three Peaks Trek Challenge, Meadows Marathon, RAG Week and more!

Our roster of wonderful corporate and brand partners also continued to grow in 2023. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained we also undertake due diligence to ensure our partners share

our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2023 we had 19 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK), from t-shirts to beauty products and jewellery. Not only has this activity raised vital funds but also secured much-needed press and PR coverage to raise more awareness of our work, including in titles such as Gritty Pretty, Harper's Bazaar, Evening Standard and Red.

In August 2023 we were delighted to win the Allen and Overy (now A&O Shearman) Global Charity Partnership securing a 2-year partnership which aims to raise £1m in the coming two years.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. Additionally, we also track any Fundraising Preference Service (FPS) requests. In 2023, we received two complaints and no communication preference requests via the FPS service. This is four fewer complaints than in the previous year. Outside of traditional service delivery complaints, it is worth acknowledging that in 2023 our communications on the Israel and Palestine conflict did spark a marked increase in the volume of negative comments and debate in our social media comment sections, alongside some emails and direct messages. We are committed to ensuring that all our channels remain a safe and inclusive community for our supporters. These comments have been monitored closely and any that feature hate speech, bullying and/or harassment were removed and reported.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Achievements and Performance (Highlights)

Our Intentions for 2023

Last year we said we would focus on a number of priorities against our strategic objectives, including:

SO1	Invest in the social and economic empowerment of marginalised women	- Adapting market analysis and vocational tracks to support women to be resilient in the face of climate change. Going forward we will continue to find ways to showcase how our work intersects between Women, Peace and Security and a changing climate in our advocacy and business development while improving programme delivery to support women's resilience. - Looking at the data and results post roll out of the new Men's Engagement Programme curriculum to assess successes or to provide new learnings that can help us to refine that programme. - Strengthening the Stronger Women, Stronger Nations Programme and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms. - Continuing our work on the Power Journey by implementing the quick wins identified in the process with Nigeria and Iraq, putting another country through the process, and focusing on the roll out of the DPM to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data.
SO2	Work with men to change attitudes	Continuing to support the delivery of the Men's Engagement Programme in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.
SO3	Support marginalised women survivors of conflict so that they can influence decisions	- Launching the Swedish Postcode Lottery funded Project: Listen to Women. This project pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making and democratic processes. - Developing an additional module for the Change Agent curriculum focused on peacebuilding to reflect and strengthen our organisational expertise on the Women, Peace and Security agenda. - Conducting similar strategic workshops to those we delivered in the Democratic Republic of the Congo and Iraq to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change. - Working in partnership with the global Monitoring, Evaluation, Research and Learning (MERL) Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact.

SO4	Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict	• Extending our presence across regional and international networks and coalitions, including the NGO Working Group on Women, Peace and Security – a coalition of 19 international non-governmental organisations (NGOs) working to advance the Women, Peace and Security agenda at the United Nations and around the world. • Working in partnership across the global organisation on plans for the 30th year anniversary of Women for Women International to develop a piece of research across the contexts that we operate in and look to expand this with countries we support through the Conflict Response Fund. • Preparing for and respond to governmental policies and strategies that impact the lives of women affected by conflict, such as the UK Government's 5th National Action Plan on Women, Peace and Security and its International Women and Girls Strategy.
SO5	Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships	• Raising £2.45 million in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2023 • Raising £2.14 million in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising and Corporate Partnerships by 31st December 2023
SO6	Raise Women for Women International – UK's profile / visibility through effective communications	• Growing our mailing list audience to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year. • Increasing the number of people who 'see' and 'think' about Women for Women International (UK) by engaging with our owned and paid channels (website, social media and digital advertising) to increase unique website users and social media engagements by 15% year on year. • Expanding the breadth and types of fundraising offers through our first-ever live mass community participation event • Introducing a new lottery as a regular giving product • Rolling out of a reimaged version of sponsorship globally
SO7	Run an effective and financially sustainable organisation	• Reviewing all People Policies through the lens of best practice to achieving Equity, Diversity and Inclusion • Delivering best practice risk management processes as set out within the Risk Management Framework including stable progress against required actions with appropriate escalation where necessary • Streamlining management accounts processes to ensure highly efficient, risk-focused reporting to Management and Board

Our Achievements in 2023

Reflecting on these ambitious goals we set for ourselves at the outset of 2023, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

- More than 30,484 women and girls were served directly through our Stronger Women, Stronger Nations programme in 2023 (including through sister organisations and partners implementing the Stronger Women, Stronger Nations programme) and a further 8,334 women were reached through targeted interventions via partners. Globally, we reached 1,915 men in our Men's Engagement Programme in 2023.

- Our Change Agent grassroots advocacy programme has been running since 2017, across Afghanistan, Iraq, Nigeria, South Sudan and the DRC where we have a network of over 1,300 Change Agents. As part of our ongoing commitment to reflecting on learnings from the programme and making adaptations based on country office expertise, we dedicated time in July and August to auditing the programme and refining the systems that surround it. This has included reflecting on the selection criteria for the Change Agent programme, our pre and post-tests, the implementation of Change Agent action plans and longer-term advocacy in partnership with advocacy leads and advocacy trainers. This work will continue into 2024.
- We advocated at the 67th session of the United Nations [Commission on the Status of Women](#) (CSW). CSW took place between 6-17th March, 2023 in New York City, and Women for Women International team members from the US, UK, Nigeria and Palestine were able to attend. They found it energising to reconnect with partners and the wider NGO community. While in New York, our team conducted many bilateral meetings with UN member states, agencies and partners to ensure that the voices and priorities of the women we work with are heard. We also picked up on the Afghanistan advocacy they conducted at the UN last September by supporting advocacy around the UNAMA mandate and supporting UN Women's facilitation of a delegation of Afghan women activists.
- In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. The 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad raised over £16,000, totalling £5,000 more than the figure raised in 2022.
- In the UK, we ended 2023 with 1,120 sponsors supporting 1,335 sisters through our Stronger Women, Stronger Nations programme. Despite a decrease due to the cost-of-living crisis, our community continued their generous support, with over 950 donors contributing to our campaigns, totalling 1,100 donations. Crisis appeals focused on our Conflict Response Fund were successful, raising over £16,700 through 325 donations in response to conflicts in Sudan, Israel and Palestine and earthquake relief efforts in Syria and Afghanistan.
- Our flagship live event, the #SheInspiresMe Car Boot Sale, once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000.
- In 2023, we were mentioned in 353 pieces of press, with an estimated 8.46 million views. Titles included BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle and The Guardian.
- We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International (UK) staff. In 2023, we added financial well-being to our programme, providing all our staff with 1-2-1 financial coaching.
- All our staff also attended engaging and interactive training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.
- Following Mental Health Awareness training for all staff in 2022, we introduced five mental health first aiders to the team through comprehensive training from MHFA England.

Our Ambitions for 2024

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

- Strengthening the Stronger Women, Stronger Nations programme and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms. - Build an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes. - Support our Country Power Process, strengthen the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams. - Achieve impact at scale by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continued support of our sister organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.	SO1 Invest in the social and economic empowerment of marginalised women
Continuing to support the delivery of the MEP in-country offices with five countries completing a pilot of the new curriculum and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.	SO2 Work with men to change attitudes
- Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team is excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We are hoping to come together as a group of around 10 to connect, learn and strategise. - Enhancing the additional resources for the Change Agent curriculum by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. - Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.	SO3 Support marginalised women survivors of conflict so that they can influence decisions
- Commission on the Status of Women: Launching new research. In March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We will be joined by members of the Global Programmes Unit and two of our advocacy colleagues from Iraq and Nigeria. - Continuing to expand our regional and national visibility. Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024. - Continuing to build our visibility as an evidence-based organisation. We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices. - Continuing to advocate and implement with partners from the Resourcing Change consortium. With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we will continue with regional and global advocacy opportunities with our partners from the consortium.	SO4 Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

• Raising £2.306m in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024. • Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem and developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving. • Raise £2.4m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024.	SO5 Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships
• Increasing the number of people who make a one-off donation by 12% from 868 to 974, raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors. • Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions by 5% by 31st December 2024. • Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024. • Be data lead and focused by continuing to build on our use of tools such as Dataro to more effectively target supporter asks, as well as implementing new tracking and reporting mechanisms to monitor ROI of our communications. • Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on quarterly larger activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.	SO6 Raise Women for Women International (UK)'s profile / visibility through effective communications
• Running an effective, well governed and financially sustainable organisation, providing a supportive, effective and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice. • Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our People Programme and manage risk as per Global Risk Framework, promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.	SO7 Run an effective and financially sustainable organisation

Financial Review

The Statement of Financial Activities for the year ended 31 December 2023 shows a net deficit (income less expenditure) for the year of £451k, compared to the previous year where a deficit of £360k was recorded. This was made up of an unrestricted deficit of £316k (2022: £213k), and a restricted deficit of £135k (2022: £147k).

Income for the year of £3.72m was 8% lower than the £4.03m received in 2022. Grants contributed 55% of total income (2022: 55%). Our teams are working hard to identify new sources of income to support our critical work and we have a strong pipeline to support growth in the years ahead.

Expenditure for the year of £4.17m represents a 5% decrease from the £4.39m shown in 2022. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.9m (2022: £2.9m), representing 78% of income, and 70% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 82% of income and 73% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £154k (2022: £640k) as we consolidated our advocacy work under our Global Support Centre.

As of 31 December 2023, Women for Women International – UK had net assets of £572K, (2022: £1.02m). Of these funds £106k (2022: £241k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2024. Unrestricted funds amounted to £466k (2022: £782k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

On 31 December 2023, the charity held total funds/net assets of £572k. These can be sub-divided between a restricted fund of £106k and unrestricted funds of £466k.

The organisation's reserve policy is to hold four to six months of operating expenditure in free reserves. The current free reserve balance of £463k (being equivalent to around three months of operating expenditure based on the budget for 2024) is below this target however, having reviewed the risk landscape the Trustees believe this to be sufficient given that we recover our Unrestricted Reserves to within the target range in the first half of 2024. The reserves policy and reserves target are reviewed periodically and were reviewed in 2023.

Trustees are satisfied, given the performance in the first months of 2024, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International registered in the United States of America (US). Together with charities operating under the Women for Women International banner in Kosovo, Bosnia and Herzegovina and Women for Women International – Germany, these entities form the Women for Women International organisation worldwide.

The US, Germany and UK offices fulfil the role primarily of fundraising and policy & advocacy. Women for Women International is also responsible for overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants and policy & advocacy. The UK's Co-Managing Directors sit on the Leadership Team which makes decisions about global initiatives, policies and strategy.

In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

Governing Document

Women for Women International (UK) is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155) and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing Body

The governing body of the charity is the Board of Trustees (the “**Board**”). The Board meets at least four times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Governance Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2018, the Board adopted the Charity Governance Code, benchmarking its governance against sector best practice.

Since January 2023, our new Board Chair - recruited at the end of 2022 - was successfully onboarded, officially taking office in March 2023.

As part of Women for Women International's ongoing global unification process, the committee structure was reviewed in 2023 to align Women for Women International governance structures globally. However, we continued to benefit from the time and expertise of our Finance and Audit Committee, Fundraising and Marketing Committee and People and Culture Committee throughout the year. The Board successfully agreed on a new committee structure as outlined below.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

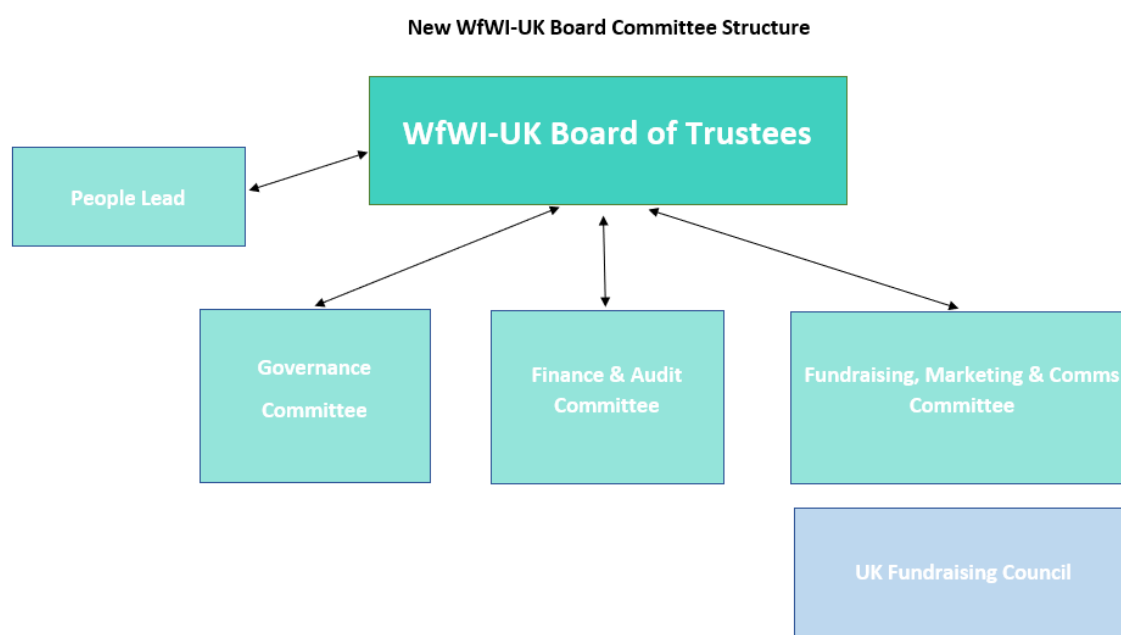
Name	Date of appointment or retirement
Sally Baden	Resigned March 2024
Alex Duncan	Appointed August 2015
Tony Gambino	Appointed December 2015
Jan Rock Zubrow	Resigned April 2024
Abi Calver	Resigned December 2023
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023
Penny Holmes	Resigned February 2023

Board Committees

Subsequent to the committee structure review in 2023, the Board agreed on the following sub-committees and entities:

- The Governance Committee
- The Finance and Audit Committee
- The Fundraising, Marketing and Communications Committee including the Fundraising Council
- People Lead

Other working groups may be appointed for specific events, projects or tasks.



Non-Trustee Committee Members

The Board would like to thank the following non-Trustee members of our committees who served during the year:

Nicola Hanna
Sarah Barclay
Sarah Bedingfield-Shutt
Andres Gomez de la Torre

Ambassadors

Our Ambassadors promote the work of the charity and their support is greatly appreciated.

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	Zara Martin
Mick Élysée	Niomi Smart
Tina Daheley	Philomena Kwao
Azita Ghanizada	Nadja Swarovski
Jasmine Hemsley	Alice Temperley
Mary Katrantzou	Charlotte Tilbury
Basma Khalifa	Sophie Turner
Cherie Lunghi	Monica Vinader
Clarrisa Ward	Waad al-Kateab

Our Management

Trustees have delegated the day-to-day running of Women for Women International (UK) to an Executive Team being our two co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operate with a co-leadership model, holding distinct roles: Managing Director – Fundraising, Partnerships and Communications and Managing Director – Finance, Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International (UK) and as such are, along with our Trustees, our Key Management Personnel as defined by the SORP. No Trustees are remunerated.

They continue to lead Women for Women International (UK) together with the support of the Senior Manager's Group (being our Heads of Finance, People and Culture, Corporate Partnerships, Events and Philanthropy, Communications, and Marketing) and all our staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is appreciated by the Board in this area of their work.

We are grateful to our co-Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2023.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International (UK) continues to manage, along with the relevant risk mitigation strategies, are:

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the wars in Ukraine and the Middle East, Brexit and other significant events are not yet known.

In 2023, we continued to feel the impact of the cuts to the UK Government's overseas aid budget, and we have directed our attentions to finding other sources of income to support and scale our work. We secured a number of new donors in 2023.

The UK's economy is volatile with inflation again reaching historic levels in the year and interest rates continuing to increase. We know that many of our corporate and major donors are being impacted by the global economic downturn and individuals throughout the UK will continue to struggle to cope with the rising cost of living.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these unprecedented times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the heart of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & Leadership Diversity and Inclusive Culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making informed by limited perspectives. In addition, a lack of diversity or an exclusionary culture will always result in lower staff engagement and higher staff turnover.

In 2021 we established a Senior Managers Group made up of our 'Heads of' teams who each report to one of our co-Managing Directors. This wider group meets fortnightly, including once per month with the Executive Team and brings a depth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International (UK).

At the Board level, following successful recruitment of four new trustees in 2022, we were delighted to appoint Dr Champa Patel to the role of Chair at the beginning of 2023. Champa has excelled in this role to date, bringing a wealth of experience and a deep passion for our work.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff Capacity, Staff Turnover & Staff Well-being

As a values-driven organisation whose success depends wholly on our people, it is essential that we meet not only our duty of care to our staff but also their expectations of us as their employer.

We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances. We have embraced a hybrid working model that allows staff to create an office to home working ratio that meets their needs and works for their life, while also encouraging all staff to adopt flexible hours to create greater harmony between their work and life outside of work.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2023, we continued to deliver our comprehensive, tailored development People Programme, providing space to consider and discuss the areas of well-being, health, culture, inclusion, and more.

Operating in Conflict-Affected Countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money;

improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International (UK) staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well as towards fellow employees. This is renewed and reaffirmed regularly and continuously monitored as part of our performance management system.

The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International (UK) staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have a whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world. In 2023 we introduced our Safe Spaces Policy which sets out that a safe space is a space in which people are protected from any kind or level of abuse. It confirms that Women for Women International (UK) staff are committed to prioritising the safety of event guests and staff and that harassment and inappropriate behaviour of event guests, panellists, staff or volunteers at Women for Women International events will not be tolerated.

In 2023, our Director of Safeguarding and Security for Women for Women International focused on creating an investigations framework to guide Women for Women International in responsibly managing claims and investigating in a survivor-focused approach. We also conducted training with all safeguarding focal points on child and adolescent safeguarding and the special measures we need

to put in place. Finally, we conducted our first country-level safeguarding self-assessment process to create a baseline for evaluating our safeguarding capacity.

Equity, Diversity, Inclusion and Belonging

Diversity and inclusion have been a priority for Women for Women International (UK) for some time and we continue to strive to reach our ambitions in this area and have more work to do.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional. Within our own organisation, we know that our understanding and perception of power must also be nuanced and intersectional and this must inform our day-to-day practices.

In 2022, Women for Women International appointed a new Director of Global People, Capability and Culture and in 2023 we worked closely with her and all of our colleagues within the Women for Women International movement globally to accelerate our progress in this area.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one person at a time – and that includes investing in the power of the people within our own organisation.

With this in mind, we made space for and encouraged all our staff to attend 2023's #BAMEOnline conference: <https://www.jmb-consulting.co.uk/uncharitable>. Feedback from all staff in attendance was incredibly positive and they expressed their gratitude to the team at JMB Consulting for providing this powerful platform for these vital conversations and creating space for deep, transformational learning.

All our staff also attended internal training on Fostering a Respectful Work Culture at the beginning of 2023. This training covered our Code of Conduct and allowed staff the opportunity to discuss how to respond to various ethical dilemmas.

Thank You to

Our donors and partners

A&O Shearman
Charlotte Tilbury Beauty
The Jimmy Choo Foundation
ME+EM
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Monica Vinader
The Ned London
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The Anglo-American Charity Limited
Diana Saghi Kawkabani
The Medlock Family
Nadjia Yousif & Andrew Browning
Selfridges
Women on a Mission

Our grantors

Mclain Foundation

The Swedish Postcode Foundation

Postcode Justice Trust

Vitol Foundation

L'Oreal Fund for Women

De Rigo Vision S.p.A.

Julius Baer Foundation

Foreign, Commonwealth and Development Office

Our volunteer fundraisers

Thank you to the Women for Women International (UK) Fundraising & Marketing Committee: Sarah Barclay, Sarah Bedingfield Shutt, Nicola Hanna, Nadjia Yousef, Nina Patel and Tony Gambino

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors!

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Subsidiary Undertaking

Women for Women International (UK) has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of Women for Women International Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over Women for Women International Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2023 the trading company generated a profit of £145 (2022: profit of £2,233). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 13th June 2024 and signed on their behalf by:



Dr Champa Patel, Chair of the UK Board of Trustees

Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is in line with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on Which We Are Required to Report by Exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities 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 ISAs (UK) 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the organisation through discussions with management, and from our knowledge of the broader sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the organisation and determined that the most significant are the Companies Act 2006 and the Charities SORP 2019 alongside safeguarding, employment and anti-bribery legislation.
- we understood how the organisation is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- performed analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' and appropriate sub-committee meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims;
- reviewing any available and relevant correspondence with regulators.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement within the financial statements while performing our audit in accordance with applicable audit standards. Irregularities may involve a collusion, forgery, intentional omissions, misrepresentations or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



18 June 2024

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

		2023 Restricted	2023 Unrestricted	2023 Total	2022 Restricted	2022 Unrestricted	2022 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	86	1,218	1,304	70	1,401	1,471
. Grants	2	1,959	91	2,050	2,146	89	2,235
Other trading activities:							
. Events		-	354	354	-	286	286
Income from investments:		-	15	15	-	3	3
Other income		-	-	-	33	-	33
Total income		2,045	1,678	3,723	2,249	1,779	4,028
EXPENDITURE on:							
Raising funds	4	-	1,123	1,123	-	845	845
Costs of charitable activities							
. Policy & Outreach		-	154	154	196	444	640
. Overseas Programmes		2,180	717	2,897	2,200	703	2,903
Total expenditure		2,180	1,994	4,174	2,396	1,992	4,388
Net (expenditure) / income for the year		(135)	(316)	(451)	(147)	(213)	(360)
Net movement in funds		(135)	(316)	(451)	(147)	(213)	(360)
Funds at beginning of year		241	782	1,023	388	995	1,383
Funds at end of year		106	466	572	241	782	1,023

		2023	2022
	Note	£000	£000
Fixed assets			
Tangible fixed assets	7	14	15
Current assets			
Debtors	9	305	631
Cash at bank and in hand		887	1,062
Short term deposits		217	215
		1,409	1,908
Creditors: amounts due within 1 year	10	851	900
Net current assets		558	1,008
Net assets	11	572	1,023
Funds	11		
<i>Income funds</i>			
Restricted funds		106	241
Unrestricted funds			
General funds		466	782
Total funds		572	1,023

Approved by the trustees on [13th June 24](#) and signed on their behalf by



Dr Champa Patel

Chair of Board of Trustees

Women for Women International (UK)
Statement of Cashflows to 31 December 2023

	2023	2022
	£000	£000
Cash flows from operating activities:		
Net (expenditure) for the year	(451)	(360)
Depreciation of fixed assets	8	8
(Decrease) in debtors	326	165
Increase / (decrease) in creditors	(49)	197
Net cash used in operating activities	(166)	10
Cash flows from investing activities:		
Payments to acquire fixed assets	(7)	(16)
Net cash used in investing activities	(7)	(16)
Decrease in cash	(173)	(6)
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	1,277	1,283
Decrease in cash in year	(173)	(6)
Balance at end of year	1,104	1,277

Analysis of change in net debt

	At 1 Jan	Movement	At 31 Dec
	2023	in year	2023
	£000	£000	£000
Cash in hand	1,062	(175)	887
Notice deposits (less than 3 months)	215	2	217
Total	1,277	(173)	1,104

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2023. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk facing the organisation as a result of the ongoing economic situation in the UK, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2024, and more summarised forecasts for 2025 and 2026. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure.

The charity constitutes a public benefit entity as defined by FRS 102.

b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Allocation of support costs to areas of the charity's operations; and
- Estimates made in determining whether the value of gifts-in-kind should be recognised during the year; and
- Determining the stage of progress of grant programmes covering more than one year for income recognition purposes where relevant.

c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.

Income derived from events is recognised as earned.

d) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.

Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.

e) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.

f) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.

Overseas programmes	69%	(2022 – 66%)
Policy and outreach	4%	(2022 – 15%)
Cost of raising funds	27%	(2022 – 19%)

Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.

1. Accounting policies (continued)

In some cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including in person 2023 Car Boot Sale.

Support and governance costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Equipment	33%
• Furniture and fittings	20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

h) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits.

j) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

k) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

l) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

n) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

o) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2023 Restricted £	2023 Unrestricted £	2023 Total £	2022 Restricted £	2022 Unrestricted £	2022 Total £
Donations and Gift Aid						
Donations from individuals and corporations	79	708	787	63	882	945
Sponsorship Income	3	425	428	4	417	421
Gift aid	4	85	89	3	102	105
	86	1,218	1,304	70	1,401	1,471
Grants receivables						
<i>Governments</i>						
Saferworld CSSF	416	-	416	393	-	393
Foreign, Commonwealth & Development Office - Jo Cox Memorial Grant	-	-	-	288	-	288
<i>Trusts and Foundations</i>						
Players of the People's Postcode Lottery	1,000	-	1,000	900	-	900
De Rigo Vision S.p.A.	44	-	44	43	-	43
The Millby Foundation - Women for Women	-	-	-	50	-	50
Fresh Leaf Charitable Foundation	20	-	20	20	-	20
Swedish Postcode Foundation	-	-	-	191	-	191
The Al Swaidi Family	-	-	-	8	-	8
Allen and Nesta Ferguson Charitable Trust	-	-	-	20	-	20
Charlotte Tilbury Beauty	-	-	-	95	-	95
The Syncona Foundation (formerly The BACIT Foundation)	-	-	-	-	25	25
PRISM THE GIFT FUND / Choose Love	29	-	29	9	-	9
Joseph Rowntree Charitable Trust - GAPS	-	-	-	10	-	10
Other Trusts and Foundations	349	85	434	15	64	79
Grants from Major Donors	101	6	107	104	-	104
	1,959	91	2,050	2,146	89	2,235
Total Income	2,045	1,309	3,354	2,216	1,490	3,706

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2023 was £16,145 (2022: £588,025). Of this amount, £10,194 (2022: £38,025) relates to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge. The remaining £6,338 relates to essential support the charity would have had to have paid for if not offered pro-bono. This has not been recognised in income or expenditure as it was not deemed material to the accounts.

4. 2023 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2023 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	679	131	21	263	44	1,138
Overseas Programmes funding	-	-	2,496	-	-	2,496
Premises and other office costs	29	-	-	152	-	181
Marketing and events	186	-	-	-	-	186
Consultancy and other professional costs	50	-	-	37	-	87
Travel and other staff costs	13	-	-	73	-	86
	957	131	2,517	525	44	4,174
Support costs allocated to grants management	-	-	(49)	49	-	-
	957	131	2,468	574	44	4,174
Support costs	166	23	429	(574)	(44)	-
Total	1,123	154	2,897	-	-	4,174

2022 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2022 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	482	385	358	254	26	1,505
Overseas Programmes funding	-	-	2,200	-	-	2,200
Premises and other office costs	28	10	-	123	-	161
Marketing and events	158	28	-	-	-	186
Consultancy and other professional costs	46	37	2	23	20	128
Travel and other staff costs	11	12	16	92	-	131
Grants to other organisation (incl. WfWI Germany)	-	77	-	-	-	77
	725	549	2,576	492	46	4,388
Support costs allocated to grants management	-	-	(87)	87	-	-
	725	549	2,489	579	46	4,388
Support costs	120	91	414	(579)	(46)	-
Total	845	640	2,903	-	-	4,388

5. Net incoming resources for the year

This is stated after charging:

	2023 £000	2022 £000
Depreciation	8	8
Auditor's remuneration		
- Statutory audit	16	14
- Non-audit services	5	5
Operating lease rentals: property	29	23
Operating lease rentals: equipment	3	3
	<u>3</u>	<u>3</u>

6. Staff costs and numbers

Staff costs were as follows:

	2023 £000	2022 £000
Salaries and wages	977	1,286
Social security costs	108	150
Pension costs	53	69
Redundancy / severance payments	-	-
	<u>1,138</u>	<u>1,505</u>

Key management personnel during the year were our two co-Managing Directors. In the prior year, key management personnel included the

	2023 £000	2022 £000
Salaries and wages	176	172
Social security costs	21	22
Pension costs	12	12
Redundancy / severance payments	-	-
	<u>209</u>	<u>206</u>

The number of employees who earned more than £60,000 during the year were as follows:

	2023 No.	2022 No.
£60,001 - £70,000	2	3
£70,001 - £80,000	-	-
£81,000 - £90,000	2	2
£120,001 - £130,000	-	-

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2023 No.	2022 No.
Cost of generating funds	13.4	9.6
Charitable activities	2.6	15.3
Support costs	6.1	6.2
	<u>22.1</u>	<u>31.1</u>

No trustee received any remuneration in respect of their services as a trustee during the year (2022: £nil)

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2023	7	64	71
Additions in year	-	7	7
At 31 December 2023	7	71	78
Depreciation			
At 1 January 2023	6	50	56
Charge for the year	1	7	8
At 31 December 2023	7	57	64
Net book value at 1 January 2023	1	14	15
Net book value at 31 December 2023	-	14	14

8. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2023 the trading company generated a profit of £145 on turnover of £625 (2022: Profit of £2,233 on turnover of £2,654). The aggregate reserves of the company at 31 December 2023 and 31 December 2022 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 7-14 Great Dover Street, London, SE1 4YR.

9. Debtors

	2023 £000	2022 £000
Grants Receivable	36	448
Accrued Income	221	106
Prepayments and rental deposit	21	45
Other Debtors	12	17
Due from trading subsidiary		
- profit for the year (note 8)	-	2
- other amounts due	15	13
	305	631

10. Creditors: amounts due within 1 year

	2023	2022
	£000	£000
Trade creditors	20	94
Commitments to overseas programmes	742	698
Taxation and social security	51	43
Accruals	38	54
Pension creditor	-	11
Deferred income	-	-
	851	900

11. Analysis of net assets between funds

	Restricted funds	General funds	2023 Total funds	2022 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	14	14	23
Net current assets	106	452	558	1,000
Net assets at 31 December 2023	106	466	572	1,023

11a. Movement on deferred income

2023	Beginning of year £000	Funds received £000	Income released £000	End of year £000
	-	-	-	-
	-	-	-	-
2022	Beginning of year £000	Funds received £000	Income released £000	End of year £000
Fresh Leaf Foundation	20	-	(20)	-
	20	-	(20)	-

12. Movements in funds

2023	1 January 2023	Incoming resources	Outgoing resources	Transfers	31 December 2023
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	2	417	(421)	-	(2)
Players of the People's Postcode Lottery	-	1,000	(999)	-	1
Swedish Postcode Foundation	95	-	(78)	-	17
Multi COs	-	60	(3)	-	57
Grants & donations with geographical restrictions					
Afghanistan	-	102	(73)	-	29
DRC	-	29	(29)	-	-
KRI	-	10	(10)	-	-
Nigeria	12	75	(89)	-	(2)
Rwanda	132	34	(164)	-	2
South Sudan	-	4	-	-	4
Syria	-	68	(68)	-	-
Iraq	-	50	(50)	-	-
Sahel	-	196	(196)	-	-
Total restricted funds	241	2,045	(2,180)	-	106
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	782	1,678	(1,994)	-	466
Total unrestricted funds	782	1,678	(1,994)	-	466
Total funds	1,023	3,723	(4,174)	-	572

2022	1 January 2022	Incoming resources	Outgoing resources	Transfers	31 December 2022
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
The Millby Foundation	-	50	(50)	-	-
Charlotte Tilbury	-	95	(95)	-	-
Saferworld CSSF	-	393	(391)	-	2
Players of the People's Postcode Lottery	20	900	(920)	-	-
Swedish Postcode Foundation	-	191	(96)	-	95
Multi COs	-	49	(49)	-	-
Gender and Policy Network (GAPS)	104	42	(146)	-	-
Grants & donations with geographical restrictions					
Afghanistan	-	19	(19)	-	-
DRC	-	288	(288)	-	-
KRI	-	95	(95)	-	-
Nigeria	-	45	(33)	-	12
Rwanda	264	-	(132)	-	132
South Sudan	-	21	(21)	-	-
Ukraine	-	61	(61)	-	-
Total restricted funds	388	2,249	(2,396)	-	241
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	849	1,779	(1,992)	-	782
Total unrestricted funds	849	1,779	(1,992)	-	782
Total funds	1,383	4,028	(4,388)	-	1,023

13. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2023 £	2022 £
Property - less than 1 year	8	8
Other- less than 1 year	2	3
Other - 1 year to 5 years	-	2
	<u>10</u>	<u>12</u>

14. Related parties

Women for Women International (US) ("WfWI") is the sole member of Women for Women International (UK) ("WfWI-UK").

During the year:

- WfWI collected donation income of £91,137 (2022: £150,500) on behalf of WfWI-UK;
- WfWI charged programme costs of £2,179,978 (2022: £2,200,433) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £32,063 (2022: £50,734) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £841,137 (2022: £978,754) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £742,264 (2022: £698,327) (see Note 11).

Alex Duncan, Champa Patel and Jan Rock are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £16,693 (2022: £15,366).

Expenses of £81 (2022: £1,696) relating to the Trustees were incurred during the year.

15. Gender and Policy Networks (GAPS)

The activities of Gender and Policy Networks (GAPS) had previously been hosted by Women for Women International (UK). From 14 April 2022 these activities were transferred to Saferworld (Registered Charity Number 1043843 England & Wales).

Income and expenditure pertaining to these activities is shown within Note 12 to the financial statements (2022 only).

Supplementary information

Achievements and performance against strategic objectives

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

Last year, we said we would aim to achieve the following during 2023:

- **Adapting market analysis and vocational tracks** to support women to be resilient in the face of climate change. Going forward we will continue to find ways to showcase how our work intersects between women peace and security and a changing climate in our advocacy and business development while improving programme delivery to support women's resilience.
- **Looking at the data and results post roll out of the new Men's Engagement Programme (MEP) curriculum** to assess successes or to provide new learnings that can help us to refine that programme.
- **Strengthening the Stroger Women, Stronger Nations (SWSN) programme** and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Continuing our work on the Power Journey** by implementing the quick wins identified in the process with Nigeria and Iraq, putting another country through the process, and focusing on the roll out of the Digitalising Project Management (DPM) to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data.
- **Continuing to support the delivery of the MEP in all country offices** and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

Programme Impact in Figures

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities. In 2023, many of the countries in which we serve women faced continued conflicts and violence. We are proud to have begun serving women in Palestine which was registered as a country office in late 2023 and begun a pilot in Rwanda serving adolescent girls with a modified SWSN programme.

More than 30,484 women and girls were served directly through our SWSN programme in 2023 (including through Sister Organisations and partners implementing SWSN) and a further 8,334 women were reached through targeted interventions via partners.



Photo: Women in Rwanda as they share out their savings at the end of the Village Savings and Loan Associations (VSLA) cycle

Strengthening our Stronger Women, Stronger Nations Programme (SWSN)

Women for Women International is committed to constantly improving the SWSN programme to best support women's growth and power. We do this through a rigorous process of evaluation that demonstrates the impact of Women for Women International's programming on women's lives and businesses.

We are committed to continuously strengthening our monitoring and evaluation capacity and over the last few years has invested in developing a new system to enhance the efficiency of participant data. In 2023 our DPM technology was rolled out to all country offices. The new data entry platform (Resco) retired iformbuilder, and can be used offline making it more suitable for remote locations. Resco provides real-time learning and analysis, as well as the ability to adapt to new monitoring needs including those for monitoring work with partners. Resco is linked to a new database in Salesforce and is supported by a new reporting dashboard. With this visibility to data, country office staff will be able to course-correct before endline by reviewing specific data points related to modules in the SWSN curriculum. The new dashboard provides multiple ways of analysing participant outcome data in ways not previously possible, such as excluding outliers and disaggregating data at the community level, or by disability, displacement, income generation activity, or by a menu of many other variables.

Climate Change Adaptions and Resilience

With funding from Cartier Philanthropy, since 2022 Women for Women International began a preliminary analysis of quantitative data from past program graduates that centers on identifying and isolating variables of known association with measures of resilience to examine how resilience emerges in our data. In 2023, the MERL team generated a correlation matrix and a statistical model using linear regression. With improved understanding of the factors driving women's resilience in conflict-affected settings, Women for Women International has posited an evidence-based "resilience score" predictive of a participant's ability to withstand shocks post-graduation. This quantitative data incorporates qualitative data collected from past program graduates, which has enabled us to understand *why* and *how* resilience has played a role in women's lives. In 2024, the programme design and development team will explore how we use this data to inform programming.

Last November at COP28 we launched our latest Situational Assessment and Policy Brief: [*"Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"*](#). We produced this assessment based on surveys, focus group discussions, and

interviews with nearly 1,000 women across 14 countries: Afghanistan, Burkina Faso, the Democratic Republic of the Congo (DRC), Iraq, Myanmar, Nigeria, Rwanda, South Sudan, Sudan, Mali, Ethiopia, Syria, Ukraine and Yemen. The Situational Assessment includes key findings from our Country Snapshots that reveal trends in environmental impacts of climate change and conflict-related environmental degradation in Afghanistan, the DRC, Iraq, Nigeria, Rwanda and South Sudan including flooding, droughts, increasing severity and frequency of natural disasters, extreme heat, and pollution. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods and growing conflict among the many complex challenges they face.

As an organisation we are in the nascent stages of applying a climate-lens to our advocacy and programming. Climate change is now unavoidable, and the associated risks must be proactively factored into our SWSN if we hope to continue to see strong resilience. This involves not just adding a session on climate resilience to our SWSN curriculum, but a review of all vocational tracks and training our staff on climate resilience. We know that climate change disproportionately affects small-scale farmers, who make up about 41% of the women in our programs globally, while the remainder of women not involved in agribusiness remain highly susceptible to the impact of climate on precarious local food systems. We want our vocational tracks and market linkages to be designed in a way that empowers women farmers with climate-sensitive methodologies, ensures that women know how to strengthen resilience by working together, and have a better understanding of how their IGA interacts with a whole value chain that may be impacted by climate-related shocks. This Situational Assessment and Policy Brief research has built the foundation for us in understanding how changes to environment, gender inequality and conflict dynamics are intersecting to impact the women that we work with.

[Women for Women International's Power Journey](#)

During 2023, our organisation remained committed to the strategic objective of "Streamline Globally, Power Locally". To achieve this, we concluded the first round of meetings for our pilot with our Country Power Project Assessment process in Iraq and Nigeria. Continuously refining our approach, we diligently incorporated feedback from both Country Offices (COs) and the Global Support Centre (GSC) to enhance our Assessment Tool. These pilot sessions yielded several noteworthy technical victories, such as the decision to shift finance closing days to Mondays instead of Fridays. This adjustment ensures uninterrupted workflow for countries, contributing to a more streamlined and efficient process. Moreover, the launch of the DPM system empowers Country Offices with greater flexibility and autonomy across all country offices. By leveraging real-time data for program monitoring and results tracking, this initiative minimises reliance on the GSC, allowing Country Offices to operate more independently and conduct research with increased efficiency.

In October 2023, Country Directors convened for a retreat in Kigali, Rwanda, where they engaged in comprehensive discussions encompassing various aspects, including the Country Power process, aimed at identifying obstacles and devising solutions. The retreat proved highly productive in deciding the subsequent steps of the process, notably enhancing the understanding of the Country Power process among CO/GSC staff. To achieve this, a presentation to update and orient staff on Country Power was a centre point of discussion during the GSC/SCO all-staff meetings in March 2024. Additionally, the Country Power Steering Committee and members of the Leadership Team committed to collaborating on a visionary document outlining milestones and sequencing for Country Power. This document is slated for dissemination among all staff members in early 2024 to ensure alignment of collective goals and responsibilities amidst this transformative process. During the retreat, it was unanimously agreed to compile a list of proposed Country Power Key Performance Indicators (KPIs) to aid COs in measuring

progress. Furthermore, plans were devised to draft an updated Country Compliance Checklist. Both documents are anticipated to be finalised in the first quarter of 2024. Acknowledging the necessity for broader representation, the decision was made to expand the Steering Committee to encompass more GSC staff members, with Sara Mulwa, Global Director of People, Capability and Culture, already joining. Another addition from SCOs is projected to be made in the first quarter of 2024, thereby further enriching the committee's diversity and expertise.

In addition to technical, policy and process improvements that enable Country Offices to have an equal footing with the Global Support Center and Supporter Offices, we are also seeing cultural and behavioural changes in staff. The Country Power process increasingly comes up in discussion and debate and enables conversation about how power flows in our organisation.

Next year, we will focus on:

- **Strengthening the SWSN programme** and increasing our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviors and practices and by contributing to changing policies, laws, government services and decision-making processes.
- **Supporting our Country Power Process**, strengthening the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continuing support of our sister organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2023:

- **Continue to support the delivery of the MEP** in all country offices and **continue to improve and expand, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 1,915 men in our MEP in 2023. After completing the revised MEP curriculum in 2022, we set ourselves the ambitious goal of having the curriculum piloted in four countries.

In 2023, we begun pilots in South Sudan, the DRC, Iraq and Nigeria. In Iraq, we've been able to launch our MEP in Mosul – a region once occupied by ISIS who subjected thousands of women to horrific sexual violence and brutally massacred people, targeting Yazidis and other ethnical minority groups. Through this project 25 men and their spouses – who are simultaneously enrolled in the SWSN programme – will also take part in couples dialogue sessions to support couples to communicate in a healthy way and aim to provide a more enabling environment for women at the household and community level. This will be the first time that couples dialogue sessions have ever been implemented in Iraq. Meanwhile, in the where a record 6.9 million people have been displaced by conflict, we piloted a new MEP curriculum in South Kivu, which encourages men to take specific actions in their homes and communities to empower women or

remove barriers to the realization of their rights. Inspired by women in a Village Savings and Loan Association (VSLA) group, men enrolled in the MEP got together to buy better roofing materials for a disabled woman in their community, taking action to support vulnerable women and actively participating in initiatives led by their wives, mothers, sisters, and family members. In South Sudan, 300 men were enrolled in May with 99% of those enrolled completing all training sessions. Couples' connect sessions are an integral element of the revised MEP curriculum and saw 294 of 300 couples attend. One male participant, Anthony Diko Alakayi, said this of his experience: "I encourage more men who are married to participate in joint sessions with their wives because this training is better than medicine to solve family problems."

The revised MEP curriculum has so far yielded positive results from the training content and the extended duration of the training, which has allowed men more time to digest and internalize the learnings and skills gained during training. These learnings from pilots are being collated, including challenges and learnings from the couples' connect sessions, and will inform and further curriculum learning.

Next year, we will focus on:

- **Continuing to support the delivery of the MEP** in country offices with five countries completing a pilot of the new curriculum and **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year, we said we would aim to achieve the following during 2023:

- **Launching the Swedish Postcode Lottery funded project 'Listen to Women':** This project pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making processes.
- **Developing an additional module for the Change Agent curriculum** focused on peacebuilding to reflect and strengthen our organisational expertise on the Women, Peace and Security Agenda. This module has been drafted and we continue to work on the drafting stage in 2024.
- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook. This project has been moved into our deliverables for 2024 as we decided to prioritise working on an audit of our Change Agent programme processes in order to ensure programme quality. Once complete, we will then take forward plans to produce a participant handbook in quarters 1-2 of 2024).
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact.

Change Agent programme: audit process, increasing reach and implementing action plans

In previous annual reports we have shared information about the development of our Change Agent programme. Our grassroots advocacy programme has been running since 2017, across Afghanistan, Iraq, Nigeria, South Sudan and the DRC where we have a network of over 1,300 Change Agents. As part of our ongoing commitment to reflecting on learnings from the programme and making adaptations based on country office expertise, we dedicated time in July and August to auditing the programme and refining the systems that surround it. This has included reflecting on the selection criteria for the Change Agent programme, our pre and post-tests, the implementation of Change Agent action plans and longer-term advocacy in partnership with advocacy leads and advocacy trainers. This work will continue into Q1 and Q2 of 2024.

Change Agent programme: National retreat in the DRC

In November the DRC team organised a two-day Change Agent retreat in Kamanyola. Change Agent retreats are a fantastic opportunity to bring together newly trained and more established and experienced Change Agents to learn from each other. This is an opportunity to exchange updates on progress and challenges for advocating for changing attitudes, social norms, practices and decision-making processes relating to women's rights. The November retreat in DRC brought together thirty Change Agents from six communities, trained at various moments over the last four years. Some of the key lessons that the newer group of Change Agents (trained in 2022) were able to learn from the more experienced group of Change Agents (trained between 2019 and 2020) included:

1. It takes time to build productive relationships with local authorities and the community. The more recently trained Change Agents in Burhinyi and Rugembe appreciated the mutually beneficial and supportive relationships that the more experienced Change Agents have built with community members and leaders.
2. It is possible to continue advocating without financial support from WfWI Women for Women International in the long term. The more experienced Change Agents stopped receiving funding in 2020 and have since continued to advocate for women's rights with community leaders.
3. There are increased opportunities for community leadership. The 2020 group of Change Agents have taken up leadership positions and have worked with external organisations as a result of the skills and confidence that the Change Agent programme provided them with.

South Sudan advocacy team attend the Gender is my Agenda Campaign

A central component within our theory of change is connecting national and regional advocacy opportunities in order to better uphold women's rights. As part of this commitment, between the 13th and 15th of July, the South Sudan advocacy team attended the Gender is My Agenda Campaign's (GIMAC) 5th meeting on the sidelines of the African Union (AU) Regional meeting in Nairobi with Carol Okul (Policy and Advocacy Specialist). The Global Policy and Advocacy team used the timing of this conference to parallel onboarding Poni Abraham (Advocacy Coordinator in South Sudan) with attending GIMAC. Poni, Carol Okul and Jenty Sawa (Advocacy Trainer) all attended GIMAC. This meeting provided a platform for stakeholders within the GIMAC Networks to review their progress, discuss challenges and share best practices in implementing AU decisions and promoting women's rights and empowerment in trade.

Advocating to the African Union on Positive Masculinity for Men's Leadership

Coordinated by GIMAC, at the end of November, our Associate Director of Gender Equality and Social Power (Annastacia Olembo) attended the 3rd Men's Conference on Positive Masculinity in Leadership in South Africa which was coordinated by the African Union (AU). The conference brought together key decision-makers across the AU, as well as advocates and organisations working to drive positive

masculinity, and focused on leaders' roles in contributing to ending violence against women and girls (VAWG). The conference was the final of three consultative sessions that aimed to develop a Convention on Ending VAWG. This was an opportunity for Women for Women International to leverage insights from the Men's Engagement Programme (MEP) to influence the development of this Convention and better understand the commitments that high level stakeholders within the African Union are willing to make to drive forward changes relating to positive masculinities and social norms.

The continued implementation of the Violence Against Women Platform in Nigeria

We have shared in previous reports about the Violence Against Women (VAW) platform that has been set up in Nigeria. Funded by the Ford Foundation, this platform was set up to bring together local leaders to advocate against VAW. The platform has been influential in shaping how community leaders come together to sensitise messages around violence prevention and community attitude changes towards women's rights. In July 2023, VAW platform members led activities across their communities in Bauchi state in Nigeria and carried out visits to community leaders to engage them on the need to advocate against community norms that encourage violence against women. The VAW platform members have been planning to extend into further communities which will increase their reach with decision makers like local government members. Since July, the VAW platform members have been advocating with traditional leaders to encourage them to engage local governments as allies for the prevention of VAW. This local advocacy that is inclusive of multiple decision makers and stakeholders is a really important example of how we intend to influence social norms and practices around women's rights at the community level. This best practice advocacy example from Nigeria has important lessons for scaling up working with allies.

Implementing the Swedish Postcode Lottery funded-project 'Listen to Women', with a focus on women's participation, voice and leadership

Plans continue throughout this reporting period and into next year for implementing our Swedish Postcode Lottery funded grant. The grant – which officially started in December 2022 and will run to June 2024 - pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making and democratic processes.

The innovation within the Change Agent programme is to change and expand the criteria for enrolment. Until now, all Change Agents trained through Women for Women International have been previous Stronger Women, Stronger Nations (SWSN) graduates. Through this new grant we changed this to enrol women who have not completed SWSN, this has enabled us to observe and assess the Change Agent programme's potential to be adapted and more widely scaled. Throughout 2023, we have been assessing the impact of this new approach to Change Agent training and have seen interesting results across Nigeria and Iraq. These include differentiations in approaches to funding, the role of former Change Agents in building support networks and changes in the selection process.

Next year we will focus on:

- **Global Policy and Advocacy Retreat in Kigali:** The Global Policy and Advocacy Team is excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy

and the implementation of the Change Agent programme. We are hoping to come together as a group of around 10 to connect, learn and strategise.

- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change. This is budget dependent, but we will continue to invest in strategic regional and national advocacy opportunities.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year, we said we would aim to achieve the following during 2023:

- **Extending our presence across regional and international networks and coalitions**, including the NGO Working Group on WPS – a coalition of 19 international NGOs working to advance the WPS agenda at the UN and around the world.
- **Working in partnership across the global organisation on plans for the 30th year anniversary of Women for Women International** to develop a piece of research across the contexts that we operate in and look to expand this with countries in the CRF.
 - **2024 note:** We prioritised our research on the intersection of environment, gender and conflict and reconceptualised the research we had originally planned to be delivered in 2024 ahead of key global policy moments.
- **Preparing for and responding to governmental policies and strategies that impact the lives of women affected by conflict**, such as the UK Government's 5th National Action Plan on WPS and its International Women and Girls Strategy.

Our advocacy and engagement at the 67th Conference on the Status of Women (CSW) at the United Nations in New York: March 2023

We advocated at the 67th session of the United Nations [Commission on the Status of Women](#) (CSW). CSW took place between March 6-17th 2023 in New York City, and Women for Women International team members from the US, UK, Nigeria and Palestine were able to attend. They found it energising to reconnect with partners and the wider NGO community. While in New York, our team conducted many bilateral meetings with UN member states, agencies and partners to ensure that the voices and priorities of the women we work with are heard. Nisha Singh and Steph Siddall also picked up on the Afghanistan advocacy they conducted at the UN last September by supporting advocacy around the UNAMA mandate and supporting UN Women's facilitation of a delegation of Afghan women activists.

Our response to the G7 Summit in Hiroshima, Japan

From May 19th-21st, G7 Leaders met in Hiroshima, Japan for their 49th summit and published [this Communique](#). Stephanie Siddall (Director of Global Policy and Advocacy) was involved in influencing the development of the communique through her role as a Women 7 (W7) and the development of recommendations within the W7 [Communique](#). Whilst some of the recommendations were met, overall no concrete political or financial commitments were made relating to gender equality. [Our full response can be accessed here](#).

The Resourcing Change Consortium's participation at WPS week: October 2023

Every year, organisations and advocates focusing on women's rights in conflict gather in New York for a week of meetings, talks and events as part of Women, Peace and Security (WPS) Week. This week is timed to coincide with the anniversary of UN Security Council Resolution 1325, and the UN Security Council's open debate on WPS, which is an opportunity for member states to hear from civil society and set out their own WPS priorities and actions. In October 2023, along with five of our women's rights organisation partners from the CSSF-funded Resourcing Change project, a group of Women for Women International staff travelled to New York to participate. Throughout WPS week we advocated about the importance of resourcing WROs; without core, long-term and flexible funding, organisations that are genuinely making an impact and building peace in their communities will be unable to continue their work. Our partners felt like their voices were heard and centred in discussions across the week which, as Tazita says, is "walking the localisation agenda – not just talking it":

"The reality is that the Resourcing Change Consortium are doing something different. Especially in our context, you see we have people [the Resourcing Change consortium] that are working with us...always supporting us and guiding us, they want your voices to be heard. In most cases [with other organisations] we are told there is no budget. For example [for WPS week], [INGO] project leads could have been the ones come to represent our voices – just imagine! Your approach is different, you wanted us to come. This is an approach that many can benchmark – then we shall be walking the localisation agenda, not just talking it". Anna Tazita Samuel, [Women for Change](#), South Sudan.

Towards the end of the week, we facilitated a high-level dialogue for Member States and UN Agencies to hear directly from women working toward peace and gender equality in fragile and conflict-affected communities and to engage with them on their expectations and priorities for advancing the pillars of the WPS agenda. The event was co-designed with our partners who shared their expertise on what meaningful engagement and partnership looks like and what the role of the international community should be in strengthening women's movements. The event launched our new policy and learning brief: ["Localising Women, Peace, and Security: Partnering and resourcing women's organisations in fragile settings differently to enable locally-led and integrated interventions."](#)

Launching our new situational assessment and policy brief on the intersection of environment, gender and conflict at COP28: November 2023

In November at COP28 we launched our latest Situational Assessment and Policy Brief: ["Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"](#). The brief was launched at an in-person roundtable event in partnership with Goals House in Dubai, where Kavin Mirteekhan (advocacy lead in Iraq), Dorong Grace (one of our Resourcing Change partners from South Sudan) and Dr. Alaa Murabit (a member of our international board) were in

conversation about the intersecting impacts of gender inequality, climate change, environmental degradation and conflict.

We produced this assessment based on surveys, focus group discussions, and interviews with nearly 1,000 women across 14 countries: Afghanistan, Burkina Faso, the DRC, Iraq, Myanmar, Nigeria, Rwanda, South Sudan, Sudan, Mali, Ethiopia, Syria, Ukraine and Yemen. The Situational Assessment includes key findings from our Country Snapshots that reveal trends in environmental impacts of climate change and conflict-related environmental degradation in Afghanistan, the DRC, Iraq, Nigeria, Rwanda and South Sudan including flooding, droughts, increasing severity and frequency of natural disasters, extreme heat, and pollution. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods, and growing conflict among the many complex challenges they face. As an organisation we are in the nascent stages of applying a climate-lens to our advocacy and programming. This piece of research has built the foundation for us in understanding how changes to environment, gender inequality and conflict dynamics are intersecting to impact the women that we work with.

[UK policy and advocacy influencing consultations, responses, meaningful partnerships and feminist foreign policy](#)

The UK Government's new National Action Plan for Women, Peace and Security (WPS)

As a leading signatory to the first WPS resolution (UNSCR 1325), the UK Government - alongside many other UN Member States - holds itself to account with a National Action Plan on WPS. In April, the [Gender Action for Peace and Security \(GAPS\)](#) network published their 2022 Shadow Report on the UK Government's progress on their National Action Plan on Women, Peace and Security. Women for Women International led on drafting the chapter on [Consultation and Meaningful Participation](#).

In the previous board report, we shared how this reporting period would focus on responding to global policy on gender equality. At the end of February, the UK Government launched its 5th National Action Plan (NAP) on WPS for 2023-2026. As an independent organisation and in partnership with GAPS, we were involved in consultation for the development of the NAP. In the consultation workshops, we advocated for a concrete MERL framework, for clear funding commitments, and for civil society - particularly women's rights organisations (WROs) working in conflict-affected countries - to be recognised as strategic partners in conflict prevention. We fed our response to the launch of the NAP [into a joint response published by the UK GAPS Network](#). Throughout the NAP's implementation, we will continue to hold the UK Government accountable for their commitments to advancing the implementation of the WPS agenda.

The UK Government's International Women and Girls Strategy

On March 8th 2023 International Women's Day, the UK Government launched its International Women and Girls Strategy. Over the last year, we have been feeding into consultations with the UK's FCDO to try and shape the final version of this strategy. We published [an initial response here on the UK website](#) and shared it on social media via [this twitter thread](#). We were also interviewed by the Guardian and [quoted extensively in a piece they published](#) after the strategy launched. [We have done more in-depth analysis and published a blog to reflect on this new strategy as well as the new NAP on WPS](#). We also shaped and developed the UK GAPS Network's statement, which you can [read here](#). To ensure the successful implementation of the strategy we have been working closely with the UK Government on consultation sessions coordinated by the Gender and Development Network. The Global Policy and Advocacy team have met with the Minister for International Development and Africa Andrew Mitchell, with the Director of Humanitarian and Conflict Melinda Bohannon and most recently with the Director of the Women and

Girls Department Amy Clemitchaw. Across these consultation sessions we have shared our best practice in partnership and consultation through the Beyond Consultations tool and the Resourcing Change project.

The White Paper on International Development

The FCDO developed a [White Paper](#) which set out its approach to international development between 2023 and 2030. The FCDO sent out a call for evidence to inform the paper and through our role at the Gender Action for Peace and Security (GAPS) network we co-lead the submission and shared expertise to inform the content on meaningful partnerships. Unfortunately, we were disappointed by the consultation process for the development of the paper, with short timelines that were reduced across August there was little opportunity to consult with diverse feminist movements. Given our expertise in meaningful consultation we shared constructive feedback on future engagement with civil society to ensure better representation of our partners in the global south.

Influencing the development of feminist foreign policy thought leadership

In July the Global Policy and Advocacy team led a workshop on Meaningful Partnerships, Women's Rights Organisations (WRO's) and Localisation at the Gender Action for Peace and Security Network's Feminist Foreign Policy event. This was a useful space to think about how our work in the Resourcing Change consortium – a project funded by the UK Government focusing on accessible funding for local WRO's ([read more here](#)), might fit into future Feminist Foreign Policy.

This workshop contributed to the GAPS series of policy briefs on future Feminist Foreign Policy, GPAT have drafted the brief on meaningful partnerships which was published ahead of the Dutch Feminist Forum in November 2023. Director of Global Policy and Advocacy, Stephanie Siddall, was invited to attend the Shaping Feminist Foreign Policy (SFFP) Conference, hosted by the Government of the Netherlands, that took place at the beginning of November. SFFP 2023 was a unique experience with participants from civil society organisations, government representatives from more than 40 countries, the private sector and academics from all over the world. Whilst the conference brought together wide representation from civil society, we felt that it fell short on commitments and lacked high-level government representatives with the leverage to drive forward the commitments that participants were advocating for.

[Influencing Germany's Feminist Foreign and Development policies: Change Agents spotlight](#)

Policy developments on gender equality were also significant in Germany during this reporting period. Women for Women International-Germany was heavily involved in consultations during the development of the German Foreign Office's (GFO) new Feminist Foreign and Development Policies. These were launched in early March, marking a significant milestone that Germany has officially committed to a feminist foreign policy. The policy (available in English and German) features our Change Agent Programme in Nigeria (which the German Foreign Office has contributed funding to). We are one of the few NGO projects that was featured in the publication, which you can find [here](#) with photos from our programme in Nigeria on page 53.

[US Consultation on the US Government's National Action Plan on Women, Peace and Security](#)

During this reporting period the US Government began its drafting process for the next iteration of the National WPS Strategy (formerly known as the US National Action Plan) and our US-based Global Policy and Advocacy Manager (Nisha Singh) participated in two closed-door US Government civil society consultations, including one where she moderated part of the plenary alongside senior officials from the State Department, USAID, and the White House Gender Policy Council. We will continue to influence the

process through the year 2024, including by drafting and disseminating a Shadow Strategy which Nisha is working on now through her role on the Executive Committee of the Civil Society Working Group on WPS.

Sustainable Development Goals (SDGs)

Our 2022 dataset (2023 update)

This year marks the halfway point for meeting the Sustainable Development Goals deadline in 2030. We know that the experiences and priorities of the women we work with are often missing in international decision-making spaces. That's why each year, we've committed to updating our interactive SDG dataset to capture and share their lived realities, as well as the transformational impact that our work has. Since 2017, we have been annually publishing our monitoring and evaluation data on how our work aligns with the SDGs. Explore our 2022 update to the interactive dataset [here](#) and read our blog with our key findings. We launched the 2022 update at the same time as our new UK website for policy and advocacy, you can explore our pages on community advocacy, partnerships and evidence [here](#).

Engagement with the United Nations General Assembly and the SDG Summit 2023

Director of Global Policy and Advocacy, Steph Siddall, attended the SDG Summit as part of the United Nations General Assembly (UNGA). Whilst at UNGA Steph participated in the launch of the #SheDares campaign that included the launch of the 2024 participatory research project that involves engaging women survivors of war for them to lead a global consultation and research project to share their lived experiences and their recommendations for action. This innovative research project will be led and designed by Change Agents. We intend to share the findings of this research with world leaders at the UN's 'Summit of the Future' in New York next year.

Becoming a signatory to the Women Peace and Security – Humanitarian Action Compact

Last month, ahead of UNGA, we joined the [Women, Peace and Security Humanitarian Action Compact](#). By joining the compact we have expanded our contribution to an evidence base that captures the realities of marginalised women living in FCAS and extended our partnership opportunities. The compact is essentially an accountability mechanism. As a signatory we commit to sharing some of our annual data to contribute to a global dashboard that tracks progress on implementing the WPS agenda. You can access the [tracking framework here](#). This data will go beyond national averages to disaggregate data that is inclusive of the women enrolled on our programmes.

With over 200 signatories there is also great opportunity for extending and strengthening our partnership with actors in the WPS space. The compact is very active on social media and holds regular internal events into pillars of the WPS agenda on financing, accountability, participation, protection, economic security and leadership. We see this as an opportunity for strengthening the WPS capacity of advocacy leads across the organisation, encouraging consultation opportunities and integrating national perspectives into WPS accountability where relevant.

Next year we will focus on:

- **Commission on the Status of Women:** Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68th Commission on the Status of Women (CSW). We will be joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobiayi. In this board report we have shared about the implementation of the Swedish Postcode funded project "Listen to Women".

- **Continuing to expand our regional and national visibility:** Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024
- **Continuing to build our visibility as an evidence-based organisation:** We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices.

Continuing to advocate and implement with partners from the Resourcing Change consortium: With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we will continue with regional and global advocacy opportunities with our partners from the consortium.

Strategic Objective 5: Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events and sponsorships

Last year, we said we would aim to achieve the following during 2023:

- **Raise £2.45m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2023
- **Raise £2.14m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31st December 2023
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International
- **Increase our retention rate for regular donors to 82%**

Grants

Restricted grants, providing resources for programming, totaled £2.1 million this year, which was below our target income. Our particular thanks go to players of People's Postcode Lottery for their continued support via Postcode Justice Trust.

Corporate partnerships

Unrestricted income from corporate partnerships in 2023 was £475k (2022: £611k), which is down from last year. Key highlights in 2023 included securing fashion brand ME+EM – which donated £79,000 to our work from their sample sale. In August 2023 we were delighted to win the Allen and Overy Global Charity of the Year Partnership securing a 2-year partnership which aims to raise £1m. This was a huge achievement for the team, and we are excited to see the impact this partnership can have.

For International Women's Day this year, we were proud to have 19 partners support us, including Monica Vinader and Charlotte Tilbury, and food partners Caravan, Lina Stores and Kitchen 8, all donating during March.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and six partners took part in our Giving Tuesday campaign including Charlotte Tilbury, 111SKIN, slip, ME+EM and Charlotte Tilbury who promoted their holiday stockings in aid of Women for Women International through their social channels, influencers and our Ambassadors.

Grassroots

In 2023, our community once again showed their generous support with over 950 supporters donating to one or more of our campaigns with a combined number of 1,100 donations. Our crisis appeals focused on our Conflict Response Fund were especially successful. In 2023 we ran four crisis appeals in response to the Sudan and Israel and Palestine war, as well as in aid of the Syrian and Afghanistan Earthquake response. Together, these campaigns received 325 donations, raising over £16,700.

In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. Our 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad, raised over £16,000 - £5,000 more than what was raised in 2022. In addition, we are deeply grateful to the 24 people that helped raise money through their own fundraising events and challenges, covering everything from feminist festivals to quizzes, office bake sales and birthday raffles.

Our successful partnerships with University Raising and Giving (RAG) associations continued in 2023 as we partnered with three societies, including Leeds RAG, Edinburgh ESCA and Durham DUCK. Our RAG partners raised over £4,200 through activities like the Three Peaks Trek Challenge, Meadows Marathon, RAG Week and more!

Sponsorship and Regular Giving

During the course of 2023, we were able to match over 1,250 sponsors with more than 1,600 sisters in our Stronger Women, Stronger Nations programme. At the end 2023 we had 1,335 active sponsorships with the addition of 4 corporate sponsors.

In addition to our regular sponsorship donors, we closed 2023 with 531 regular monthly givers. Of those 420 are members of our Power Up Club.

In 2023 we held four Power Up Club events, ranging from virtual dance and yoga classes to an empowerment workshop with our Champion Scarlett V Clark. Our most successful event was with Ambassador Clarissa Ward, drawing an audience of 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. As we look ahead to the 2024 launch of the rebranded sponsorship programme under its new name *Stand With Her*, the Power Up Club will also evolve within the new regular giving structure, removing the minimum monthly gift amount of £7 to encompass all non-*Stand With Her* regular donors. At the end of 2023 we closed the year with a total of 531 regular donors, who will become our new Power Up Club.

Events and Philanthropy

Major Donors and Events

In 2023 we raised £549k of unrestricted income through events and major donors (2022: £433k), a year-on-year increase of 27%.

Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000. We sold 1445 tickets, raising £19,796 from ticket sales and with press and VIP guests we welcomed over 1,500 guests in total. We had 23 boots, with the Women for Women International Boutique bringing in the most income, raising £32,000. The most profitable new

boots were ME+EM raising £18,300, Charlotte Olympia & Skye McAlpine raising £14,700 and the Women for Women International Beauty boot which raised £7,600. We had 14 pieces of coverage with 342k estimated views and key titles included Evening Standard and ES magazine (both print and online) and Elle (online).

Our Leadership Circle also grew again in 2023 with two new members joining at the Support Level (£1,000) and one at the Champion Level (£5,000 per year commitment). Leadership Circle members attended a number of bespoke cultivation events, including a panel event hosted by McKinsey for International Women's Day, an exclusive event at Bicester Village during Women's History Month, and an intimate webinar about our work in Iraq. A key highlight for last year was an increased donation from the Murial Jones Foundation.

From 6th – 18th September 2023, we opened doors to the DO GOOD pop-up in support of Women for Women International at Bicester Village. This really was guilt-free and circular shopping at its best, with pre-loved, vintage, and new designer pieces donated from over 50 brands and individuals. Through the 13-day period, we sold 646 items with an average price of £91 and welcomed 20,496 guests through the door. 100% of the proceeds went towards our work and we raised just over £60,000.

On Wednesday, 1st November, we welcomed over 150 guests to celebrate 30 years of global sisterhood and the power of inspirational women at the V&A Museum. Following an evening reception, our guests were treated to an exclusive private view of the highly anticipated *Gabrielle Chanel Fashion Manifesto* exhibition.

Communications

In 2023, we ran our #PowerToChange campaign to highlight the power of women around the world and give supporters opportunities to get involved in activities that helped them get inspired by change-makers around the world. Against the backdrop of the war in Ukraine and the humanitarian crisis in Afghanistan, and soon after the Syria-Turkey earthquakes, we called on the international community to invest in women in fragile and conflict-affected areas because they are the key to a peaceful future.

We received over 1,997 UK sign-ups to our mailing list through Women's History Month activities in March with 22 corporate partners also taking part globally in the #PowerToChange campaign. Two of our top-tier partners, Charlotte Tilbury and slip, also contributed to a giveaway bundle that supporters could enter on social media, which received over 100 entries and helped to expand our reach. We also had six celebrity Ambassadors engage with the digital campaign, including CNN Foreign Correspondent Clarissa Ward who joined our Managing Director Sara Bowcutt for an event and whose book we gifted to new donors to our sponsorship giving programme, helping us to secure 23 new sponsorships (at £264 per sponsorship per year) in March.

In 2023, we were mentioned in 353 pieces of press, with an estimated 8.46 million views. Titles included BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle and The Guardian.

Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (+4,572), Facebook (+2,908) and TikTok (+471). We also saw our mailing list grow by 2,197 new subscribers.

Ambassadors

Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve, and we are so grateful for their ongoing support. In 2023 we launched a new level of external support – Women for Women International *Champions*. Our Champions play a key role in helping us reach new audiences by using their platforms and influence to amplify our mission and the voices of the women we serve, particularly on social media, within their networks and at our events. By sharing information about our work, they help to grow our supporter base and welcome more people into our global community. In 2023 we announced 8 UK Champions:

- Amelia Windsor
- Christine Amour-Levar
- Eshita Kabra-Davies
- Hayley Nolan
- Lida Nasiri
- Maria Kastani
- Mimma Viglezio
- Scarlett V Clark

Next year, we will focus on:

- **Raising £2.306M in unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024
- **Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support.** 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.
- **Raise £2.4m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024.

Strategic Objective 6: Raise Women for Women International (UK)'s profile / visibility through effective communications

Last year, we said we would aim to achieve the following during 2023:

- **Fundraising £636k** from Individuals, Sponsorship and Community Fundraising.
- **Growing our mailing list audience** to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.
- **Increasing the number of people who 'see' and 'think' about Women for Women International (UK)** by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year.
- **Data-led decision making** with the roll out of new platforms, such as Dataro, which will allow us to more effectively cultivate donors and segment our asks based on giving history and propensity to give scores, while also supporting our retention activities by scoring supporters risk of churn.

- **Expanding the breadth and types of fundraising offers** through our first-ever live mass community participation event (Q2), introduction of new lottery regular giving product (Q2), launch of new evergreen fundraising campaign (Q3), and global roll out of a reimagined version of sponsorship (Q4).

Increasing the number of people who 'see' and 'think' about Women for Women International (UK)

In 2023, we launched our #PowerToChange campaign to spotlight the influence of women globally and offer supporters chances to engage in activities inspiring them through the efforts of change-makers worldwide. Amidst the Ukraine war, Afghanistan's humanitarian crisis, and the Syria-Turkey earthquakes, we urged the international community to invest in women in fragile and conflict-affected regions, recognising them as pivotal to a peaceful future.

During Women's History Month in March, our activities attracted over 1,997 new UK subscribers to our mailing list, with 22 corporate partners globally supporting our #PowerToChange campaign. Notably, top-tier partners Charlotte Tilbury and slip contributed to a social media giveaway, garnering over 100 entries and expanding our outreach. Additionally, six celebrity Ambassadors, including CNN Foreign Correspondent Clarissa Ward, participated in our digital campaign. Ward even joined our Managing Director, Sara Bowcutt, for an event, and her book was offered as a gift to new donors, resulting in 23 new sponsorships in March.

We gained media attention, being featured in 353 press pieces (58% growth year-on-year), reaching an estimated 8.46 million views. Coverage spanned various outlets such as BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle, and The Guardian.

In 2023, we extended our external support network with the introduction of Women for Women International Champions. As part of their terms of reference, Champions agree to utilise their platforms and influence to amplify our mission and the voices of the women we serve, particularly on social media, within their networks and at our events. By sharing information about our work, they help expand our supporter base and welcome more individuals into our global community. Eight UK Champions were announced in 2023: Amelia Windsor, Christine Amour-Levar, Eshita Kabra-Davies, Hayley Nolan, Lida Nasiri, Maria Kastani, Mimma Viglezio, and Scarlett V Clark.

Growing our mailing list audience

Our marketing and communications efforts facilitated audience growth, evident in increased social media followers across key platforms: Instagram (+4,572), Facebook (+2,908), and TikTok (+471). Furthermore, our mailing list expanded by a net total of 2,197 new subscribers (10% growth), accounting for churn rates.

Expanding and diversifying our community and third-party fundraising

Since its launch in 2021, our Power Up Club has seen continuous growth, with supporters committing to a monthly donation of £7 or more. By the end of 2023, our membership reached 420, hosting four events including virtual dance and yoga classes, as well as an empowerment workshop with Scarlett V Clark. The highlight was an event featuring Ambassador Clarissa Ward, attracting 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. Looking forward to 2024, our rebranded sponsorship

programme, Stand With Her, will integrate the Power Up Club, welcoming all non-Stand With Her regular donors. By the end of 2023, our regular donors totalled 531, becoming our new Power Up Club.

In the UK, we ended 2023 with 1,120 sponsors supporting 1,335 sisters through our Stronger Women, Stronger Nations programme. Despite a decrease due to the cost-of-living crisis, our community continued their generous support, with over 950 donors contributing to our campaigns, totalling 1,100 donations. Crisis appeals focused on our Conflict Response Fund were successful, raising over £16,700 through 325 donations in response to conflicts in Sudan, Israel and Palestine, and earthquake relief efforts in Syria and Afghanistan.

Our #ShakeItInSisterhood Danceathon fundraiser exceeded expectations, raising over £21,000 with 37 guests. Fundraisers participating in events like the London and Brighton Marathons raised over £16,000, £5,000 more than 2022. Additionally, 24 individuals organised various fundraising events, from feminist festivals to office bake sales, collectively supporting our cause. We provide support to these donors, offering guidance, training, branded materials, and dedicated staff assistance.

In 2023, our partnerships with University Raising and Giving (RAG) associations continued, collaborating with societies like Leeds RAG, Edinburgh ESCA, and Durham DUCK. Together, they raised over £4,200 through activities such as the Three Peaks Trek Challenge and RAG Week.

Next year, we will focus on:

- Increasing number of people who make a one-off donation by 12% from 868 to 974 raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors.
- Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31st December 2024.
- Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.
- Be data lead and focused by continue to build on our use of tools such as Dataro to more effectively target supporter ask, as well as implementing new tracking and reporting mechanisms to monitor ROI of our comms.
- Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on larger quarterly activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2023:

- **Continuing to run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty and risk in the external environment.
- **Maintaining and promoting an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location here in the UK and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic programme of personal development** with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture.

We have provided a stable platform through effective and efficient financial, and people processes which has allowed our teams to take informed decisions and carefully considered risks to achieve more for the women we serve.

We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International (UK) staff. In 2023 we added financial well-being to our programme, providing all our staff with 1-2-1 financial coaching.

All our staff also attended engaging and interactive training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.

Following Mental Health Awareness training for all staff in 2022, we introduced five mental health first aiders to the team through comprehensive training from MHFA England.

We were thrilled to appoint a new Board Chair following an in-depth, robust recruitment process at the end of 2022. In early 2023, we welcomed Champa Patel with a comprehensive, thoughtful and inclusive onboarding programme.

We continue to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

Next year, we will focus on:

- **Running an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.

- **Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales - Charity number 1115109

Accounts

Company no. 05650155

Charity no. 1115109



Women for Women International – UK

Annual Report and Financial Statements

31st December 2022

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we, encourage our people to take risks and make mistakes - this is how we learn, grow and get better, stronger and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do, when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2022.

Welcome to Women for Women International – UK: a message from the outgoing Co-Chairs and the new Chair

Women for Women International continues to work with the most marginalised women living in extreme poverty and are directly affected by violence and conflict. We are proud of what we have been able to achieve together in a challenging year – with our funders, partners, supporters, staff and above all with the women we serve and we know there is more we can do.

In 2022, Women for Women International globally – with Women for Women International – UK as an integral and active part – enrolled 15,708 women in the 12-month Stronger Women, Stronger Nations programme of support and training. We have cumulatively reached 553,437 women since Women for Women International's inception, 30 years ago, through a combination of the Stronger Women, Stronger Nations programme, microcredit and, in some countries, by expanding our reach through local partnerships. We have also reached 50,894 men since the Men's Engagement Programme was started, helping to create positive communities in which women can thrive.

Women, while facing incredible challenges in the countries in which we work, also show immense courage and resilience. As of early 2023, we are working in Afghanistan, Democratic Republic of the Congo, Iraq, Nigeria and South Sudan; we are supporting Women for Women International affiliates in Rwanda, Bosnia and Kosovo; and through the Conflict Response Fund we are supporting partner organisations in Ethiopia, Myanmar (for Rohingya refugees), Syria, Ukraine and Poland.

Our work in two countries stands out in 2022. In February 2022, Russia launched a full-scale invasion of Ukraine in a major escalation of the Russia-Ukrainian War, and Women for Women International faced another challenge in its support for the women and their children who had to flee their homes. Partnering with local organisations, as we did in Syria, we were able to reach as many as possible with trauma-linked counselling, medical care, legal support and vocational training. Žene za Žene International, Women for Women International's sister organisation in Bosnia and Herzegovina, led our response to help the needs of Ukrainian refugees in Poland.

Afghanistan was also a major focus throughout the year. At the beginning of 2022 we continued to help Afghan women who were struggling to adapt to a complete change in their lives with so many tight restrictions enforced by the de facto government. We had paused our programmes for safety reasons but, after careful negotiation in January 2022, were able to re-start giving the women much needed hope and enabling them to share stories of how they are coping. Despite continuing challenges, such as the recent ban on female employees, we have been able to sustain programmes where other organisations have not. We have been able to enrol a number of new participants into the programme, to a total of 2,547 in four provinces. Programmes in Afghanistan have also been adapted to provide psychosocial support to enable them to deal with trauma and stress. At the same time, Women for Women International worked to help raise Afghan women's voices internationally.

The result of emergency appeals for Afghanistan and Ukraine means that we have been able to provide essential services, adapted to fit the needs of the women finding themselves in unprecedented circumstances. Our teams in other countries where we work also faced a tough year with outbreaks of Ebola in the Democratic Republic of the Congo and South Sudan, where there was

also an acute hunger warning, and a cholera outbreak in Nigeria. The many pressures on the safety and livelihoods of women mean that our work is ever more necessary and important.

2022 saw impressive achievements for our Advocacy team including high-level recommendations around Afghanistan at the UN in New York; continuing to influence the UK Government's Women, Peace and Security policy, and contributing to its new National Action Plan; and using the SDGs as a framework for sharing evaluation baseline and graduation data. The data was used to build a data hub to increase visibility of experiences and potential for progress amongst some of the most marginalised women affected by conflict. A strength of all our work continues to be the rigorous monitoring of our impact, enabling adjustment where necessary.

Fundraising is vital to everything we do. As ever, we are deeply grateful to the many individuals, groups and companies who chose to support Women for Women International this year. Whilst there is a risk that donations will be affected by the cost-of-living crisis and by pressure on government finances, this year was reassuring both in the loyalty of existing supporters and the enthusiasm of new ones. In the UK, £4.03 million was raised during 2022. Highlights include the #SheInspiresMe Car Boot Sale, sponsored by Selfridges, which was a huge success, and proved an inspiring event for both existing and new donors; the #SheInspiresMe Lunch, sponsored by Jimmy Choo and held at The Ned in London, which also raised substantial sums from existing and new donors; and LVMH, a new supporter, sponsored a private lunch for new high-level donors. We are very grateful to these, to the many other corporate and individual donors, and to the foundations and governments which support Women for Women International.

Your generosity makes it possible for our wonderful staff and partners to help women in conflict to re-establish their lives and rebuild their communities. You have helped to create a sound basis for the future which allows Women for Women International to look forward with confidence.

We the outgoing Co-Chairs, Penny Holmes and Alex Duncan, offer profound thanks to the staff, the Board and the donors for allowing us the privilege of chairing the UK Board for this interim period. Champa Patel, the new Chair, is delighted to pick up the baton and thanks them for all their hard work in shepherding the organisation and building its success and looks forward to continuing their working with all parts of the organisation to take forward our work.

With gratitude,

Penelope Holmes and Alex Duncan (Co-Chairs, Women for Women International – UK (September 2021 - February 2023))

Champa Patel (Chair from March 2023)

Changing the World, One Woman at a Time



A tailoring session in Kawrgosk refugee camp in the Kurdistan Region of Iraq (KRI). Photo by Sabua.

When women living in war-torn communities learn to reclaim their power, they use this power to rebuild their lives and families and transform their communities.

Our locally-led teams provide women with social and economic training and resources so they can earn and save money, understand their rights, improve their health, access networks for support and effect change in unjust societal rules.

But women can't do it alone. Through our complementary programmes, we engage with men, community structures, policy makers and graduates of our programme to address discriminatory social norms and practices, enhance and create more opportunities for women, and provide the support women need to overcome the obstacles that stand in their way.

We know women pass on their knowledge to their neighbours and children, creating a ripple effect for generations.

By investing in women, we create a better world for all of us—a world that's more equal, peaceful and prosperous.

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; influence decisions at home & in the community; and connect to networks for support. By utilising skills, knowledge and resources, she is able to create sustainable change for herself, her family and community.

About Women for Women International

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities.

2022 has been marked by a rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 553,437 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independently governed UK-registered charity in London with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International – UK is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in thirteen countries.

Over seventeen years, Women for Women International – UK has grown to become an organisation raising more than £4 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Corporate partnerships have been a key area of growth, and 2022 continued the trend of unprecedented engagement from our partners throughout the year.

Women for Women International – UK leads the global organisation's corporate partnership strategy, and Policy & Advocacy work, which is informed and guided by the global organisation's monitoring and evaluation data and is aimed at sharing learning, amplifying women's voices and influencing attitudes and policies.

Our Aims

Women for Women International works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent the last 30 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

In Afghanistan where we've been operating since 2002, women's rights are being rolled back at an alarming rate. Despite the latest decree banning women from working in NGOs, thanks to our locally-led team, we've been able to secure permission at the district and province levels to continue in-person trainings. We are proud to say that Women for Women International is one of the few international NGOs providing direct services to women in Afghanistan. We continued advocating for Afghan women's voices to be heard, publishing policy reports and facilitating a delegation of exiled Afghan women's rights activists at the 77th United Nations General Assembly (UNGA).

A Glimpse of Hope



Obaida in her house with her chickens. Photo by Women for Women International

"Women for Women International taught me the skills I needed to support my family. I still run a small business sewing clothes and now also sell eggs with the poultry kit I was provided in the programme. With the money I earn, I can support my family as well as save a portion of it. While I do not know what the future holds for us, I feel I can finally build pieces of my life back together, one step at a time."

Obaida joined the Stronger Women, Stronger Nations programme in Afghanistan to learn how to make ends meet for her family. She learned sewing as a means to generate an income. When the de facto government abducted her husband, she used her stipends and sewing skills to earn money and feed their children in his absence.

Our Approach

Our Stronger Women, Stronger Nations programme supports the most marginalised women in countries affected by conflict and war, helping them earn and save money, improve their health and well-being, influence decisions in their home and community, and connect to networks for support.

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs.

Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman’s voice, role and contribution is visible and valued.

Our vision is to create a world in which all women determine the course of their lives and reach their full potential.

How is Women for Women International’s approach transformative?

Five components for effectively supporting women’s economic power in conflict:

1. Focus on women. Ensure that ultra-poor communities are reached and that there is inclusivity in the selection of participants to engage the most vulnerable and marginalised women survivors of conflict.
2. Training on rights, gender and health – including the value of women’s work; health and wellness; gender equality, rights and decision-making; conflict, violence and peacebuilding; women’s solidarity and networking; and leadership, citizenship and advocating for change.
3. Economic knowledge and skills, including numeracy; household financial planning; savings channels; goal-setting; business planning; and negotiation, leadership and effective communication.
4. Supporting social networks and connections through safe women-only spaces and sessions delivered in a group setting, bringing together groups of 25 women throughout the 12 months of the programme.
5. Tackling discriminatory gender norms by working with men – including community leaders and influencers – and transforming negative masculine norms.



Programme participants during 16 Days of Activism Parade in South Sudan. Photo by Women for Women International

Our Programmes



Deborah smiles in front of her house. Photo by Women for Women International

Reinventing my life: Deborah in Nigeria

When Deborah lost her husband, she struggled to tend to their farm and earn money alone. Her eldest daughter dropped out of school because she was unable to pay for her school fees, and Deborah lost sleep over how she would maintain the responsibilities of her household as a widow.

Through our Stronger Women, Stronger Nations programme, Deborah was trained on storing and selling grain in line with farming season. She also learned to budget and save money, and she is using her training to build her own business – as she says, “something that belongs to me.” Now, her children no longer miss out on attending school over unpaid fees, as she is able to make consistent payments.

Stronger Women, Stronger Nations

In 2022, a total of 25,572 women participated in the Stronger Women, Stronger Nations programme across seven different countries. It is our core 12-month long programme in which participants form connections in class, learning how to earn and save money, build businesses, understand their rights, improve their health, and influence decisions in their families and communities.

Change Agents

In 2022, 450 Change Agents graduated, and we began training our first class in Iraq. In May, our Country Director for Democratic Republic of the Congo, Rachel Boketa, briefed the UN Security Council on armed conflict, poverty, and humanitarian access. At the 2022 UN General Assembly, we co-hosted a private roundtable with exiled Afghan women activists and decision-makers on how the international community can better support Afghan women.

Men's Engagement



Participants in the Men's Engagement Programme in training. Photo by Monilekan

In 2022, we reached 7,734 men and worked with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a "training the trainer" approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.

Our Impact

Women for Women International is committed to ensuring the strongest possible impact and value of our programmes. For this reason, we consistently refine our programming according to our monitoring and evaluation data, which monitors our participants' livelihood and economic prospects after joining the Stronger Women, Stronger Nations programme.



Earnings and savings

79% of women report saving a portion of their earnings by the time they graduate, compared to 20% at enrollment, a nearly three-fold increase.



Food security

Globally, 69% fewer women report household food insecurity at graduation compared to enrollment.



Decision-making

84% of women report participating in household financial decisions by graduation, compared to just 44% at the beginning of the program.



Self-efficacy

Women's score on a scale measuring confidence and ability to reach goals increased by 114% from the start of the program to graduation.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International – UK we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We raised £4.03 million in 2022 through a diverse range of fundraising initiatives.

Our fundraising included: activities and campaigns which inspired donations and gifts from individuals; applying for grants; a sponsorship programme which matches women in our programmes with sponsors from around the world; a portfolio of our own special events; and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

In 2022, we brought our #SheInspiresMe Car Boot Sale back as a live event raising over £240,000, from 25 booters including the likes of Jimmy Choo, Rixo, Needle & Thread and many more.



#SheInspiresMe Car Boot Sale 2022 graphic. Illustration by Venetia Berry and design by Figgydoo.

We also held our #SheInspiresMe Lunch again at The Ned hotel in London, sponsored by Jimmy Choo and slip with 72 guests joining us to hear Ambassador Clarissa Ward speak about her experience of reporting from the front lines of conflicts around the world.

In 2021 we launched our Power Up Club. Inspired by our Stronger Women, Stronger Nations programme for women survivors of war. The Power Up Club is a space for committed supporters to

come together, develop their knowledge and skills, and drive the changes they want to see in the world.

Power Up Club members commit to donating £7 or more per month to our work. At the end of 2022 we had grown our membership to 415 and had held five virtual events specifically for the Club.

In the UK our individual donors are currently sponsoring more than 1,400 women through our Stronger Women, Stronger Nations programme with a further 13 sisters sponsored through our corporate sponsorship package.

In 2022, 756 of our supporters generously donated to one or more of our campaigns. In addition, 24 people helped raise money through their own fundraising events and challenges, covering everything from birthday celebrations to marathons and bake sales. We also had 29 supporters join our #SheInspiresMe Squad, taking part in a number of challenge events.

In February, we launched an appeal to support our response to the war in Ukraine. We were overwhelmed by the outpouring of support from our international community of supporters, receiving over just over £60k for our Ukraine Conflict Response Fund appeal from 234 donors.

Our roster of wonderful corporate and brand partners also continued to grow in 2022. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International – UK, to asking their staff and customers to support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained we also undertake due diligence to ensure our partners share our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2022 we had 21 partners (our highest number to date) support us through a range of activations including a number of special products sold in aid of Women for Women International – UK from t-shirts to beauty products and jewellery. Not only has this activity raised vital funds but also secured much-needed press and PR coverage to raise more awareness of our work.

We are grateful to a number of our corporate partners for donating to our Ukraine appeal – including Charlotte Tilbury and LK Bennett.

We are also very grateful to the many individuals and third parties who chose to support us in 2022 by raising vital funds hosting their own fundraising events (such as dinner parties and student events) or undertaking sponsored challenges like marathons, bike rides and swimming challenges that we have bought places for. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our fundraising team to speak to if they need additional support.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how

an individual can complain. We also track any Fundraising Preference Service requests, receiving no requests for no communications in 2022. We received six complaints in 2022. This is five fewer than in the previous year.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Strategic Report (Highlights)

Achievements and Performance

Our Intentions for 2022

Last year we said we would focus on a number of priorities against our strategic objectives, including:

SO1	Invest in the social and economic empowerment of marginalised women	- We will strengthen the Stronger Women, Stronger Nations Programme and increase our impact on the lives of women we serve. - Achieve impact at scale by increasing our impact at the household and community levels and build an enabling environment for the women we serve. - We will contribute to empowering marginalised women through funding and learning together.
SO2	Work with men to change attitudes	Continue to support the delivery of the Men's Engagement Programme in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.
SO3	Support marginalised women survivors of conflict so that they can influence decisions	- Continue to provide technical support to Country Teams. For example, our Global Policy and Advocacy Team will be supporting with the recruitment, onboarding and ongoing mentoring of advocacy staff as we begin to roll out our Change Agent programme in South Sudan and Iraq, as well as ongoing support to other Country Offices. - Further strengthen the relationships between our Global Policy and Advocacy team and each country office, with plans to set up two new mechanisms to achieve this: regular bi-monthly country specific coordination calls with each team and a quarterly Global Policy and Advocacy Forum.
SO4	Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict	- Conduct extensive participatory research with current and former programme participants – marginalised women living in provinces across Afghanistan – and Afghan women's rights activists to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future. - Develop a set of policy briefs based on qualitative and quantitative research conducted between 2019-2021 to illustrate violence against women (VAW) prevalence, community attitudes, and community responses and resources in conflict-affected settings in Afghanistan, South Sudan, Nigeria, and Democratic Republic of the Congo. - Work with others to conduct an extensive research and mapping project of the Afghan women's rights movements now it is dispersed across the world and co-host convening and advocacy activities with Afghan women activists in Geneva in June.
SO5	Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships	- Raise £2.7m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2022 - Raise £1.8m in unrestricted funds from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31st December 2022 - Increase our unrestricted income total by 33% - Grow our audience by 30% by investing in a digital advertising strategy and aligning our community building plans across teams.

SO6	Raise Women for Women International – UK's profile / visibility through effective communications	• Increase the number of people who 'see' and 'think' about Women for Women International – UK by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year. • Grow our mailing list audience to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year. • Expand and diversify our community and third-party fundraising. We will focus on increasing the number and variety of challenge events for prospective fundraisers and running our first-ever mass participation community fundraising event.
SO7	Run an effective and financially sustainable organisation	• Establish an inclusive environment for all people who come into contact with our organisation, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement. • Provide all staff with the opportunity to take part in a holistic programme of personal development with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture. • Build on our inclusive Board culture, continuing our thoughtful and comprehensive onboarding of new Trustees and recruiting a new Chair of our Board.

Our Achievements in 2022

Reflecting on these ambitious goals we set for ourselves at the outset of 2022, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

- More than 25,500 women were served through our Stronger Women, Stronger Nations programme in 2022. Globally, we reached 7,734 men in our Men's Engagement Programme in 2022. See "Our Impact" above for more details on the transformational effect of these programmes.
- In Ethiopia, our Conflict Response Fund continued to support Mums for Mums in Tigray to provide counselling and safe houses to 951 women and girl survivors of sexual violence, train 110 community first-responders in medical and psychological first-aid, reach 500,000 community members indirectly through community awareness events, distribution of brochures and other IEC materials, and monthly local TV and Radio broadcasts., and provide vocational and business skills training for up to 400 women and girls survivors.
- Throughout 2022, we conducted an organisation-wide consultative process to develop a Theory of Change for Global Policy and Advocacy. The Theory of Change aims to articulate all the policy and advocacy work being carried out across the organisation. It provides us with a road map to plot our journey from where we are now, to where we want to be.
- To uphold our central values of recognising the power of the women we work with as agents of change, Women for Women International conducted phone surveys and interviews with our past programme participants – marginalised women living in provinces across Afghanistan – and Afghan women's rights activists, to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future. The findings were summarised in a report called ["No One Hears Our Voices"](#).

- As part of our project Resourcing Change: Supporting Women's Rights Organisations (WROs) in Fragile and Conflict Affected States (FCAS), we co-hosted a convening and advocacy activities with Afghan women activists in Geneva. The convening was a space to foster solidarity, understanding and coordination amongst Afghan women activists, enhance strategic, coordinated advocacy by Afghan women activists, and discuss strategies for impactful action to improve the situation for Afghan women inside and outside Afghanistan and ensure their meaningful contribution to the social, economic and political life of the country.
- A key highlight of our Power Up Club events was a virtual discussion with Dr. Homeira Qaderi centred around her memoir, *Dancing in the Mosque: An Afghan Mother's Letter to her Son*, and through hearing her remarkable story, our supporters got a glimpse into the lives of the millions of Afghan women.
- We welcomed four new UK Ambassadors: Tina Daheley (BBC journalist and presenter), Waad al-Kateab (Syrian activist and award-winning journalist and filmmaker), Azita Ghanizada (Afghan American actress and the founder and president of the MENA Arts Advocacy Coalition), and Mick Élysée (world-renowned Congolese chef).
- Our flagship live event the #SheInspiresMe Car Boot Sale made its return as a live event bringing together a huge range of brands and fashion icons. With 1,400 guests on the day we raised over £240,000 and secured 17 pieces of press cover and a social media reach of over 3 million.
- We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International – UK staff. Results of our Staff Survey carried out at the end of 2022 strongly indicated that our staff feel supported and valued by their peers and leadership at Women for Women International – UK; believe they have autonomy as well as opportunities for growth in their role and experience a sense of belonging and purpose within the organisation.

Our Ambitions for 2023

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

- Adapting market analysis and vocational tracks to support women to be resilient in the face of climate change. Going forward we will continue to find ways to showcase how our work intersects between women peace and security and a changing climate in our advocacy and business development while improving programme delivery to support women's resilience.
- Looking at the data and results post roll out of the new Men's Engagement Programme curriculum to assess successes or to provide new learnings that can help us to refine that programme.
- Strengthening the Stronger Women, Stronger Nations Programme and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- Continuing our work on the Power Journey by implementing the quick wins identified in the process with Nigeria and Iraq, putting another country through the process, and focusing on the roll out of the DPM to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data.
- Continuing to support the delivery of the MEP in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

SO1
Invest in the social and economic empowerment of marginalised women

SO2
Work with men to change attitudes

• Launching the Swedish Postcode Lottery funded Project: Listen to Women. This project pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making and democratic processes. • Developing an additional module for the Change Agent curriculum focused on peacebuilding to reflect and strengthen our organisational expertise on the women, peace and security Agenda. • Conducting similar strategic workshops to those we delivered in the Democratic Republic of the Congo and Iraq to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change. • Working in partnership with the global Monitoring Evaluation Research and Learning (MERL) Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact.	Support marginalised women survivors of conflict so that they can influence decisions	S03
• Extending our presence across regional and international networks and coalitions, including the NGO Working Group on Women, Peace and Security – a coalition of 19 international non-governmental organisations (NGOs) working to advance the women, peace and security agenda at the United Nations and around the world. • Working in partnership across the global organisation on plans for the 30th year anniversary of Women for Women International to develop a piece of research across the contexts that we operate in and look to expand this with countries in the Conflict Response Fund. • Preparing for and respond to governmental policies and strategies that impact the lives of women affected by conflict, such as the UK Government's 5th National Action Plan on Women, Peace and Security and its International Women and Girls Strategy.	Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict	S04
• Raising £2.45 million in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2023 • Raising £2.14 million in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2023	Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships	S05
• Growing our mailing list audience to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year. • Increasing the number of people who 'see' and 'think' about Women for Women International – UK by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year. • Expanding the breadth and types of fundraising offers through our first-ever live mass community participation event • Introducing new lottery regular giving product • Rolling out of a reimagined version of sponsorship globally	Raise Women for Women International – UK's profile / visibility through effective communications	S06
• Reviewing all People Policies through the lens of best practice to achieving Equity, Diversity and Inclusion • Delivering best practice Risk Management processes as set out within the Risk Management Framework including stable progress against required actions with appropriate escalation where necessary • Streamlining Management Accounts processes to ensure highly efficient, risk focused reporting to Management and Board	Run an effective and financially sustainable organisation	S07

Financial Review

The Statement of Financial Activities for the year ended 31 December 2022 shows a net deficit (income less expenditure) for the year of £360k, compared to the previous year where a surplus of £239k was recorded. This was made up of an Unrestricted deficit of £213k, and a Restricted deficit of £147k.

Income for the year of £4.03m was 17% lower than the £4.85m received in 2021. Grants contributed 55% of total income (2021: 60%). The fall in income year on year relates primarily to funding cuts from the UK Government, the impact of which continues to be felt across the sector. Our teams are working hard to identify alternative sources of income to support our critical work and we have a strong pipeline to support growth in the years ahead.

Expenditure for the year of £4.39m represents a 5% decrease from the £4.61m shown in 2021. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.20m (2021: £2.44m), representing 55% of income, and 50% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 88% of income and 81% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £640k (2021: £675k) representing our continued sustained contribution to policy and outreach work, where the UK plays a key role for the global organisation.

As of 31 December 2022, Women for Women International – UK had net assets of £1.02m, (2021: £1.38m). Of these funds £241k (2021: £388k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2023. Unrestricted funds amounted to £782k (2021: £995k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

At 31 December 2022, the charity held total funds/net assets of £1.02m. These can be sub-divided between a restricted fund of £241k, and unrestricted funds of £782k.

The organisation's reserve policy is to hold four to six months of operating expenditure in free reserves. The current free reserve balance of £782k (being equivalent to around five months of operating expenditure based on the budget for 2023) is in line with this target and having reviewed the risk landscape the Trustees believe this to be sufficient. The reserves policy and reserves target are reviewed periodically and will be reviewed in 2023.

Trustees are satisfied, given the performance in the first months of 2023, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International – UK is a subsidiary and affiliate of Women for Women International registered in the United States of America (US). Together with charities operating under the Women for Women International banner in Kosovo, Bosnia, and Herzegovina, and Women for Women International – Germany, these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the US.

The US, Germany and UK offices fulfil the role primarily of fundraising, and policy & advocacy. Women for Women International is also responsible for overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International – UK is fundraising for our programmes, managing multi-year programme grants, and policy & advocacy. The UK's Managing Director – Finance, Operations and Culture sits on the Leadership Team which makes decisions about global initiatives, policies and strategy.

In the normal course, monies raised by Women for Women International – UK are donated to Women for Women International with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

Governing Document

Women for Women International – UK is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155), and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing Body

The governing body of the charity is the Board of Trustees (the “**Board**”). The Board meets at least four times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Nominations Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team, and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2018, the Board adopted the new Charity Governance Code, benchmarking its governance against sector best practice. The Board continues to embrace gold standard approaches in its operation and in 2022 all Trustees were invited to attend bespoke finance training delivered by NCVO titled Understanding the Numbers: Financial Intelligence for Trustees and an Inclusive Governance training session delivered by Getting On Board. Both sessions were well attended, and feedback indicated that the sessions were informative, relevant and highly valuable to all.

Since January 2022, there have been five appointments to and two departures from the Board. The Board committed to prioritising diversity and the lived experience of the settings and context in which we work for our Board replacements. A new Board Chair candidate was successfully recruited at the end of 2022 and we have strived to achieve thoughtful and inclusive onboarding.

We continued to benefit from the time and expertise of our Finance and Audit Committee, Fundraising and Marketing Committee and People and Culture Committee throughout the year.

Public Benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objects and aims.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

Name	Date of appointment or retirement
Sally Baden	Appointed May 2019
Alex Duncan	Appointed August 2015
Tony Gambino	Appointed December 2015
Lady Penelope Holmes	Resigned February 2023
Jan Rock Zubrow	Appointed January 2019
Andres Gomez de la Torre	Resigned June 2022
Abi Calver	Appointed May 2019
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023

Board Committees

The Board has the following sub-committees:

- The Nominations Committee
- The Finance and Audit Committee (FAC)
- The Marketing and Fundraising Committee (MFC)
- The People and Culture Committee (PCC)

Other working groups may be appointed for specific events, projects or tasks.

Non-Trustee Committee Members

The Board would like to thank the following non-Trustee members of our committees who served during the year:

Nicola Hanna
Hikari Yokoyama
Sarah Barclay

Kristin Cardwell
Sarah Bedingfield-Shutt
Andres Gomez de la Torre

Ambassadors

Our Ambassadors promote the work of the charity and their support is greatly appreciated.

Gillian Anderson
Juliet Aubrey
MyAnna Buring
Tom Burke
Elizabeth Debicki
Alex Eagle
Mick Élysée
Tina Daheley
Azita Ghanizada
Jasmine Hemsley
Mary Katrantzou
Basma Khalifa
Cherie Lunghi
Clarrisa Ward

Thomasina Miers
Savannah Miller
Dame Helen Mirren
Arizona Muse
Charlotte Olympia Dellal
Zara Martin
Niomi Smart
Nadja Swarovski
Alice Temperley
Charlotte Tilbury
Sophie Turner
Monica Vinader
Waad al-Kateab

Our Management

Trustees delegated the day-to-day running of Women for Women International – UK to an Executive Team being our two co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operate with a co-leadership model, holding distinct roles: Managing Director – Fundraising, Partnerships and Communications and Managing Director – Finance, Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International – UK and as such are our Key Management Personnel.

They continue to lead Women for Women International – UK together with the support of the Senior Manager's Group (being our Heads of Finance, People and Culture, Corporate Partnerships, Events and Philanthropy, Communications, and Marketing) and all our staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is appreciated by the Board in this area of their work.

After a period of significant internal change in 2021, we are grateful to our co-Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2022.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International – UK uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International – UK continues to manage, along with the relevant risk mitigation strategies, are:

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the war in Ukraine, BREXIT and other significant events is not yet known.

In 2022, we continued to feel the impact of the prior year's cuts to the UK Government's overseas aid budget, and we have directed our attentions to finding other sources of income to support and scale our work. The impact of these funding cuts was clear and present in 2021 and will continue to be felt for many years to come.

The UK's economy is volatile with inflation reaching historic levels in the year and interest rates continuing to increase. We know that many of our corporate and major donors are being impacted by the global economic downturn and individuals throughout the UK will struggle to cope with the rising cost of living.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these unprecedented times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the root of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & Leadership Diversity and Inclusive Culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making informed by limited perspectives. In addition, a lack of diversity or an exclusionary culture will always result in lower staff engagement and higher staff turnover.

In 2021 we restructured our Executive Team was following some staff turnover at the senior level and we established a Senior Managers Group made up of our 'Heads of' teams who each report to one of our co-Managing Directors. This wider group meetings fortnightly, including one per month with the Executive Team and brings a depth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International – UK.

While we continue to make progress in this area, we recognise that there is much more to do here and in 2021 we invested in an EDI audit with the support of a collective of consultants with expertise in this area within the sector. While it was not possible to complete this piece of work, we are grateful to the group of consultants who provided insight and advice which we continue to embrace in our day-to-day practices.

At the Board level, we successfully onboarded four new Trustees to our Board in early 2022, welcoming each of them to the organisation through a comprehensive induction process during the first quarter of 2022 which included attendance at an Inclusive Governance session delivered by Getting On Board. In the latter half of 2022, we began our search for a new Board Chair. With support we were able to meet with a strong shortlist of highly qualified, committed and inspiring individuals. We were delighted to appoint Dr Champa Patel to the role.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff Capacity, Staff Turnover & Staff Well-being

As a values-driven organisation whose success depends wholly on our people, it is essential that we meet not only our duty of care to our staff but also their expectations of us as their employer.

We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances. We have embraced a hybrid working model that allows staff to create an office to

home working ratio that meets their needs and works for their life, while also encouraging all staff to adopt flexible hours to create greater harmony between their work and life outside of work.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2022, we continued to deliver our comprehensive, tailored development People Programme, providing space to consider and discuss the areas of well-being, health, culture, inclusion, and more.

In the summer of 2022, we came together for two full days for the first time since the pandemic forced us apart in March 2020. We spent time reconnecting with each other in person while also discussing our values, the behaviours we associate with each of these and how this influences our day-to-day work and interactions. We were later joined (virtually) by our colleagues in our South Sudan office and were moved to hear about their individual experiences as frontline staff for Women for Women International, to hear about their passion for our work and commitment to the women we serve and to hear about their hopes and aspirations for Women for Women International. At the end of our second day together, we were joined by a small panel of experts across the areas of gender, peace and security, international development, the UK's international aid sector, anti-racism and the decolonisation of aid. This was a powerful two-day conference that we hope to deliver on a bi-annual basis going forward.

Operating in Conflict-Affected Countries

While Women for Women International – UK does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money; improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International – UK staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well

as towards fellow employees. This is renewed and reaffirmed annually and continuously monitored as part of our performance management system. The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International – UK staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have an active whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world.

In 2022, our Director of Safeguarding and Security (DSS) for Women for Women International carried out a comprehensive review of our systems, processes and policies, incorporating updates where necessary to ensure these remain in line with best practice. The DSS also ensures adherence to our policies and procedures is consistent and monitored, and that issues or concerns are addressed as a priority, actions followed through and lesson learned captured and incorporated into our ways of working.

Equity, Diversity, Inclusion and Belonging

Diversity and inclusion have been a priority for Women for Women International – UK for some time and we continue to strive to reach our ambitions in this area but have more work to do.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional. Within our own organisation, we know that our understanding and perception of power must also be nuanced and intersectional and this must inform our day-to-day practices.

In 2022, Women for Women International appointed a new Director of Global People, Capability and Culture and in 2023 we will be working closely with her and all of our colleagues within the Women for Women International movement globally to accelerate our progress in this area.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one person at a time – and that includes investing in the power of the people within our own organisation.

With this in mind, we made space for and encouraged all our staff to attend 2022's #BAMEOnline conference: <https://www.jmb-consulting.co.uk/bameonline>. Feedback from all staff in attendance was incredibly positive and they expressed their gratitude to the team at JMB Consulting for providing this powerful platform for these vital conversations and creating space for deep, transformational learning. In December 2022 we commissioned Active Bystander training for all Women for Women International – UK staff giving all of our people the skills to challenge unacceptable behaviour whenever it is witnessed in any aspect of their work.

Thank You to

Our donors

- The Al Swaidi Family
- The Medlock Family
- Nadjia Yousif & Andrew Browning
- Diana Saghi Kawkabani
- LSESU RAG
- Women on a Mission
- 111SKIN
- Caravan Restaurants
- Charlotte Tilbury Beauty
- EON Productions Limited
- Estrid
- LK Bennett
- hush
- The Jimmy Choo Foundation
- Keds
- Monica Vinader
- Mint Velvet
- OSKIA Skincare
- Papier
- Selfridges
- slip
- XTX Markets
- Emma Bridgewater
- The Bicester Collection

Our grantors

- Foreign, Commonwealth and Development Office
- The Joseph Rowntree Charitable Trust
- Players of the People's Postcode Lottery
- the McLain Foundation
- De Rigo Vision S.p.A.
- Allan & Nesta Ferguson Charitable Trust
- Svenska Postkodstiftelsen
(The Swedish Postcode Foundation)
- Rwanda Hope Foundation
- The Millby Foundation
- Allen & Overy
- The Swarovski Foundation
- Julius Baer Foundation
- The Fresh Leaf Foundation

Our volunteer fundraisers

Thank you to the Women for Women International – UK Fundraising & Marketing Committee: Abi Calver, Hikari Yokoyama, Sarah Barclay, Sarah Bedingfield Shutt, Kristin Cardwell, and Nicola Hanna.

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors!

Subsidiary Undertaking

Women for Women International – UK has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International – UK is the sole member of Women for Women International Services – UK Ltd. As a result, Women for Women International – UK exercises control over Women for Women International Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2022 the trading company generated a profit of £2,233 (2021: profit of £2,730). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International – UK. The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International – UK, as they are not material to the overall group position.

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 3rd July 2023 and signed on their behalf by:

Champa Patel

Dr Champa Patel, Chair of Board of Trustees

Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of (the 'charitable company') for the year ended 31 December 2022 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and in line with United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the Trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the Trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on Which We Are Required to Report by Exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities 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 ISAs (UK) 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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we identified the laws and regulations applicable to the organisation through discussions with management, and from our knowledge of the broader sector;
- ◆ the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- ◆ we considered the legal and regulatory frameworks that are applicable to the organisation and determined that the most significant are the Companies Act 2006 and the Charities SORP 2019.
- ◆ we understood how the organisation is complying with those legal and regulatory frameworks by making inquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ tested the authorisation of expenditure as part of our substantive testing thereon;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- ◆ performed analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ agreeing financial statement disclosures to underlying supporting documentation;
- ◆ reviewing the minutes of trustees' and appropriate sub-committee meetings;
- ◆ enquiring of management and those charged with governance as to actual and potential litigation and claims;
- ◆ reviewing any available and relevant correspondence with regulators.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement within the financial statements while performing our audit in accordance with applicable audit standards. Irregularities may involve a collusion, forgery, intentional omissions, misrepresentations or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of Our Report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
 For and on behalf of Buzzacott LLP, Statutory Auditor
 130 Wood Street
 London
 EC2V 6DL

Date: 19 July 2023

Women for Women International (UK)
Statement of Financial Activities to 31 December 2022

		2022 Restricted	2022 Unrestricted	2022 Total	2021 Restricted	2021 Unrestricted	2021 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	70	1,401	1,471	206	1,580	1,786
. Grants	2	2,146	89	2,235	2,835	69	2,904
Other trading activities:							
. Events		-	286	286	-	119	119
Income from investments:		-	3	3	-	2	2
Other income		33	-	33	37	1	38
Total income		2,249	1,779	4,028	3,078	1,771	4,849
EXPENDITURE on:							
Raising funds	4	-	845	845	-	613	613
Costs of charitable activities							
. Policy & Outreach		196	444	640	546	129	675
. Overseas Programmes		2,200	703	2,903	2,439	883	3,322
Total expenditure		2,396	1,992	4,388	2,985	1,625	4,610
Net (expenditure) / income for the year		(147)	(213)	(360)	93	146	239
Net movement in funds		(147)	(213)	(360)	93	146	239
Funds at beginning of year		388	995	1,383	295	849	1,144
Funds at end of year		241	782	1,023	388	995	1,383

Women for Women International (UK)
Balance Sheet as at 31 December 2022

		2022	2021
	Note	£000	£000
Fixed assets			
Tangible fixed assets	7	15	7
Current assets			
Debtors	9	631	796
Cash at bank and in hand		1,062	1,070
Short term deposits		215	213
		<u>1,908</u>	<u>2,079</u>
Creditors: amounts due within 1 year	10	<u>900</u>	<u>703</u>
Net current assets		<u>1,008</u>	<u>1,376</u>
Net assets	11	<u>1,023</u>	<u>1,383</u>
Funds	11		
<i>Income funds</i>			
Restricted funds		241	388
Unrestricted funds			
General funds		<u>782</u>	<u>995</u>
Total funds		<u>1,023</u>	<u>1,383</u>

Approved by the trustees on 03/07/2023 and signed on their behalf by

Champa Patel

Champa Patel

Chair of Board of Trustees

Women for Women International (UK)
Statement of Cashflows to 31 December 2022

	2022 £000	2021 £000
Cash flows from operating activities:		
Net (expenditure) / income for the year	(360)	239
Depreciation of fixed assets	8	7
Decrease in debtors	165	385
Increase / (decrease) in creditors	197	(1,163)
Net cash provided by / (used in) operating activities	10	(532)
Cash flows from investing activities:		
Payments to acquire fixed assets	(16)	(3)
Net cash used in investing activities	(16)	(3)
Decrease in cash	(6)	(535)
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	1,283	1,818
Decrease in cash in year	(6)	(535)
Balance at end of year	1,277	1,283

Analysis of change in net debt

	At 1 Jan 2022 £000	Movement in year £000	At 31 Dec 2022 £000
Cash in hand	1,070	(8)	1,062
Notice deposits (less than 3 months)	213	2	215
Total	1,283	(6)	1,277

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2022. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk facing the organisation as a result of the ongoing economic situation in the UK, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2023, and more summarised forecasts for 2024 and 2025. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure.

The charity constitutes a public benefit entity as defined by FRS 102.

b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Allocation of support costs to areas of the charity's operations.

c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.

Income derived from events is recognised as earned.

d) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.

Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.

e) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.

f) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.

Overseas programmes	66%	(2021 – 73%)
Policy and outreach	15%	(2021 – 14%)
Cost of raising funds	19%	(2021 – 13%)

Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.

1. Accounting policies (continued)

In the majority of cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including in person 2022 Car Boot Sale.

Support and governance costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Equipment	33%
• Furniture and fittings	20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

h) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits.

j) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

k) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

l) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

n) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

o) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2022 Restricted £	2022 Unrestricted £	2022 Total £	2021 Restricted £	2021 Unrestricted £	2021 Total £
Donations and Gift Aid						
Donations from individuals and corporations	63	882	945	187	1,020	1,207
Sponsorship Income	4	417	421	2	463	465
Gift aid	3	102	105	17	97	114
	70	1,401	1,471	206	1,580	1,786
Grants receivables						
<i>Governments</i>						
Saferworld CSSF	393	-	393	166	-	166
Foreign, Commonwealth & Development Office - Jo Cox Memorial Grant	288	-	288	354	-	354
Foreign, Commonwealth & Development Office	-	-	-	297	-	297
German Embassy	-	-	-	25	-	25
FCDO COVID-19 - WfWI	-	-	-	7	-	7
UN-Women - WfWI	-	-	-	7	-	7
Leap 4 Peace - GAPS	-	-	-	42	-	42
FCDO COVID-19 - GAPS	-	-	-	99	-	99
UN-Women - GAPS	-	-	-	4	-	4
<i>Trusts and Foundations</i>						
Players of the People's Postcode Lottery	900	-	900	900	-	900
De Rigo Vision S.p.A.	43	-	43	-	-	-
The Millby Foundation	50	-	50	75	-	75
Fresh Leaf Charitable Foundation	20	-	20	-	-	-
Svenska Postkodstiftelsen (The Swedish Postcode Foundation)	191	-	191	-	-	-
The Al Swaidi Family	8	-	8	4	-	4
Allen and Nesta Ferguson Charitable Trust	20	-	20	-	-	-
Charlotte Tilbury Beauty	95	-	95	220	-	220
The Syncona Foundation (formerly The BACIT Foundation)	-	25	25	50	50	100
PRISM THE GIFT FUND / Choose Love	9	-	9	-	-	-
The Millby Foundation - GAPS	-	-	-	25	-	25
Polden Puckham - GAPS	-	-	-	12	-	12
Joseph Rowntree Charitable Trust - GAPS	10	-	10	40	-	40
Stavros Niarchos Foundation	-	-	-	50	-	50
The Swarovski Foundation	-	-	-	21	-	21
<i>Other Trusts and Foundations</i>	15	64	79	344	19	363
<i>Grants from Major Donors</i>	104	-	104	93	-	93
	2,146	89	2,235	2,835	69	2,904
Total Income	2,216	1,490	3,706	3,041	1,649	4,690

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2022 was £588,025 (2021: £104,900). Of this amount, £38,025 (2021: £42,850) relates to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge. A further £530,000 of consultancy services was received from Boston Consulting Group in reviewing our internal processes and advising on possible improvements. We have not included this as income and expenditure in the Statement of Financial Activities as to do so would provide a distorted view of both income and expenditure in the year. The Charity are grateful to the Boston Consulting Group for their generous support and would not have been in a position to benefit from these expertise if they were not offered pro-bono.

4. Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2022 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	482	385	358	254	26	1,505
Overseas Programmes funding	-	-	2,200	-	-	2,200
Premises and other office costs	28	10	-	123	-	161
Marketing and events	158	28	-	-	-	186
Consultancy and other professional costs	46	37	2	23	20	128
Travel and other staff costs	11	12	16	92	-	131
Grants to other organisations	-	77	-	-	-	77
	725	549	2,576	492	46	4,388
Support costs allocated to grants management	-	-	(87)	87	-	-
	725	549	2,489	579	46	4,388
Support costs	120	91	414	(579)	(46)	-
Total	845	640	2,903	-	-	4,388

2021 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2021 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	351	449	386	244	73	1,503
Overseas Programmes funding	-	-	2,439	-	-	2,439
Premises and other office costs	14	11	1	132	-	158
Marketing and events	82	12	3	2	-	99
Consultancy and other professional costs	44	78	65	27	105	319
Travel and other staff costs	10	1	1	80	-	92
Grants to other organisation (incl. WFWI Germany)	-	-	-	-	-	-
	501	551	2,895	485	178	4,610
Support costs allocated to grants management	-	-	(182)	182	-	-
	501	551	2,713	667	178	4,610
Support costs	112	124	609	(667)	(178)	-
Total	613	675	3,322	-	-	4,610

5. Net incoming resources for the year

This is stated after charging:

	2022 £000	2021 £000
Depreciation	8	7
Auditor's remuneration		
- Statutory audit	14	13
- Non-audit services	5	8
Operating lease rentals: property	23	29
Operating lease rentals: equipment	3	3
	3	3

6. Staff costs and numbers

Staff costs were as follows:

	2022 £000	2021 £000
Salaries and wages	1,286	1,233
Social security costs	150	139
Pension costs	69	66
Redundancy / severance payments	-	65
	1,505	1,503

Key management personnel during the year were our two co-Managing Directors. In the prior year, key management personnel included the Executive Director, Managing Director and Directors of Fundraising & Marketing, Programme Funding & Partnerships and Finance & Operations. Their staff costs were as follows:

	2022 £000	2021 £000
Salaries and wages	172	363
Social security costs	22	47
Pension costs	12	22
Redundancy / severance payments	-	65
	206	497

The number of employees who earned more than £60,000 during the year were as follows:

	2022 No.	2021 No.
£60,001 - £70,000	3	1
£70,001 - £80,000	-	1
£81,000 - £90,000	2	2
£120,001 - £130,000	-	1

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2022 No.	2021 No.
Cost of generating funds	9.6	7.0
Charitable activities	15.6	15.3
Support costs	6.1	6.2
	31.3	28.5

No trustee received any remuneration in respect of their services as a trustee during the year (2021: £nil).

Expenses of £1,696 (2021: £2,667) were incurred by trustees in relation to their role and were either reimbursed to the trustees or paid directly to third parties by WFWI-UK.

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2022	7	48	55
Additions in year	-	16	16
At 31 December 2022	7	64	71
Depreciation			
At 1 January 2022	5	43	48
Charge for the year	1	7	8
At 31 December 2022	6	50	56
Net book value at 1 January 2022	2	5	7
Net book value at 31 December 2022	1	14	15

8. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2022 the trading company generated a profit of £2,233 on turnover of £2,654 (2021: Profit of £2,730 on turnover of £3,271). The aggregate reserves of the company at 31 December 2022 and 31 December 2021 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 7-14 Great Dover Street, London, SE1 4YR.

9. Debtors

	2022 £000	2021 £000
Grants Receivable	448	416
Accrued Income	106	344
Prepayments and rental deposit	45	20
Other Debtors	17	1
Due from trading subsidiary		
- profit for the year (note 8)	2	3
- other amounts due	13	12
	631	796

10. Creditors: amounts due within 1 year

	2022	2021
	£000	£000
Trade creditors	94	48
Commitments to overseas programmes	698	553
Taxation and social security	43	41
Accruals	54	34
Pension creditor	11	7
Deferred income	-	20
	900	703

11. Analysis of net assets between funds

	Restricted funds	General funds	2022 Total funds	2021 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	15	15	7
Net current assets	241	767	1,008	1,376
Net assets at 31 December 2022	241	782	1,023	1,383

11a. Movement on deferred income

2022	Beginning of year £000	Funds received £000	Income released £000	End of year £000
Fresh Leaf Foundation	20	-	(20)	-
	20	-	(20)	-
2021	Beginning of year £000	Funds received £000	Income released £000	End of year £000
Fresh Leaf Foundation	-	20	-	20
Stavros Niarchos	50	-	(50)	-
Postcode Equality Trust	450	-	(450)	-
	500	20	(500)	20

12. Movements in funds

2022	1 January 2022	Incoming resources	Outgoing resources	Transfers	31 December 2022
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
The Millby Foundation	-	50	(50)	-	-
Charlotte Tilbury	-	95	(95)	-	-
Saferworld CSSF	-	393	(391)	-	2
Players of the People's Postcode Lottery	20	900	(920)	-	-
Swedish Postcode Foundation	-	191	(96)	-	95
Multi COs	-	49	(49)	-	-
Gender and Policy Network (GAPS)	104	42	(146)	-	-
Grants & donations with geographical restrictions					
Afghanistan	-	19	(19)	-	-
DRC	-	288	(288)	-	-
KRI	-	95	(95)	-	-
Nigeria	-	45	(33)	-	12
Rwanda	264	-	(132)	-	132
South Sudan	-	21	(21)	-	-
Ukraine	-	61	(61)	-	-
Total restricted funds	388	2,249	(2,396)	-	241
Unrestricted funds:					
General funds	995	1,779	(1,992)	-	782
Total unrestricted funds	995	1,779	(1,992)	-	782
Total funds	1,383	4,028	(4,388)	-	1,023

2021	1 January 2021	Incoming resources	Outgoing resources	Transfers	31 December 2021
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
The Millby Foundation	-	75	(75)	-	-
Charlotte Tilbury	-	220	(220)	-	-
Saferworld CSSF	-	166	(166)	-	-
Players of the People's Postcode Lottery	56	900	(936)	-	20
CSSF Grants - Co-Lead with GAPS	-	15	(15)	-	-
Gender and Policy Network (GAPS)	106	259	(261)	-	104
Grants & donations with geographical restrictions					
Afghanistan	-	271	(271)	-	-
DRC	11	354	(365)	-	-
KRI	50	108	(158)	-	-
Nigeria	22	320	(342)	-	-
Rwanda	50	390	(176)	-	264
Total restricted funds	295	3,078	(2,985)	-	388
Unrestricted funds:					
General funds	849	1,771	(1,625)	-	995
Total unrestricted funds	849	1,771	(1,625)	-	995
Total funds	1,144	4,849	(4,610)	-	1,383

13. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2022 £	2021 £
Property - less than 1 year	8	8
Other- less than 1 year	3	3
Other - 1 year to 5 years	2	5
	<u>12</u>	<u>16</u>

14. Related parties

Women for Women International (US) ("WfWI") is the sole member of Women for Women International (UK) ("WfWI-UK").

During the year:

- WfWI collected donation income of £150,500 (2021: £90,819) on behalf of WfWI-UK;
- WfWI charged programme costs of £2,200,433 (2021: £2,438,589) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £50,734 (2021: £14,771) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £978,754 (2021: £100,431) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £698,327 (2021: £553,151) (see Note 11).

Alex Duncan, Tony Gambino and Jan Rock are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £15,366 (2021: £3,268).

15. Gender and Policy Networks (GAPS)

The activities of Gender and Policy Networks (GAPS) had previously been hosted by Women for Women International (UK). From 14 April 2022 these activities were transferred to Saferworld (Registered Charity Number 1043843 England & Wales).

Income and expenditure pertaining to these activities is shown within Note 12 to the financial statements.

Funds held by Women for Women International (UK) in relation to Gender and Policy Networks (GAPS) at the date of transfer were £76,750. Included within restricted expenditure for the year ended 31 December 2022 is a grant to this value made to Saferworld.

Appendix

Strategic Report

Achievements and Performance

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

Last year, we said we would aim to achieve the following during 2022:

- **Strengthen the Stronger Women, Stronger Nations (SWSN) programme** and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Achieve impact at scale** by increasing our impact at the household and community levels and build an enabling environment for the women we serve.
- **Contribute to empowering marginalised women** through funding and learning together.
- **Support our Country Power Project**, building the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams.

Programme Impact in Figures

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities. Despite the lessening severity of the COVID-19 pandemic in 2022, many of the countries in which we serve women faced continued conflicts and violence as well as the ongoing deterioration of women's rights in Afghanistan under Taliban rule.

More than 25,500 women were served directly through our SWSN programme in 2022 and a further 6,249 women were reached through partners.



The first cohort of SWSN participants graduating since our training centre in Kabul reopened in 2022. Credit: Women for Women International

Strengthening our Stronger Women, Stronger Nations Programme (SWSN)

Women for Women International is committed to constantly improving the SWSN programme to best support women's growth and power. We do this through a rigorous process of evaluation that demonstrates the impact of Women for Women International's programming on women's lives and businesses.

Earnings and savings

79% of women report saving a portion of their earnings by the time they graduate, compared to 20% at enrollment, a nearly three-fold increase.

Food security

Globally, 69% fewer women report household food insecurity at graduation compared to enrolment. This is particularly impressive in a year of rising hunger and food insecurity across each of our operating contexts.

Decision-making

84% of women report participating in household financial decisions by graduation, compared to just 44% at the beginning of the programme.

Self-efficacy

Women's score on a scale measuring confidence and ability to reach goals increased by 114% from the start of the programme to graduation.

Women for Women International is committed to continuously strengthening our monitoring and evaluation capacity and has invested in developing a new system to enhance the efficiency of participant data. The system will result in a revamped method of collecting, analysing, and presenting data that leverages technology to allow all programme staff to contribute to and actively learn from real-time insights on programme effectiveness. By the end of 2022, the design team completed a minimum viable product (MVP) for sandbox testing with our team in Democratic Republic of the Congo (WfWI-DRC). MVP testing involves ensuring that the data model is correct, that time taken to collect participant data is reduced compared to the current process, and that data flows accurately and efficiently to its final destination database.

Increased Impact at Scale

We know that the transformation that women experience in our programme can have a ripple effect, building change for their families and communities as well. In our strategy we seek to better understand how to design programmes for and measure our impact at the community and household levels. We see our advocacy programme (including Change Agents), Men's Engagement Programme and our work with graduates as all contributing towards this end.

Our amazing Sister Organisations in Kosovo (Kosova–Women 4 Women (K-W4W)), Bosnia and Herzegovina (Žene za Žene International (ŽŽŽ)) and Rwanda (Women for Women – Rwanda (WfWI-R)) have been hard at work supporting the expansive graduate networks that they were all able to establish thanks in large part to your support. In 2022 Bosnia and Herzegovina, ŽŽŽ recently added three new women's associations to their graduate network, bringing membership up to 17 women's associations that reach over 280 members. In Rwanda, the 52 active graduate networks span across seven districts. These networks have been functioning largely independently and have been playing important roles in streamlining and supporting the work of women's cooperatives and the Village Savings and Loan Associations (VSLAs)/savings groups (both also often made up of WfWI-R graduates), including 385 VSLAs that were digitalised thanks in part to your support. In Kosovo, K-W4W has supported their graduates in several ways, from providing graduates with professional development

opportunities, to facilitating exchange visits so women can see others' successes and forge meaningful social and professional connections.

In South Sudan, 2022 marked the first time the Change Agents programme was implemented. Our team have been working closely with Change Agents to conduct their own radio talk show. The radio show takes place every other Friday to broadcast and discuss the key advocacy messages that Change Agents have developed within their advocacy action plans. In 2022, our Nigeria Country Office began the implementation of a three-year project – "Mobilising Community-Led Solutions for Addressing Gender-Based Violence (GBV) in Nigeria" – funded by the Ford Foundation. The overall objective of the project is to transform the social norms that trigger and drive GBV by better understanding the root causes of violence in three local government areas in Plateau State, positioning community stakeholders to adopt more targeted interventions to address the various forms of violence experienced by women in their communities. The Iraq team trained its first Change Agents in October 2022, 20 Change Agents in Shekhan and Basirma refugee camps respectively. In Afghanistan, due to Taliban takeover, Women for Women International paused the Change Agent and Men's Engagement Programme (MEP) programming.

In addition to the efforts to have a greater impact at the community level, in 2022 Nigeria expanded programming to Cross-River State to reach Cameroonian women refugees. South Sudan has explored expansion to Kaju Keji and plans to begin enrolment there in 2023. Expanding beyond our current global footprint, in 2022 the Global Board approved a pilot in Palestine and our start up consultant, Amani Mustafa, has already delivered grants to six partners in the West Bank as a part of our learning agenda. In 2023, we will deepen partnership with aligned organisations to co-create a contextually relevant version of SWSN with potential enrolment in Q1 2024.

Women for Women International's Power Journey

During 2022, our organisation remained committed to the strategic objective of "Streamline Globally, Power Locally". To achieve this, we continued with our Country Power Project Assessment process, which involved using the Country Power Baseline Assessment Tool. This tool was developed in 2021 by the Country Power Steering Committee, led by Aram Shakerm, Country Director for Iraq and Afghanistan. Iraq and Nigeria made significant progress in their initial conversations with the Global Support Centre (GSC) leads to identify obstacles to increase Country Power and solutions that can be addressed by GSC (e.g., increased Intacct access). As these conversations progressed, the tool was updated based on feedback from both Country Offices.

Another development in 2022 was the update to our Obligational Authority Policy. The policy was revised to reflect clearer delegated authority policies that are in line with our Country Power goals. Furthermore, we recognised the need for our Country Offices to have more access to real-time data and tools to support their work. To this end, our Monitoring, Evaluation, Research and Learning (MERL) teams began working on the Digitising Programme Management (DPM) initiative. The goal of this initiative is to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data. This will reduce the need for Country Offices to wait for GSC to provide data and enable them to conduct research more efficiently. DPM is expected to launch in 2023, and we believe that it will be a significant step forward in our efforts to streamline our global operations and empower our Country Offices to take on more responsibility and achieve greater impact.

Contribute to Empowering Marginalised Women

Our [Conflict Response Fund](#) (CRF) allows us to adapt quickly to emerging conflict by working with local partners on the ground. This fund enables us to meet the urgent and ongoing needs of women and girls who are often disproportionately affected by conflict.

In **Ethiopia**, our CRF funds continued to fund Mums for Mums in Tigray to provide counselling and safe houses to 951 women and girl survivors of sexual violence, train 110 community first-responders in medical and psychological first-aid, reach 500,000 community members indirectly through community awareness events, distribution of brochures and other IEC materials, and monthly local TV and Radio broadcasts, and provide vocational and business skills training for up to 400 women and girls survivors. In 2022, we also brought on two new partners, Agar Ethiopia Charitable Society and Association for Women's Sanctuary and Development (AWSAD). Each was supported with a \$75,000 grant to support women and girl survivors of sexual violence in the Amhara region with safe house services, including housing, psychological support and counselling, livelihood support, vocational skills and business startup capital.



Programme participants in Tigray region. Credit: Mums for Mums

In March 2022, we launched our [CRF response to the Ukraine conflict](#), which is being led by our sister organisation, ŽŽ in Bosnia and Herzegovina. We initially identified two partners in Poland, Bereginia Women's Association and HumanDoc Foundation, and have now also identified additional partners in Ukraine, DOM48.24 and the Andreev Family Foundation. So far \$250,000 has been granted to support women affected by the war in Ukraine. Projects include support to women who have been internally displaced to regain their financial independence; support to women survivors of sexual violence with psychological first-aid, trauma-informed counselling, medical care, and legal support; Polish language courses and vocational skill training to Ukrainian refugees and internally displaced people (IDPs), as well as safe spaces for rehabilitation and for women to gather and connect with each other.

In **Myanmar**, we have continued our partnership with the Centre for Social Integrity to train 75 adolescent girls (aged 11-17) in basic life and vocational skills, and to offer basic numeracy and literacy skills to 30 adult women. The partnership will continue with a follow-on grant in 2023. In 2023 CSI plans to pilot SWSN, following on with Syria's groundbreaking licencing of our curriculum.

In support women impacted by the ongoing conflict in **Syria**, since August 2022 we have funded Women Now in Türkiye with their third grant. The funding will support 250 women, of which 225 are IPDs, to enrol in a holistic programme of social and economic empowerment, including training in life skills, rights, decision-making and leadership, health and wellness, advocacy, numeracy, basic business skills, savings groups, and vocational skills. All women will receive a \$10 monthly training stipend and a \$100 small-business start-up grant. This third consecutive grant to Women Now was accompanied by a signed Licensing Agreement through which Women Now was granted license to use Women for Women International's copyrighted curriculum of social and economic empowerment

training and adolescent girls in the conflict-affected areas of Idlib and Aleppo with educational and health resources, as well as vocational skills. We also funded spaces to foster social networks to alleviate the isolation of displacement, within the constraints of COVID-19.

Next year, we will focus on:

- **Adapting market analysis and vocational tracks** to support women to be resilient in the face of climate change. Going forward we will continue to find ways to showcase how our work intersects between women peace and security and a changing climate in our advocacy and business development while improving programme delivery to support women's resilience.
- **Looking at the data and results post roll out of the new MEP curriculum** to assess successes or to provide new learnings that can help us to refine that programme.
- **Strengthening the SWSN programme** and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Continuing our work on the Power Journey** by implementing the quick wins identified in the process with Nigeria and Iraq, putting another country through the process, and focusing on the roll out of the DPM to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2022:

- **Continue to support the delivery of the MEP** in all country offices and **continue to improve and expand, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 7,734 men in our MEP in 2022.

In 2022, we set ourselves a target to have four countries where at least 50% of communities with SWSN would have MEP. We achieved this in Democratic Republic of the Congo (DRC), Nigeria, South Sudan, and Iraq where between 80-100% of communities with SWSN also had MEP. Alongside the new theory of change, and updated MEP curriculum, the MERL department updated the MEP baseline and endline data collections tool and created new monitoring tools with the pre and post-tests and home visit tool. These along with the new MEP curriculum will be rolled out in 2023. In May, we finalised our midline results for the MEP research conducted in Rwanda with Cartier and ICRW. The research looked at the impact of our Men's Engagement Programme compared to our SWSN core programme alone and found that MEP did have a significant impact on women's and men's beliefs about the roles women and men can play, it significantly reduced women's victimisation of intimate partner violence (IPV) and reduced women's acceptance of IPV, and it also increased men's recognition of women's financial contributions and men's likelihood of reporting their earnings to a partner. Moreover, the midline results showed that MEP increased women's engagement in microenterprises, added to the likelihood of women taking out loans, and improved women's earning and food security. The new MEP curriculum drew significantly from the one developed for this research and the findings of the programme implementation are being compiled into a toolkit by ICRW which will be available for other practitioners from early 2023.

Next year, we will focus on:

- **Continuing to support the delivery of the MEP** in all country offices and **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year, we said we would aim to achieve the following during 2022:

- **Continue to provide technical support to Country Teams.** For example, our Global Policy and Advocacy Team will be supporting with the recruitment, onboarding and ongoing mentoring of advocacy staff as we begin to roll out our Change Agent programme in South Sudan and Iraq, as well as ongoing support to other Country Offices.
- **Further strengthen the relationships between our Global Policy and Advocacy team and each country office,** with plans to set up two new mechanisms to achieve this: regular bi-monthly country specific coordination calls with each team and a quarterly Global Policy and Advocacy Forum.

Technical support for Women for Women International Country Teams

Our Global Policy and Advocacy Team continued to provide ongoing technical support to country offices advocacy leads in their implementation of our grassroots advocacy and leadership Change Agent programme and associated grassroots advocacy work.

Onboarding for South Sudan Advocacy Team: During the first quarter of 2022, this involved the Global Policy and Advocacy Team providing support to the South Sudan team to recruit and onboard a new Advocacy Coordinator and Advocacy Trainer to ensure that the team had increased capacity as they began rolling out policy and advocacy work in the country office. During May, two members of the team travelled to Yei in South Sudan for a week of training and orientation. This opportunity strengthened the Global Policy and Advocacy Team's working relationship with the South Sudan team and provided them with a strong foundation as they started to implement an ambitious work plan. Once the team were onboarded, the Change Agent Programme was rolled out in South Sudan for the first time. Throughout the rest of the year, over 200 Change Agents were identified across four districts in South Sudan to begin the programme and were subsequently trained. Advocacy Trainer, Jenty Yawa, shared her training experience with us in short video that can be accessed [via this link](#).

New Change Agent Programme resources and materials: In addition to training 450 new Change Agents across Nigeria, DRC, South Sudan and Iraq in 2022, we invested in both the improvement of the curriculum and the development of supplementary materials. In January 2022, we launched a revised Change Agent Programme curriculum based on our learnings from implementation and an extensive consultation with all country offices. As part of this process, advocacy coordinators highlighted the need for additional materials to support Change Agents to understand and digest the more complex modules in the training. In May 2022, we hired an illustrator to support with a series of images to accompany the Change Agent Programme curriculum. The Global Policy and Advocacy Team worked with advocacy colleagues across the organisation to ensure the illustrations spoke to each context and to the new standardised curriculum. The final illustrations were circulated across the organisation in July and have since been used by Change Agent trainers in Iraq, South Sudan, Nigeria and DRC.

Improving coordination and fostering learning across WfWI

Ensuring timely, tailored and strategic technical support and advice is provided to country offices: In 2022, we set up two new mechanisms to sustain and strengthen coordination with and between advocacy leads across the organisation: regular bi-monthly country specific coordination calls with each team and a quarterly Global Policy and Advocacy Forum. The bi-monthly sessions are attended by Country Directors, advocacy leads and relevant members of the Global Policy and Advocacy Team depending on the agenda. The quarterly Global Policy and Advocacy Forum invites all interested staff from across the international organisation to focus on an exchange of advocacy priorities, success stories and information.

Theory of Change for Policy and Advocacy: Throughout 2022, we conducted an organisation-wide consultative process to develop a Theory of Change for Global Policy and Advocacy. The Theory of Change aims to articulate all the policy and advocacy work being carried out across the organisation. It provides us with a road map to plot our journey from where we are now, to where we want to be. Through this process, we identified two ‘dimensions of change’: 1) social norms and practices 2) government policies, laws, services and decision-making processes at all levels. Making progress towards the immediate, intermediate and ultimate outcomes related to these dimensions of change will contribute to achieving our overall policy and advocacy strategic objective – that “power systems and structures are transformed to better uphold and protect the rights of women affected by conflict and ensure their meaningful participation.”

Since this Theory of Change has been finalised, we have been using it to guide the development of Country Office policy and advocacy strategies. In November 2022, the Global Policy and Advocacy Team conducted in-person strategy development workshops. In DRC, the workshop included a consultation with civil society organisations and local government representatives on the key areas for change for women’s rights in South Kivu in DRC. These were identified as decision making, access to land and resources and the prevalence of violence against women (VAW). Since the Iraq team have only recently recruited dedicated advocacy staff, they are in the more nascent stages of their advocacy journey, and so their workshop focused more on identifying stakeholder mapping and evidence-building opportunities to inform future strategy implementation.

Throughout 2023 we will be rolling out the Theory of Change for Policy and Advocacy and implementing the associated monitoring and evaluation framework to enable us to better track and monitor our impact.

Next year we will focus on:

- **Launching the Swedish Postcode Lottery funded Project: Listen to Women.** This project pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women’s freedom of speech and expression, as well as their ability to participate in decision-making and democratic processes.
- **Developing an additional module for the Change Agent curriculum** focused on peacebuilding to reflect and strengthen our organisational expertise on the women, peace and security Agenda.
- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year, we said we would aim to achieve the following during 2022:

- **Conduct extensive participatory research with current and former programme participants** - marginalised women living in provinces across Afghanistan – and Afghan women's rights activists to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future.
- **Develop a set of policy briefs based on qualitative and quantitative research conducted between 2019-2021** to illustrate VAW prevalence, community attitudes, and community responses and resources in conflict-affected settings in Afghanistan, South Sudan, Nigeria, and DRC.
- **Work with others to conduct an extensive research and mapping project of the Afghan women's rights movements** now it is dispersed across the world and co-host convening and advocacy activities with Afghan women activists in Geneva in June.

Responding to the crisis in Afghanistan

'No One Hears Our Voices' – A situational assessment of Afghanistan: The crisis in Afghanistan has continued to be a key priority for the Global Policy and Advocacy Team throughout 2022. Following the Taliban takeover in Afghanistan in August 2021 and the subsequent humanitarian and economic crisis affecting the country, international media, governments, and international institutions have often been talking 'about' women in Afghanistan without speaking directly *with* Afghan women themselves, asking them what they are experiencing or understanding what they need.

To uphold our central values of recognising the power of the women we work with as agents of change, Women for Women International conducted phone surveys and interviews with our past programme participants – marginalised women living in provinces across Afghanistan – and Afghan women's rights activists, to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future. The findings were summarised in a report called ["No One Hears Our Voices"](#). Since publication we have used the report while engaging in closed door advocacy opportunities to influence policy and decision-making. Our external engagement on the report included an Instagram Live, an [interview with Al Jazeera](#) and an external panel event with a range of activists and the BBC journalist Sana Safi.

Briefing the UK Government's Foreign Commonwealth and Development Office (FCDO) Afghanistan coordination group: On 9th March, our Director of Global Policy and Advocacy was invited to be the main civil society briefer for a session on human rights at a private coordination meeting on Afghanistan between the FCDO and Non-Governmental Organisations (NGOs) working on and in Afghanistan. She took this opportunity to present the findings and recommendations from our *"No One Hears Our Voices"* report. The meeting was attended by over 50 people, including senior members of the UK Government's Taskforce on Afghanistan.

Presentation to Gender in Humanitarian Action Working Group: On 18th April, our Afghanistan Country Director presented the ["No One Hears Our Voices"](#) report to the Afghanistan Gender in Humanitarian Action (GiHA) Working Group. The group is part of the UN Task Force co-chaired by UN Women and UNHCR and is comprised of 92 members from across the sector.

Six-month update the 'No One Hears Our Voices' Afghanistan report: In July 2022, almost a year after the fall of Kabul, we conducted a follow-up survey with women and Afghan women's rights

organisations. They described a harrowing situation which has significantly worsened since we had spoken to them six months before. Rather than improving, Afghan women cited new and worsening struggles to access healthcare and water due to deteriorating infrastructure and lack of services. Afghan women say that over the past year, they have turned to a broader spectrum of negative coping mechanisms including child marriage and selling some of their children in order to feed the others. Since publication we have been leveraging this research to support Afghan women through closed door advocacy opportunities with the UK Government and partnership opportunities with the Women's International League for Peace and Freedom and the Norwegian Mission to the UN.

'Where I Am Going and Where I Am' – Research with Afghan women human rights defenders: In addition to the evidence-based advocacy we have been doing with women inside of Afghanistan, we have also been collaborating with Afghan women human rights defenders and activists living in exile outside of Afghanistan. As part of our project Resourcing Change: Supporting Women's Rights Organisations (WROs) in Fragile and Conflict Affected States (FCAS), we co-hosted a convening and advocacy activities with Afghan women activists in Geneva. The convening was a space to foster solidarity, understanding and coordination amongst Afghan women activists, enhance strategic, coordinated advocacy by Afghan women activists, and discuss strategies for impactful action to improve the situation for Afghan women inside and outside Afghanistan and ensure their meaningful contribution to the social, economic and political life of the country. Alongside this, we conducted and published research that contributed to filling the current information gap around Afghan women's rights activists (WRAs) and human rights defenders immediate, medium, and long-term needs in the transit and host countries where they reside, their areas of expertise and experience, and their ideas, capacities and opportunities on how to sustain the Afghan women's movement jointly, despite being apart geographically. View the [powerful video and read the full report](#).

Increasing the organisation's profile, credibility and thought leadership through external engagement, communications and publications

Briefing the UN Security Council's Open Debate on the Protection of Civilians: On May 25th, WfWI-DRC Country Director was invited by the US Mission to the UN to brief the UN Security Council during its annual Open Debate on Protection of Civilians. Rachel briefed the Security Council alongside high-level speakers including [Volker Türk](#) (the UN Under Secretary General for Policy), [Robert Mardini](#) (Director General of the International Committee of the Red Cross) and [David Miliband](#) (President and CEO of International Rescue Committee). Supported and briefed by the Global Policy and Advocacy Team, Rachel shared her experience of ongoing conflict and crisis in DRC, spotlighted stories from programme participants, and emphasised that to protect civilians in armed conflict and ensure better humanitarian access, it is vital to listen to people from conflict-affected countries.



WfWI- DRC Country Director Rachel Boketa at the

UN Security Council debate on Protection of Civilians.

The Preventing Sexual Violence in Conflict Initiative (PSVI) Conference: Throughout 2022, we jointly advocated with partners to ensure the PSVI conference demonstrated commitment to survivors, a clearer focus on prevention and for policy discussions and panel events to lead to clear progress. As the 2014 PSVI conference failed to adequately support survivors and also catalyse long term policy progress, we were hopeful that the 2022 PSVI Conference would particularly focus on meaningful

participation, prevention and non-recurrence of gender-based violence and for prevention to be linked to broader conflict prevention. Despite the fact that the conference didn't necessarily [meet our expectations](#), we were pleased to be able to create opportunities for two of our partners to participate:

- [Anna Tazita Samuel](#) – Anna is the Executive Director of [Women for Change](#), a women's rights organisation in South Sudan that we are currently partnering with through our Conflict Stability and Security Fund (CSSF) funded [‘Resourcing Change’](#) project. At PSVI, Anna spoke on a panel discussion, co-hosted by the UK Gender Action for Peace and Security (GAPS) Network and the International Civil Society Action Network (ICAN), on the role of women peacebuilders and WROs in responding to conflict related sexual violence, and the relationship between preventing sexual violence and the broader women, peace and security agenda. Anna spoke powerfully about the need for more long-term, flexible funding for WROs.
- [Kateryna Shukh](#) – Kateryna is the Vice President of [Bereginya – Mariupol's Women's Association](#), one of Women for Women International's CRF partner organisations. At PSVI, Kateryna showcased a collection entitled *‘Dreaming Futures: The Healing Power of Art Therapy for women fleeing Ukraine’* which included collages, traditional Ukrainian dolls, paper art and jewellery produced by refugee women and their children during art therapy sessions in Warsaw where Kateryna is now based. Kateryna spoke to a range of conference attendees from across academia, government and civil society. During her trip, Kateryna also met with the UK team, major donors and the media, including a journalist from the Byline Times who published [this piece on her work](#).

Community attitudes towards VAW: In July 2022, we published four country-specific policy briefs, as well as an overarching global brief, on community attitudes towards VAW and resources available within the community. These were based on research conducted in Afghanistan, DRC, Nigeria and South Sudan between 2019-2021. These briefs contribute to the body of evidence focused on preventing and responding to VAW through context-specific data and tailored recommendations for action. Through the dissemination of these briefs, we have been able to scale up our community, national and regional level advocacy.

Research with Syrian refugee women living in the Kurdistan Region of Iraq (KRI): Following the success of our “No One Hears Our Voices” Afghanistan report, we replicated the research process to build an evidence base and recommendations on the priorities and hopes of Syrian refugee women living in the KRI. This research was published on World Refugee Day and titled, [“What of Our Unfulfilled Promises?”](#). Between April and May 2022, we carried out participant interviews with 112 women across three different Syrian refugee camps in the KRI (Kawargosk, Darashakran and Basirma). Women for Women International has been working with women in the KRI refugee camps since 2017, and we know first-hand their strength and the ways they are changing their lives and their communities. Dissemination for this report continued throughout the final two quarters of 2022 and will be sustained in 2023.

Podcast: During World Refugee Week in June we also collaborated with the Global Communications team on a new podcast [‘What Makes Us Stronger’](#) which features the voices of courageous women who've lived through unbelievably difficult times in countries like Afghanistan, Syria, and South Sudan, and explores how each of them took on new roles and found the strength to keep going. Global Policy and Advocacy Manager Nisha Singh hosts the podcast. Our first episode, [“More to Me than Refugee”](#), was released in June and showcases stories of brave women from Syria, Ukraine, and Afghanistan who found reserves of strength that kept them going even after war forced them from their home.

Networks, Coalitions and Policy Response

Our approach to advocacy is grounded in collective action. We know that an effective and strategic way to achieve our objectives is through networks. We are members of multiple UK, US and German networks, and we expanded our reach through networks throughout 2022.

In 2022, our UK-based Global Policy and Advocacy Officer became Co-Chair of the GAPS Network's Policy Working Group. Through this role, in May, we led on convening GAPS members to [draft a joint response](#) to UK Government's new International Development Strategy (IDS). We also [published our own statement responding to the IDS the day after it was published](#). Through GAPS we also participated in consultation sessions on the UK Government's 5th National Action Plan on Women, Peace and Security (WPS). Our US-based Global Policy and Advocacy Manager joined the Executive Committee of the [US Civil Society Working Group on Women, Peace and Security](#) as a co-chair. This is exciting news for the Global Policy and Advocacy team as we have extended equal influence into both UK and US networks on Women, Peace and Security – increasing our influence and reach.

Our Kenya-based Policy and Advocacy Specialist has also been working closely with Country Office advocacy leads to increase our national and regional influence across the African continent. At the end of 2022, we attended the third African Forum on WPS. The Forum aimed to reflect on the current strategies of enhancing women's participation in peace processes, how to strengthen and support women's peacebuilding networks, and the role of young women and girls in peace and security.

In addition to GAPS and the Civil Society Working Group on WPS we have sustained our participation in the advocacy activities of the UK's international development network Bond. We are a member of Bond's Sustainable Development Goals (SDG) Steering Committee. Through this role we coordinated [the SDG.5 chapter](#) on gender equality in a new report assessing the UK Government's progress on delivering the SDGs and also increased our thought leadership and visibility by leveraging two external blogs – [one](#) that discusses the lack of political will behind the SDG agenda in the UK and a [second](#) that breaks down some of the key findings of our 2021 [interactive dataset](#).

Through our relationship with the Bond SDG Steering Committee, the International Development Committee (IDC) formally invited Women for Women International to participate in an oral evidence session on the impact of the UK Aid cuts alongside two other civil society organisations – Plan International and CARE International. The Global Policy and Advocacy Team worked closely with Naomi Gokwat, Programme Coordinator in Bauchi, Nigeria who represented us virtually during session. The session was a brilliant opportunity for us to emphasise the lack of transparency and consultation in the process of the UK Aid cuts and to build our reputation as an organisation with holistic programming that works with marginalised women in conflict-affected countries.

Next year we will focus on:

- **Extending our presence across regional and international networks and coalitions**, including the NGO Working Group on WPS – a coalition of 19 international NGOs working to advance the WPS agenda at the UN and around the world.
- **Working in partnership across the global organisation on plans for the 30th year anniversary of Women for Women International** to develop a piece of research across the contexts that we operate in and look to expand this with countries in the CRF.
- **Preparing for and respond to governmental policies and strategies that impact the lives of women affected by conflict**, such as the UK Government's 5th National Action Plan on WPS and its International Women and Girls Strategy.

Strategic Objective 5: Raise £6.0 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

Last year, we said we would aim to achieve the following during 2022:

- **Raise £2.7m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2022 (including GAPS income)
- **Raise £1.8m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31st December 2022
- **Increase our unrestricted income total by 33%**
- **Grow our audience by 30%** by investing in a digital advertising strategy and aligning our community building plans across teams.
- **Increase our retention rate for regular donors to 82%.**

Grants

Restricted grants, providing resources for programming, totalled £2.1 million this year which was below our target income. Our particular thanks go to players of People's Postcode Lottery for their continued support via Postcode Justice Trust.

Corporate partnerships

Income from corporate partnerships in 2022 was £611k (2021: £772k), which is down slightly from last year due to the timing of gifts. Key highlights in 2022 included securing global beauty brand Slip – who donated £100,000 to our work and have showcased Women for Women International as one of their key charities throughout the year on their website, newsletter and social channels. Womenswear brand hush donated all proceeds from the sales of their 'Together' t-shirt to Women for Women International for the month of March to mark International Women's Day (IWD).

For IWD this year we were proud to have 21 partners support us including highlights like food partners Caravan and The Ned adding an optional £1 bill donation during March, Papier donating 100% of profits from specially selected journals, as well as 30p from every sale from their Mother's Day cards during March, and Monica Vinader donating 100% of profits from their 'Togetherness' necklace on the 7th and 8th March.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and seven partners took part in our Giving Tuesday campaign including Charlotte Tilbury, Papier, 111SKIN, LK Bennett, RIXO, Caravan and OSKIA.

Grassroots

As we are every year, we were so grateful for the ongoing support of our grassroots and community supporters who raise funds for our work. In 2022 we had 29 #SheInspiresMe Squad members challenge themselves in races including the Brighton Marathon and 10k, Virtual London Marathon, Royal Parks Half Marathon, London to Brighton cycle and Swim Serpentine. Together they raised over £11k in support of women survivors of war. In addition, we had a further 24 supporters' setup their own fundraising events and challenges.

Our grassroots supporters once again showed their support when we launched our Ukraine appeal. We raised just over £60k for our Ukraine CRF appeal from 234 donors.

In 2022, we partnered with four university Raising And Giving (RAG) teams, including London School of Economics Student Union (LSESU), Durham University Charities Kommittee (DUCK), Nottingham Trent Student Union (NTSU) and Newcastle RAG. LSESU and DUCK students took part in a Skydive, together raising £10,113. While, Nottingham Trent University raised £10,901 by pledging £5 for each student who completed the national student survey.

We also secured new partnerships for the 2022/2023 academic year with DUCK once again, Edinburgh Student Charities Appeal (ESCA) and Leeds RAG. In total, our RAG partners raised £27,371.36 through various activities in 2022.

Sponsorship and Regular Giving

During the course of 2022, we were able to match over 1,300 sponsors with more than 1,400 sisters in our SWSN programme. Though we saw a decline in sponsor numbers in the second half of the year in response to the global cost of living crisis, we were fortunate enough to end 2022 with 1209 active sponsorships with the addition of 13 corporate sponsors.

In addition to our regular sponsorship donors, we closed 2022 with 544 regular monthly givers. Of those 415 are members of our Power Up Club, with us welcoming 130 new members during the course of the year.

In 2022 we had a total of five Power Up Club events, covering everything from a virtual Barre Class, a film screening of For Sama, a cooking class and multiple Q&A's with activists campaigners, authors and in-country staff. A key highlight of these events was a virtual discussion with Dr. Homeira Qaderi centred around her memoir, Dancing in the Mosque: An Afghan Mother's Letter to her Son, and through hearing her remarkable story, our supporters got a glimpse into the lives of the millions of Afghan women. It was a powerful discussion that illuminated the hopes and fears of the women in Afghanistan who are still enrolling our SWSN programme despite increasingly challenging conditions.

Communications

In 2022, we launched our #PowerToChange campaign to highlight the power of women around the world and give supporters opportunities to get involved in activities that helped them get inspired by change-makers around the world. Against the backdrop of the war in Ukraine and the humanitarian crisis in Afghanistan, we called on the international community to invest in women in fragile and conflict-affected areas because they are the key to a peaceful future.

We received over 1,700 UK sign-ups to our mailing list through Women's History Month activities in March globally with 21 corporate partners also taking part in the #PowerToChange campaign. Our Ambassador's Sophie Turner's [Instagram post](#) about the #PowerToChange campaign was also picked up by [Harper's Bazaar](#) providing additional awareness.

In 2022, we were mentioned in 224 pieces of press including Sky News, Stylist, Byline Times, Cosmopolitan, iNews, Marie Claire and Elle.

Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our Instagram following of 4,798 and increase to our Facebook following of 1,930 in 2022 in addition to the growth of our email database by 2,819. We also launched our TikTok channel in the 2022.

Ambassadors

In 2022, we welcomed four new UK Ambassadors: Tina Daheley (BBC journalist and presenter), Waad al-Kateab (Syrian activist and award-winning journalist and filmmaker), Azita Ghanizada (Afghan-

American actress and the founder and president of the MENA Arts Advocacy Coalition), and Mick Élysée (world-renowned Congolese chef). Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve.

Major Donors and Events

In 2022 we raised £433k through events and major donors (2021: £208k) an year on year increase of 108%.

Our flagship live event the #SheInspiresMe Car Boot Sale made its return as a live event bringing together a huge range of brands and fashion icons. With 1,400 guests on the day we raised over £240,000 and secured 17 pieces of press cover and a social media reach of over three million.

Once again, our #SheInspiresMe Lunch brought together major donors, corporate partners and Ambassadors to celebrate sisterhood in support of women affected by war. 72 guests joined the event, which was sponsored by Jimmy Choo and slip, to hear guest speaker Clarissa Ward, in conversation with our host BBC journalist and presenter Tina Daheley.



#SheInspiresMe Lunch. Credit: Bronac McNeill.

In July we relaunched our Leadership Circle with an event in London and have seen four new members join at the Champion Level (£5,000 per year commitment) and one new member join at Advocate level (£3,000 per year commitment)

Next year, we will focus on:

- **Raising £2.45 million in Restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2023.
- **Raising £2.14 million in Unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2023.

- **Using targeted marketing and communications campaigns and activity** to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Strategic Objective 6: Raise Women for Women International – UK's profile / visibility through effective communications

Last year, we said we would aim to achieve the following during 2022:

- **Increase the number of people who 'see' and 'think' about Women for Women International – UK** by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year.
- **Grow our mailing list audience** to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.
- **Expand and diversify our community and third party fundraising.** We will focus on increasing the number and variety of challenge events for prospective fundraisers, and running our first-ever mass participation community fundraising event.
- **Improve our technology and data.** We will upgrade our website from Drupal 7 to Drupal 9, continue to develop our e-mailing system and invest in paid digital advertising to improve supporter experience while allowing for better data insights and segmentation to support our strategy.

Increasing the number of people who 'see' and 'think' about Women for Women International – UK

In 2022, we were mentioned in 224 pieces of press including Sky News, Stylist, Byline Times, Cosmopolitan, iNews, Marie Claire and Elle. Highlights include coverage received around the war in Ukraine in Byline Times ([‘They Have Lost the Safety of Their Own Body’: Supporting Ukraine's Rape Survivors](#)) and an op-ed in Sara Bowcutt’s voice in Stylist ([“There is a war on women happening right now – this is how we can all help”](#)).

We saw growth across all of our social media platforms apart from Twitter (number fell notably due to Elon Musk Twitter takeover in 2022 which led to some instability, user departure and deletion of duplicate and bot accounts). We welcomed 4,798 new followers on Instagram and 1,930 on Facebook. We also launched a TikTok channel to reach a newer, younger audience in August 2022 and have seen steady growth on the platform since.

In 2022, we also welcomed four new UK Ambassadors: Tina Daheley (BBC journalist and presenter), Waad al-Kateab (Syrian activist and award-winning journalist and filmmaker), Azita Ghanizada (Afghan-American actress and the founder and president of the MENA Arts Advocacy Coalition), and Mick Élysée (world-renowned Congolese chef). Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve.

Growing our mailing list audience

In 2022, we closed the year with 22,788 subscribers on our mailing list – we welcomed 2,793 new subscribers (14% growth).

Expanding and diversifying our community and third party fundraising

756 of our supporters generously donated to one or more of our campaigns during 2022. In addition to our regular sponsorship donors, we closed 2022 with 544 regular monthly givers. Of those 415 were members of our Power Up Club, with us welcoming 130 new members during the course of the year.

In 2022 we had 29 #SheInspiresMe Squad members challenge themselves in races including the Brighton Marathon and 10k, Virtual London Marathon, Royal Parks Half Marathon, London to Brighton cycle and Swim Serpentine. Together they raised over £11k in support of women survivors of war. We had a further 24 supporters set up their own fundraising events and challenges. We raised just over £60k for our Ukraine Conflict Response Fund appeal from 234 donors, including £25,000 from Charlotte Tilbury, £5,000 from L.K. Bennett and €10,000 from Elavon.

In 2022 we partnered with four university Raising and Giving (RAG) teams, including London School of Economics Student Union (LSESU), Durham University Charities Committee (DUCK), Nottingham Trent Student Union (NTSU) and Newcastle RAG. LSESU and DUCK students took part in a Skydive, together raising £10,113. Nottingham Trent University raised £10,901 by pledging £5 for each student who completed the national student survey. We also secured new partnerships for the 2022/2023 academic year with DUCK once again, Edinburgh Student Charities Appeal (ESCA) and Leeds RAG. ESCA organised a Race2Paris event, raising £1,731.43, and Leeds RAG recruited for a Three Peaks Trek. All three RAGs continue to fundraise for us in 2023 until the end of the academic year in the Spring. In total, our RAG partners raised £27,371.36 through various activities in 2022. We also have three student-formed, Women for Women International Student Societies. Our newest societies Oxford and Exeter, join St Andrews Women for Women International Student Society who in 2023 will celebrate their ten-year anniversary of sponsoring women in our programme.

Improving our technology and data

We successfully upgraded our website from Drupal 7 to Drupal 9 in 2022 ensuring that we are operating on the latest version which allows us to continue to invest in the user experience of our main fundraising tool and ensure we are prioritising website security. Our investment in paid advertising has also significantly contributed to our ability to increase our reach and mailing list signups.

Next year, we will focus on:

- **Fundraising £636k** from Individuals, Sponsorship and Community Fundraising.
- **Growing our mailing list audience** to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.
- **Increasing the number of people who 'see' and 'think' about Women for Women International – UK** by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year.
- **Data-led decision making** with the roll out of new platforms, such as Dataro, which will allow us to more effectively cultivate donors and segment our asks based on giving history and propensity to give scores, while also supporting our retention activities by scoring supporters risk of churn.
- **Expanding the breadth and types of fundraising offers** through our first-ever live mass community participation event (Q2), introduction of new lottery regular giving product (Q2), launch of new evergreen fundraising campaign (Q3), and global roll out of a reimagined version of sponsorship (Q4).

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2022:

- **Continue to run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty, risk and opportunities provided by the COVID-19 global pandemic.
- **Establish an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- **Provide all staff with the opportunity to take part in a holistic programme of personal development** with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture.
- **Build on our inclusive Board culture**, continuing our thoughtful and comprehensive onboarding of new Trustees and recruiting a new Chair of our Board.
- **Ensuring systems and processes are effectively integrated with global ways of working.**

We have provided a stable platform through effective and efficient financial, and people processes which has allowed our teams to take informed decisions and carefully considered risks in order to achieve more for the women we serve.

We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International – UK staff. Results of our Staff Survey carried out at the end of 2022 strongly indicated that our staff feel supported and valued by their peers and leadership at Women for Women International UK; believe they have autonomy as well as opportunities for growth in their role and experience a sense of belonging and purpose within the organisation.

We were thrilled to appoint a new Board Chair following an in-depth, robust recruitment process at the end of 2022. Since appointment, we have strived to achieve thoughtful and inclusive onboarding.

We continue to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

Next year, we will focus on:

- **Continuing to run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty and risk in the external environment.
- **Maintaining and promoting an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location here in the UK and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic programme of personal development** with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture.

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales - Charity number 1115109

Accounts

Company no. 05650155

Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2021

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we encourage our people to take risks and make mistakes - this is how we learn, grow and get better, stronger and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do, when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Advisers

Bankers

Coutts & Co
440 Strand
London WC2R 0QS

Clydesdale Bank
35 Regent Street
London SW1Y 4ND

Solicitors (pro bono)

Simmons & Simmons
City Point
One Ropemaker Street
London EC2Y 9SS

Baker McKenzie
100 New Bridge Street
London EC4V 6JA

Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Solicitors

Farrer & Co
66 Lincoln Inn Fields
London
WC2A 3LH

The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2021.

Welcome from the co-Chairs of Women for Women International (UK)

2021 has been another huge challenge for Women for Women International, as for so many others, because of the COVID-19 pandemic. For many women, the last 12 months have been a struggle to live with the impacts of COVID-19 whilst trying to maintain a normal life. For many, just surviving has been an achievement. As this report brings out, Women for Women International has seen it as a priority to help women most at risk from the pandemic to protect themselves, their families and, in turn, their communities.

While many women have been able to improve their lives, the unfulfilled needs are enormous and growing. Poverty and hunger in the world have worsened over the past year, with women often most affected. Long-running conflicts continued in Syria and Yemen during 2021, whilst instability broke out or worsened in Myanmar, Afghanistan, Ethiopia, Sudan, and from February 2022, in Ukraine. Gender inequality is worsening, as the World Economic Forum's Global Gender Gap Report 2021 highlights. The many pressures on the safety and livelihoods of women mean our work is ever more necessary and important.

These pressures have also led us to adapt and innovate, in our programmes and outreach, as well as in our internal processes. For example, when Taliban forces took over Kabul in August 2021, we paused our programmes for safety reasons and worked to secure the evacuation of our most at-risk staff and their family members to the UK. Our colleagues who stayed showed remarkable fortitude in difficult circumstances, leading talks with the de facto government and, after months of discussions, persuading them to allow us to restart our programmes in early 2022. However, the situation is still very delicate. We are constantly working hard not to allow the plight of women in Afghanistan to be forgotten, which is so easy when other disasters hit the news and call for attention and funding.

In Rwanda, women graduates undertook additional economic empowerment training throughout 2021, with an interactive automated instructor developed and tested in early 2020. In Rwanda, Nigeria and the Democratic Republic of the Congo, pilot projects have begun to digitise Village Savings & Loan Associations to simplify record-keeping, earning predictions, goal tracking, and fraud prevention. Using our Conflict Response Fund and linking up with local organisations, Women for Women International has been able to help many women in crisis areas where we are not normally able to work. One example is Ukraine, where the Director of our sister organisation in Bosnia travelled to Poland to lead our support for women affected by the conflict.

In these and other ways we have continued to provide essential services and solidarity to some of the most marginalised women in fragile countries worldwide. Building on our work in 2020, we helped a total of 20,614 women in 2021, bringing us to a total of 540,328 women served since our beginnings 29 years ago.

In a very welcome development, in January 2021, Women for Women Rwanda (WfWR) became an independent national NGO, as a sister affiliate of Women for Women International led by a Rwandan all-women Board of Directors. WfWR has an exciting future with plans to expand into new areas in 2022 and beyond.

Finally, we are deeply grateful that many individuals, groups and companies choose to support

Women for Women International by raising vital funds - hosting their own fundraising events or undertaking sponsored challenges. The enthusiasm, tenacity and resilience of our supporters and partners, along with the unremitting efforts of our wonderful staff, are critical to our being able to achieve our ambitious goals.

We would like to extend our profound thanks to all for the resolve and dedication shown throughout 2021, united by our vision of a world in which women achieve equality, are treated with respect and fairness, and are empowered to work together to rebuild their communities after conflict has shattered them.

With sincere gratitude,

Penelope Holmes and Alex Duncan

Co-Chairs, Women for Women International (UK)

Saratu's story

Since joining our programme in November 2019, Saratu's life has drastically changed. Saratu's business dried up and her savings vanished during the COVID-19 lockdown. But she learned goal setting for long-term growth and ways to sustain her business as a participant in our vocational training. The programme led her to explore new markets for her steamed bean paste, including where men gather to watch football.

"After completing the first cycle of the training, my 'sisters' and I have agreed that it is our responsibility to train other women in the community who are not in the Women for Women International programme, to help them save and plan for the future, just as we have been taught to do. I have decided to teach my daughter all I learnt, even though she is still quite young – just 7 years old. I have begun to reinforce the importance of completing her education before marriage.



Thank you for giving me the opportunity of a lifetime. I look forward to our graduation day when I will be presented with a certificate of completing the Women for Women International programme. I thank you for the privilege and honour to have been a part of this great programme that has helped us change our lives for the better."

Saratu is one of 3,600 women from conflict-affected communities in Bauchi state, who is in our training programme as part of a transformative three-year project funded by UK aid from the UK government.

Saratu, Women for Women International – Nigeria programme graduate

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; influence decisions at home & in the community; and connect to networks for support. By utilising skills, knowledge and resources, she is able to create sustainable change for herself, her family and community.

About Women for Women International

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International (WfWI), we invest in women who are forgotten—those facing the greatest inequalities in areas of conflict— and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities. With the ongoing COVID-19 pandemic and related economic crisis, 2021 has been another challenging year. Added to that is the distressing fact that more countries have experienced some form of violent conflict than at any time in the last 30 years.

Since 1993, the organisation has invested in the power of over 500,000 women to use their voices and create a ripple effect of change that makes the world more equal, peaceful, and prosperous. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independent UK – registered charity in London with two main purposes - to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International (UK) is legally separate from, but closely affiliated with, Women for Women International, founded in 1993 and headquartered in Washington D.C., with programme offices and partners in eight countries.

Over sixteen years, Women for Women International (UK) has grown to become an organisation raising £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Corporate partnerships have been a key area of growth, and 2021 continued the trend of unprecedented engagement from our partners throughout the year.

Women for Women International (UK) leads the global organisation's corporate partnership strategy, and Policy & Advocacy work, which is informed and guided by the global organisation's monitoring and evaluation data and is aimed at sharing learning, amplifying women's voices and influencing attitudes and policies.

Our Aims

Women for Women International (UK) works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent the last 29 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

Conflict often compounds food crises as well when it becomes too dangerous for women to farm the land in rural areas. In Afghanistan, we witnessed the combination of climate crises depressing agricultural yield—a conflict further compounded by it being too dangerous to farm, resulting in an economic collapse that has left the majority of the country dependent on food aid and with alarming rates of starvation. In 2021, the ongoing pandemic has further increased inequity, pushing an estimated [47 million women and girls deeper into poverty](#).

Maria's story

"I was born into a Rohingya family. As a government doctor working in war affected areas, I



came to understand the intersectional discrimination against women from ethnic minorities. Now, I'm a local feminist working with an NGO, community workers, and an international donor (Women for Women International) helping girls and women access education otherwise out of their reach."

Maria Begum, is a medical doctor who works as the Programme Coordinator with the Centre for Social Integrity (CSI), our local partner in Myanmar.

Our Approach

Our Stronger Women, Stronger Nations programme supports the most marginalised women in countries affected by conflict and war, helping them earn and save money, improve their health and well-being, influence decisions in their home and community, and connect to networks for support.

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs.

Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman's voice, role and contribution is visible and valued.

Our vision is to create a world in which all women determine the course of their lives and reach their full potential.

How is Women for Women International's approach transformative?

Five components for effectively supporting women's economic power in conflict:

1. Focus on women. Ensure that ultra-poor communities are reached and that there is inclusivity in the selection of participants to engage the most vulnerable and marginalised women survivors of conflict.
2. Training on rights, gender and health – including the value of women's work; health and wellness; gender equality, rights and decision-making; conflict, violence and peacebuilding; women's solidarity and networking; and leadership, citizenship and advocating for change.
3. Economic knowledge and skills, including numeracy; household financial planning; savings channels; goal-setting; business planning; and negotiation, leadership and effective communication.
4. Supporting social networks and connections through safe women-only spaces and sessions delivered in a group setting, bringing together groups of 25 women throughout the 12 months of the programme.
5. Tackling discriminatory gender norms by working with men – including community leaders and influencers – and transforming negative masculine norms.

Our Programmes

Stronger Women, Stronger Nations is a 12-month training programme in which women meet in small groups to learn about essential health practices and nutrition, fundamental human and legal rights and household decision making. Women are trained in numeracy, business management basics and bookkeeping. Each programme participant receives a training stipend of \$10 per month. Globally, we enrolled 10,350 women in this programme alone in 2021.

In our Change Agent Programme, graduates undertake grassroots advocacy activities, mentored and supported by Women for Women International staff that help women identify problems in their communities and create action plans to challenge them.

Our Men's Engagement Programme engages men as allies, to be support systems for women's empowerment. Our programme elevates how liberating it can be for men to share decision-making power with women, to enjoy time caring for their children and sharing in the household chores while supporting the women in their lives to start businesses and contribute to the family economy. This typically involves a "training the trainer" approach in which men learn about gender equality and how to lead discussion groups about women's rights with other men in their communities. Globally, we reached 4,390 men in our Men's Engagement Programme in 2021.

Men and women working together is the only way to change traditions and social norms that discriminate against women and restrict their freedoms. Participants in our men's programme in DRC created a radio show, "Voice of the Male Champions," where they shared what they learned about gender-based violence and women's equality. Lawyers, doctors, religious, and traditional leaders were invited to be guests on the show and listeners were encouraged to join the conversation.

While men still hold too much of the power, ending gender-based violence and achieving gender equality will only be possible when more men stand up and support what's right. We have seen this in the communities we work with. Where our Men's Engagement Programme is delivered, complementing our Stronger Women, Stronger Nations programme, the women we work with have higher class attendance rates and increased value as decision-makers within the family.

"We're standing up for the rights of women and girls in our communities to create their own independent futures. We encourage men to support women, especially in the home front to bring up their children."



Graduate of our Men's Engagement Programme, Nigeria

Our Impact



In 2021, Women for Women International served 20,614 women

95% graduation rate globally*

The graduation rate excludes programmes in Afghanistan which were paused in the summer of 2021



Women for Women International has reached a cumulative **540,328** women since inception

Through a combination of our social and economic empowerment programme, microcredit, and partners

94% average increase in women's confidence in their ability to reach their goals



Women for Women International programme graduates have seen an increase of 178% on their earnings

Average daily earnings went from: \$1.91 to \$5.32

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International (UK) we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

We raised £4.8 million in 2021 through a diverse range of fundraising initiatives.

Our fundraising included: activities and campaigns which inspired donations and gifts from individuals; applying for grants; a sponsorship programme which matches women in our programmes with sponsors from around the world; running special events; and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

This year, for the 3rd time, we ran our annual #SheInspiresMe Car Boot sale as a virtual auction event raising over £54,000. During a year that saw continued disruption to events programmes we were proud that this new virtual event concept still engaged our audience, sold 354 items and had more than 100 brands and fashion icons donate pieces.

We were also very excited to hold our first in-person event since before the pandemic in October 2021, our #SheInspiresMe Lunch, held for the first time at The Ned hotel in London.

In 2021 we launched our Power Up Club. Inspired by our Stronger Women, Stronger Nations programme for women survivors of war. The Power Up Club is a space for committed supporters to come together, develop their knowledge and skills, and drive the changes they want to see in the world.

Power Up Club members commit to donating £7 or more per month to our work. At the end of 2021 we had grown our membership to 355 and had held 3 virtual events specifically for the Club.

In the UK our individual donors are currently sponsoring 1,497 women through our Stronger Women, Stronger Nations programme with a further 26 sisters sponsored through our corporate sponsorship package. In addition to this we have 355 Power Up Club members and a further 144 individuals donating a regular gift outside of the club. In 2021 approximately 2,600 individuals gave one or more one-time donations towards our work. In addition, 95 people helped raise money through their own fundraising events and challenges, covering everything from birthday celebrations to marathons and bake sales. We also had 23 runners join our #SheInspiresMe Squad, taking part in a number of events including the Virtual London Marathon, plus our 4 fantastic student societies.

In August we launched an appeal to support our response to the crisis in Afghanistan following the de facto government's takeover of the country. We were overwhelmed by the outpouring of support from our international community of supporters, receiving over 1,900 donations raising over £115,000 from individual donations as well as an additional £104,000 from corporate donors.

Our roster of incredible corporate and brand partners also continued to grow in 2021. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign off deadlines to ensure these guidelines are met and maintained. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2021 we had 15 partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK) from t-shirts to mugs to artwork. Not only has this activity raised vital funds but also secured much needed press and PR coverage to raise more awareness of our work.

We are very grateful to the many individuals and third parties who chose to support us in 2021 by raising vital funds hosting their own fundraising events (such as dinner parties and student events) or undertaking sponsored challenges like half marathons that we have bought places for. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our fundraising team to speak to if they need additional support.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We also track any Fundraising Preference Service requests, receiving 0 requests for no communications in 2021 which were actioned. We received 11 complaints in 2021. This is marked decrease on the previous years.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Strategic Report (Highlights)

Achievements and Performance

Our intentions for 2021

Last year we said we would focus on a number of priorities against our strategic objectives, including:

SO1

Invest in the social and economic empowerment of marginalised women

- Strengthen the Stronger Women, Stronger Nations Programme and increase impact on the lives of women by applying the learning from Randomised Control Trials and our internal Monitoring and Evaluation frameworks and strengthening innovation hub.
- Increase impact at household and community level by revising our Men's Engagement Programme, investing in Change Agents and increasing support for graduates.
- Power Locally, Streamline Globally – build up/transfer skills to Country Offices to lead the work at every level.

SO2

Work with men to change attitudes

- Continue to support the delivery of the Men's Engagement Programmes in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

SO3

Support marginalised women survivors of conflict so that they can influence decisions

- Foster strong internal knowledge, processes and capacities towards the effective delivery and monitoring of advocacy activities at all levels.
- Work to finalise a cohesive Theory of Change for Advocacy and monitoring, evaluation, research and learning (MERL) framework for our advocacy that enables us to monitor and measure the progress we are making in key areas.

SO4

Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

- Empower and support women-led and collective grassroots advocacy to influence change in their communities and beyond, particularly through:
 - the implementation of the Change Agents programme and associated grassroots advocacy work.
 - continuing to focus on building the self-sufficiency and sustainability of existing Change Agents.
- Raise the voices of marginalised women and make visible our experience and learning to influence, including by:
 - maximising key political moments to advocate for changes and deliver on our key commitments related to the priority areas set out by our Agenda for Action.
 - prioritising increased external representation from our Country Offices and share spaces and platforms with other partners based in the Global South to share their insights and expertise from working on the frontlines on the issues on which we advocate for change.

SO5

Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

- Raise £1.6m in unrestricted funds from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing.
- Grow and develop our Corporate portfolio to bring in £100k in new business from new sectors.
- Deliver contracts and partnership deliverables to secure £359k from existing corporate partners and leverage their audiences to build the Women for Women International (UK) community.
- Hold three virtual special events which raise unrestricted income and develop our donor journeys for events attendees and to raise £380,000.

SO6

Raise Women for Women International (UK)'s profile / visibility through effective communications

- Integrate the UK marketing and communications teams to create a new team which inspires and engages individuals in our target audiences to take action with Women for Women International.
- Work closely with the global communications team launch and roll-out the new Women for Women International brand identity and execution.
- Build on the learnings of 2020 and continue to offer a range of digital community building activities to engage and grow our audience, adapting to the rise in audience demand for digital engagement caused by response to the COVID-19 pandemic.

SO7

Run an effective and financially sustainable organisation

- Establish an inclusive environment for all people who come into contact with our organisation, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- Provide all staff with the opportunity to take part in a holistic well-being, inclusion and culture change programme from the outset of 2021.
- Establish an inclusive Board culture, evidenced through successful recruitment and onboarding of new Trustees and a Board make-up that meets agreed diversity targets.

Our achievements in 2021

We accomplished a lot together in 2021 and these are discussed in full in the Appendix. Below are just some of our achievements:

- More than 20,600 women were served through our programme in 2021.
- The Global Board and UK Trustees agreed to a unification process that brought all global Business Development and Grants Management teams together in the Global Programs Unit. Advocacy staff also joined the Global Programs Unit. These decisions have helped WfWI to streamline these functions globally.
- Our Global Policy and Advocacy Team continued to provide ongoing technical support to country offices advocacy leads in their implementation of the Change Agents programme and associated grassroots advocacy work. This included continuation of ongoing mentorship and support to our network of over 500 Change Agents to advocate to decision-makers for their self-defined priorities and goals.

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- We coordinated the drafting of a joint letter - in partnership with GAPS and other GAPS members - to the UK Prime Minister, demanding support for Afghan women. This letter was shared with various UK Government officials and decision makers, shared with members of the UK Parliament ahead of an emergency debate and published as an opinion piece in the Guardian.
- Income from corporate partnerships in 2021 was £772,809, an 18% increase from the prior year. This income stream exceeded our target for the year by 68%.
- Continued vital support from the players of the People's Postcode Lottery allowed us to maintain our commitment to the women we serve in spite of the loss of critical funding from the Foreign and Commonwealth Office.
- Creating an integrated UK marketing and communications team has led to a more cohesive shared strategy; as a result, we have seen successful results our fundraising and engagement across our digital and offline channels.
- We created Our People Programme, a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all WFWI-UK staff.

Our ambitions for 2022

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

• We will strengthen the Stronger Women, Stronger Nations Programme and increase our impact on the lives of women we serve. • Achieve impact at scale by increasing our impact at the household and community levels and build an enabling environment for the women we serve. • We will contribute to empowering marginalised women through funding and learning together.	Invest in the social and economic empowerment of marginalised women	SO1
• Continue to support the delivery of the Men's Engagement Programme in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.	Work with men to change attitudes	SO2
• Continue to provide technical support to Country Teams. For example, our Global Policy and Advocacy Team will be supporting with the recruitment, onboarding and ongoing mentoring of advocacy staff as we begin to roll out our Change Agent programme in South Sudan and Iraq, as well as ongoing support to other Country Offices. • Further strengthen the relationships between our Global Policy and Advocacy team and each country office, with plans to set up two new mechanisms to achieve this: regular bi-monthly country specific coordination calls with each team and a quarterly Global Policy and Advocacy Forum.	Support marginalised women survivors of conflict so that they can influence decisions	SO3

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• Conduct extensive participatory research with current and former programme participants - marginalised women living in provinces across Afghanistan – and Afghan women's rights activists to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future. • Develop a set of policy briefs based on qualitative and quantitative research conducted between 2019-2021 to illustrate VAW prevalence, community attitudes, and community responses and resources in conflict-affected settings in Afghanistan, South Sudan, Nigeria, and the Democratic Republic of Congo. • Work with others to conduct an extensive research and mapping project of the Afghan women's rights movements now it is dispersed across the world and co-host convening and advocacy activities with Afghan women activists in Geneva in June.	Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most	SO4
• Raise £2.7m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2022 • Raise £1.8m in unrestricted funds from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31st December 2022 • Increase our unrestricted income total by 33% • Grow our audience by 30% by investing in a digital advertising strategy and aligning our community building plans across teams.	Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships	SO5
• Increase the number of people who 'see' and 'think' about Women for Women International (UK) by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year. • Grow our mailing list audience to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year. • Expand and diversify our community and third-party fundraising. We will focus on increasing the number and variety of challenge events for prospective fundraisers, and running our first-ever mass participation community fundraising event.	Raise Women for Women International (UK)'s profile / visibility through effective communications	SO6
• Establish an inclusive environment for all people who come into contact with our organisation, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement. • Provide all staff with the opportunity to take part in a holistic programme of personal development with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture. • Build on our inclusive Board culture, continuing our thoughtful and comprehensive onboarding of new Trustees and recruiting a new Chair of our Board.	Run an effective and financially sustainable organisation	SO7

Financial Review

The Statement of Financial Activities for the year ended 31 December 2021 shows a net surplus (income less expenditure) for the year of £239k, compared to the previous year where a surplus of £65k was recorded. This was made up of an Unrestricted surplus of £146k, and a Restricted surplus of £93k.

Income for the year of £4.84m was 2% lower than the £4.93m received in 2020. Grants contributed 60% of total income (2020: 66%). The slight fall in income was a result of programme implementation delays resulting from the global pandemic impacting the income pattern of some multi-year grants.

Expenditure for the year of £4.61m represents a 5% decrease from the £4.87m shown in 2020. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.43m (2020: £2.62m), representing 50% of income, and 53% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 82% of income and 87% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £675k (2020: £667k) representing our continued sustained contribution to policy and outreach work, where the UK plays a key role for the global organisation.

As of 31 December 2021, Women for Women International (UK) had net assets of £1.38m, (2020: £1.14m). Of these funds £388k (2020: £295k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2022. Unrestricted funds amounted to £995k (2020: £849k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

At 31 December 2021, the charity held total funds/net assets of £1.38m. These can be sub-divided between a restricted fund of £388k, and unrestricted funds of £995k.

The organisation's reserve policy is to cover six months of operating expenditure. The current free reserve held of £995k (being equivalent to just over six months reserve based on the revised expenditure budget for 2022) is in line with this reserve target.

Trustees are satisfied, given the performance in the first months of 2022, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International (WFWI) registered in the USA. Together with charities operating under the Women for Women International banner in Kosovo, Bosnia, and Herzegovina, and Women for Women International - Germany, these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the United States of America.

The US, Germany and UK offices fulfil the role primarily of fundraising, and policy & advocacy. WFWI is also responsible for overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants, and policy & advocacy. The UK's Managing Director sits on the Leadership Team which makes decisions about global initiatives, policies and strategy.

In the normal course, monies raised by Women for Women International (UK) are donated to WFWI with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

Governing document

Women for Women International (UK) is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155), and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing body

The governing body of the charity is the Board of Trustees (the "**Board**"). The Board meets at least four times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Nominations Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team, and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2018, the Board adopted the new Charity Governance Code, benchmarking its governance against sector best practice. Key actions already taken by the Board have included refreshing the Code of Conduct for trustees; receive training on board diversity; and to carrying out open recruitment for new trustees.

In 2021, there were two departures from the Board. The Board committed to prioritise diversity and the lived experience of the settings and context in which we work for our Board replacements. This recruitment was successfully concluded in December 2021 and we have invested time and resource to ensure we onboard our four new Trustees in a thoughtful and inclusive way.

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We continued to benefit from the time and expertise of our Finance and Audit Committee, Fundraising and Marketing Committee and People and Culture Committee throughout the year.

Public benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objects and aims.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

Name	Date of appointment or retirement
Martin Thomas	Resigned May 2021
Laurie Adams	Resigned December 2021
Sally Baden	Appointed May 2019
Alex Duncan	Appointed August 2015
Tony Gambino	Appointed December 2015
Lady Penelope Holmes	Appointed October 2012
Jan Rock Zubrow	Appointed January 2019
Andres Gomez de la Torre	Appointed May 2019
Abi Calver	Appointed May 2019
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022

Board committees

The Board has the following sub-committees:

- The Nominations Committee
- The Finance and Audit Committee (FAC)
- The Marketing and Fundraising Committee (MFC)
- The People and Culture Committee (PCC)

Other working groups may be appointed for specific events, projects or tasks.

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Non-Trustee committee members

The Board would like to thank the following non-Trustee members of our committees who served during the year:

Nicola Hanna	Kristin Cardwell
Hikari Yokoyama	Sarah Bedingfield-Shutt
Sarah Barclay	Tessa Stanley-Price

Ambassadors

Our Ambassadors promote the work of the charity and their support is greatly appreciated.

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	Zara Martin
Emma Grede	Niomi Smart
Pippa Harris	Nadja Swarovski
Jasmine Hemsley	Alice Temperley
Mary Katrantzou	Charlotte Tilbury
Basma Khalifa	Sophie Turner
Cherie Lunghi	Monica Vinader
Clarrisa Ward	Jude Wanga

Our Management

Trustees delegated the day-to-day running of Women for Women International (UK) to an Executive Team that was led by the former UK Executive Director Brita Fernandez Schmidt and the former UK Managing Director, Shivonne Graham until the summer. In June 2022, the Directors of Fundraising and of Finance & Operations were promoted to co-Managing Directors and form the Executive team. They continue to lead WFWI-UK with the support of the Senior Manager's Group and all staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is appreciated by the Board in this area of their work.

In 2021 we bid farewell to both Brita and Shivonne. We wish them luck and thank them for their dedication and hard work over the years. The Trustees would also like to acknowledge the excellent start made by the Co-Managing Directors, Sara Bowcutt and Carrie Brownlee.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International (UK) continues to manage, along with the relevant risk mitigation strategies, are:

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the war in Ukraine, BREXIT and other significant events is not yet known.

In 2021, we were directly impacted by the cuts to the UK Government's overseas aid budget having our FCDO-funded programme in Nigeria be cut short by a full 12 months and our recently awarded grant for our vital work in Afghanistan be withdrawn after months of planning and preparation, before we could commence work with the communities we had hoped to serve. The impact of these funding cuts was clear and present in the year and will continue to be felt for many years to come.

We anticipate that our income could be further impaired as the economic impact is felt more acutely in the coming months and years and at a time when our expenses could also increase. In addition, any weakening of the British pound will limit the impact that our income can deliver as it will have less purchasing power.

The situation is volatile, and we know that many of our corporate and major donors will be impacted by a global economic downturn and individuals throughout the UK will struggle to cope with the rising cost of living.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these unprecedented times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and

monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the root of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & leadership diversity and inclusive culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making due to not having enough different perspectives involved. In addition, a lack of diversity or an exclusionary culture may result in higher staff turnover or lower staff engagement.

During the year, our Executive Team was restructured following some staff turnover at the senior level and we have since established a Senior Managers Group made up of our 'Heads of' teams who each report to one of our co-Managing Directors. This wider group brings a wealth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International (UK).

While we continue to make progress in this area, we recognise that there is much more to do here and have recently carried out an EDI audit with the support of a collective of consultants with expertise in this area within the sector. We look forward to receiving the results of this audit and taking on board the findings to ensure that we establish and maintain a culture and practice that reflects equity, diversity and inclusion.

In 2021, we adopted a new staff recruitment policy that, at its centre, established talent and potential as the best indicators of future performance, rather than experience and qualifications. In 2022, we will carry out a full review of this process to understand what is working well and identify areas where we can further improve.

At the Board level, we successfully recruited four new Trustees to our Board in December 2021 and have been thrilled to welcome each of them to the organisation through a comprehensive induction process during the first quarter of 2022. We were grateful for the support received from Getting On Board throughout the recruitment process and recently engaged their expertise to deliver an inclusive Board training session for our entire Board of Trustees.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff capacity, staff turnover & staff well-being

As a values-driven organisation whose success depends wholly on our people, it is essential that we meet not only our duty of care to our staff but also their expectations of us as their employer.

We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances. We have embraced a hybrid working model that allows staff to create an office to home working ratio that meets their needs and works for their life, while also encouraging all staff to adopt flexible hours to create greater harmony between their work and life outside of work.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2021, we rolled out a comprehensive, tailored development programme for our staff that provided space to consider and discuss the areas of well-being, workload, culture, values, equity and inclusion, and more.

During 2021, Women for Women International, with the support of Women for Women International (UK), continued the implementation of a comprehensive restructuring process designed to unify the global organisation across borders, establish a culture of collaboration and mutual support, reduce duplication of effort and maximise efficiency and effectiveness globally.

Operating in conflict-affected countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money; improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International (UK) staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well

as towards fellow employees. This is renewed and reaffirmed annually and continuously monitored as part of our performance management system. The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International (UK) staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have an active whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world.

In 2021, we recruited our first Director of Safeguarding and Security for Women for Women International to ensure this work remains in line with best practice, adherence to our policies and procedures is consistent and monitored, and that issues or concerns are addressed as a priority.

Diversity, Equality and Inclusion

Diversity and inclusion have been a priority for Women for Women International (UK) for some time and we know that we have not yet done enough to achieve our ambitions in this area.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional.

Within our own organisation, we recognise that we will never achieve our vital mission without broad and varied perspectives shaping our strategy and delivering our objectives and so we have directed resources to an internal diversity, equity and inclusion project from 2020 to accelerate our journey to becoming a truly diverse and inclusive workplace. This project progressed in 2021 with an equity, diversity and inclusion audit which began with an externally facilitated listening exercise involving all staff in small, focused group conversations.

In the coming months, we will work with our staff team, alongside external consultants, to develop and embed our equity, diversity and inclusion commitments for the future.

We were grateful for the support received from Getting On Board in the recruitment of four new Trustees to our Board in 2021 and recently engaged their expertise to deliver an inclusive Board training session for our entire Board of Trustees.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one woman at a time – and that includes investing in the power of the people within our organisation.

Thank You to

- 111SKIN
- Alex Eagle
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- Allen & Overy
- Ba&sh
- Basma Khalifa
- By Malene Birger
- Campbell Tickell
- Caravan Restaurants
- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Charlotte Tilbury Beauty
- Chinti & Parker
- DS Automobiles
- Evie Henderson
- Frame Denim
- Geneva Leadership Circle
- Georgie Thompson
- Goldman Sachs Women's Services Network
- Jacqueline Cullis
- Jane Curtis
- Jasmine Hemsley
- Jenny Rose
- Jimmy Choo
- Jo Manoukian
- June Sarpong
- Kim Whyte, Figgy Doo
- Kind Connections
- Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Lesley O'Mara
- Lyndsey Posner
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- The Olwyn Foundation
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- The University of St Andrews Students Association
- Women on a Mission
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Women for Women International (UK)

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Our grantors

- The Ministry of Foreign Affairs of the Netherlands
- The Foreign and Commonwealth Development Office
- Allen & Overy
- Syncona
- The Medlock Family
- The McClain Foundation
- Federal Republic of Germany Foreign Office
- Rwanda Hope Foundation
- The Millby Foundation
- Players of the People's Postcode Lottery
- Swarovski Foundation
- Barbara Von Bismarck
- Anne Singer
- Peter F Hilf
- The Joseph Rowntree Charitable Trust

Our major donors

- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Jacqueline Cullis
- Lesley O'Mara
- Lyndsey Posner
- Nadjia Yousif
- Tamara von Schenk
- The Olwyn Foundation
- The Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Melissa Whiting
- Vovos Better World
- Hannah Cameron
- Lady Alison Deighton
- Sherry Buchannan and the Trustees of the John Younger Trust
- Rebecca McCaffery
- Laurence Custot
- Wafaa Sara Eldukair
- Monique Ellis
- Dominique Lesourd

Other

- The Women for Women UK Fundraising & Marketing Committee: Abi Calver, Hikari Yokoyama, Sarah Barclay, Sarah Bedingfield Shutt, Kristin Cardwell, Nicola Hanna, Rebecca Hanshaw, Steve Murigi, Tessa Stanley-Price

Subsidiary Undertaking

Women for Women International (UK) has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of Women for Women International Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over Women for Women International Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2021 the trading company generated a profit of £2,733 (2020: profit of £400). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

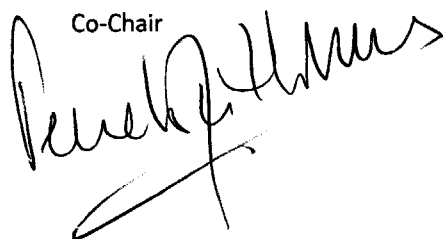
- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 16th June 2022 and signed on their behalf by:

Penny Holmes

Co-Chair



Alex Duncan

Co-Chair



Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of (the 'charitable company') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and in line with United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the

extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities 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 ISAs (UK) 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements for charitable companies operating within this sector, through our own experience as well as through discussion with management and those charged with governance and inspection of regulatory and legal correspondence. We reviewed policies and procedures regarding compliance with laws and regulation and remained alert throughout our audit to any indications of non-compliance, with areas of highest risk communicated to all members of the audit team.

The charitable company is subject to laws and regulations directly affecting the financial statements including financial reporting legislation and taxation legislation which we assessed compliance with as part of our review of related financial statement items. This includes the Charities Act 2011 and Companies Act 2006 as referenced above. Other laws and regulations of which compliance was considered higher risk (as non-compliance could lead to material misstatement of the financial statements) included anti-bribery regulations, employment law, health and safety legislation and data protection regulations and safeguarding.

We considered areas which could be most susceptible to fraud or misstatement, which included the use of journals and suspense accounts and management override of controls. Our audit work has been performed to ensure that these areas have been tested on a sample basis, including the use of data analytics to review for unusual transactions.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement within the financial statements while performing our audit in accordance with applicable audit standards. Irregularities may involve a collusion, forgery, intentional omissions, misrepresentations or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Buzzacott LLP". The signature is written in a cursive, flowing style.

Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

13 July 2022

Women for Women International (UK)
Statement of Financial Activities to 31 December 2021

		2021 Restricted	2021 Unrestricted	2021 Total	2020 Restricted	2020 Unrestricted	2020 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	206	1,580	1,786	1	1,340	1,341
. Grants	2	2,835	69	2,904	3,209	68	3,277
Other trading activities:							
. Events		-	119	119	-	225	225
Income from investments:		-	2	2	6	4	10
Other income		37	1	38	52	33	85
Total income		3,078	1,771	4,849	3,268	1,670	4,938
EXPENDITURE on:							
Raising funds	4	-	613	613	-	665	665
Costs of charitable activities							
Policy & Outreach		546	129	675	600	67	667
Overseas Programmes		2,439	883	3,322	2,622	919	3,541
Total expenditure		2,985	1,625	4,610	3,222	1,651	4,873
Net income for the year		93	146	239	46	19	65
Net movement in funds		93	146	239	46	19	65
Funds at beginning of year		295	849	1,144	249	830	1,079
Funds at end of year		388	995	1,383	295	849	1,144

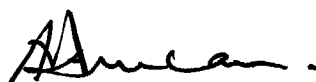
Women for Women International (UK)
Balance Sheet as at 31 December 2021

		2021	2020
	Note	£000	£000
Fixed assets			
Tangible fixed assets	7	7	11
Current assets			
Debtors	9	796	1,181
Cash at bank and in hand		1,070	1,496
Short term deposits		<u>213</u>	<u>322</u>
		2,079	2,999
Creditors: amounts due within 1 year	10	<u>703</u>	<u>1,866</u>
Net current assets		<u>1,376</u>	<u>1,133</u>
Net assets	11	<u><u>1,383</u></u>	<u><u>1,144</u></u>
Funds	11		
<i>Income funds</i>			
Restricted funds		388	295
Unrestricted funds		-	-
Designated funds		-	-
General funds		<u>995</u>	<u>849</u>
Total funds		<u><u>1,383</u></u>	<u><u>1,144</u></u>

Approved by the trustees on 16 June and signed on their behalf by
2022

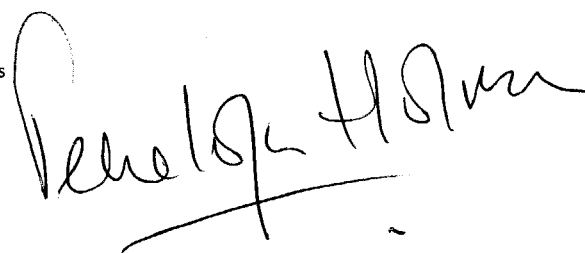
Alex Duncan

Co-Chair of Board of Trustees



Penelope Holmes

Co-Chair of Board of Trustees



Women for Women International (UK)
Statement of Cashflows to 31 December 2021

	2021 £000	2020 £000
Cash flows from operating activities:		
Net income / (expenditure) for the year	239	65
Depreciation of fixed assets	7	15
Decrease / (increase) in debtors	385	(693)
(Decrease) / increase in creditors	(1,163)	595
Net cash used in operating activities	(532)	(18)
Cash flows from investing activities:		
Payments to acquire fixed assets	(3)	-
Dispose of fixed assets	-	15
Net cash provided by investing activities	(3)	15
Decrease in cash	(535)	(3)
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	1,818	1,821
Decrease in cash in year	(535)	(3)
Balance at end of year	1,283	1,818

Analysis of change in net debt

	At 1 Jan 2021 £000	Movement in year £000	At 31 Dec 2021 £000
Cash in hand	1,496	(426)	1,070
Notice deposits (less than 3 months)	322	(109)	213
Total	1,818	(535)	1,283

1. Accounting policies		
a) These accounts have been prepared for the year to 31 December 2021. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.		
The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk facing the organisation as a result of the ongoing economic situation in the UK, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2022, and more summarised forecasts for 2023 and 2024. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity’s day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure. The charity constitutes a public benefit entity as defined by FRS 102.		
b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:		
• Determining the stage of progress of grant programmes covering more than one year for income recognition purposes; and • Allocation of support costs to areas of the charity’s operations.		
c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.		
When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements. Income derived from events is recognised as earned.		
d) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.		
Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income. Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.		
e) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.		
f) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.		
Overseas programmes	73%	(2020 – 73%)
Policy and outreach	14%	(2020 – 14%)
Cost of raising funds	13%	(2020 – 13%)
Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors’ wishes and is responsible for monitoring the spending of the grant by the recipient. Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.		

1. Accounting policies (continued)

In the majority of cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the Virtual Car Boot Sale. Support costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Equipment	33%
• Furniture and fittings	20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

h) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits.

j) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

k) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

l) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

n) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

o) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2021 Restricted £	2021 Unrestricted £	2021 Total £	2020 Restricted £	2020 Unrestricted £	2020 Total £
<i>Donations and Gift Aid</i>						
Donations from individuals and corporations	187	1,020	1,207	-	834	834
Sponsorship Income	2	463	465	-	423	423
Gift aid	17	97	114	1	83	84
	206	1,580	1,786	1	1,340	1,341
<i>Grants receivables</i>						
<i>Governments</i>						
Saferworld CSSF	166	-	166	-	-	-
Ministry of Foreign Affairs, Government of the Netherlands	-	-	-	1,043	-	1,043
Department for International Development - Jo Cox - DRC	354	-	354	292	-	292
Department for International Development - NGA	297	-	297	425	-	425
German Embassy	25	-	25	23	-	23
FCDO COVID-19 - WfWI	7	-	7	7	-	7
FCDO WRO - WfWI	-	-	-	72	-	72
UN-Women - WfWI	7	-	7	4	-	4
Leap 4 Peace - GAPS	42	-	42	-	-	-
FCDO COVID-19 - GAPS	99	-	99	80	-	80
FCDO WRO - GAPS	-	-	-	17	-	17
UN-Women - GAPS	4	-	4	7	-	7
<i>Trusts and Foundations</i>	-	-	-	-	-	-
The Medlock Family	50	-	50	50	-	50
The McLain Foundation	-	-	-	100	-	100
The Millby Foundation - Women for Women	75	-	75	100	-	100
The Millby Foundation - GAPS	25	-	25	25	-	25
Polden Puckham - GAPS	12	-	12	11	-	11
Postcode Equality Trust	900	-	900	525	-	525
Joseph Rowntree Charitable Trust - GAPS	40	-	40	34	-	34
Stavros Niarchos Foundation	50	-	50	-	-	-
The O'Sullivan Family Charitable Trust	-	5	5	-	8	8
The Swarovski Foundation	21	-	21	49	-	49
Julius Baer	240	-	240	-	-	-
The Syncona Foundation (formerly The BACIT Foundation)	50	50	100	50	50	100
Vovos Better World Fund	-	3	3	-	4	4
Spindrift donation	4	-	4	4	-	4
The Olwyn Foundation	-	-	-	5	-	5
Charlotte Tilbury Beauty	220	-	220	175	-	175
The Forte Charitable Trust	-	5	5	-	-	-
<i>Other Trusts and Foundations</i>	104	6	110	103	6	109
<i>Grants from Major Donors</i>	43	-	43	8	-	8
	2,835	69	2,904	3,209	68	3,277
Total Income	3,041	1,649	4,690	3,210	1,408	4,618

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2021 was **£104,900** (2020: £6,211). Of this amount, £62,050 (2020: £nil), relating to pro-bono professional services has been recognised as income and expenditure within the Statement of Financial Activities. The remaining balance of £42,850 (2020: £6,211) has not been recorded within the Statement of Financial Activities. The donated items to which these amounts relate were provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had not been provided free of charge. Given that the estimated value attached to these items is immaterial, the charity has therefore elected not to account for the value of these goods as income and expenditure.

4. Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2021 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	351	449	386	244	73	1,503
Overseas Programmes funding	-	-	2,439	-	-	2,439
Premises and other office costs	14	11	1	132	-	158
Marketing and events	82	12	3	2	-	99
Consultancy and other professional costs	44	78	65	27	105	319
Travel and other staff costs	10	1	1	80	-	92
Grants to other organisations	-	-	-	-	-	-
	501	551	2,895	485	178	4,610
Support costs allocated to grants management	-	-	(182)	182	-	-
	501	551	2,713	667	178	4,610
Support costs	112	124	609	(667)	(178)	-
Total	613	675	3,322	-	-	4,610

2020 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support for Global organisation	Support costs	2020 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	407	468	395	229	79	1,578
Overseas Programmes funding	-	-	2,622	-	-	2,622
Premises and other office costs	51	7	5	218	-	281
Marketing and events	42	9	-	-	-	51
Consultancy and other professional costs	64	62	131	18	24	299
Travel and other staff costs	1	3	1	20	-	25
Grants to other organisation (incl. WfWI Germany)	-	17	-	-	-	17
	565	566	3,154	485	103	4,873
Support costs allocated to grants management	-	-	(148)	148	-	-
	565	566	3,006	633	103	4,873
Support costs	100	101	535	(633)	(103)	-
Total	665	667	3,541	-	-	4,873

5. Net incoming resources for the year

This is stated after charging:

	2021 £000	2020 £000
Depreciation	7	15
Auditor's remuneration		
- Statutory audit	13	11
- Non-audit services	8	10
Operating lease rentals: property	29	127
Operating lease rentals: equipment	3	3
	3	3

6. Staff costs and numbers

Staff costs were as follows:

	2021 £000	2020 £000
Salaries and wages	1,233	1,311
Social security costs	139	141
Pension costs	66	73
Redundancy / severance payments	65	53
	1,503	1,578

Key management personnel during the year and the previous year were the Executive Director, Managing Director, Director of Finance and Operations, Director of Fundraising, Director of Programme Funding and Partnerships and Head of Communications. Their staff costs were as follows:

	2021 £000	2020 £000
Salaries and wages	363	380
Social security costs	47	46
Pension costs	22	24
Redundancy / severance payments	65	44
	497	494

The number of employees who earned more than £60,000 during the year were as follows:

	2021 No.	2020 No.
£60,001 - £70,000	1	-
£70,001 - £80,000	1	2
£81,000 - £90,000	2	-
£90,001 - £100,000	-	1
£100,001 - £110,000	-	-
£110,001 - £120,000	-	-
£120,001 - £130,000	1	1

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2021 No.	2020 No.
Cost of generating funds	7.0	8.8
Charitable activities	15.3	17.2
Support costs	6.2	6.4
	28.5	32.4

No trustee received any remuneration in respect of their services as a trustee during the year (2020: £nil).

Expenses of £2,667 (2020: £1,263) were incurred by trustees in relation to their role and were either reimbursed to the trustees or paid directly to third parties by WFWI-UK .

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2021	7	45	52
Additions in year	-	3	3
At 31 December 2021	7	48	55
Depreciation			
At 1 January 2021	4	37	41
Charge for the year	1	6	7
At 31 December 2021	5	43	48
Net book value at 1 January 2021			
	3	8	11
Net book value at 31 December 2021			
	2	5	7

8. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2021 the trading company generated a profit of £2,730 on turnover of £3,271 (2020: Profit of £401 on turnover of £2,622). The aggregate reserves of the company at 31 December 2021 and 31 December 2020 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 7-14 Great Dover Street, London, SE1 4YR.

9. Debtors

	2021 £000	2020 £000
Grants Receiveable	416	709
Accrued Income	344	388
Prepayments and rental deposit	20	46
Other Debtors	1	21
Due from trading subsidiary		
- profit for the year (note 8)	3	-
- other amounts due	12	17
	796	1,181

10. Creditors: amounts due within 1 year

	2021	2020
	£000	£000
Trade creditors	48	68
Commitments to overseas programmes	553	1,019
Taxation and social security	41	38
Accruals	34	241
Pension creditor	7	-
Deferred income	20	500
	703	1,866

11. Analysis of net assets between funds

	Restricted funds	General funds	2021 Total funds	2020 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	7	7	11
Net current assets	388	988	1,376	1,133
Net assets at 31 December 2021	388	995	1,383	1,144

11a. Movement on deferred income

2021	Beginning of year £000	Funds received £000	Income released £000	End of year £000
Fresh Leaf Foundation	-	20	-	20
Stavros Niarchos	50	-	(50)	-
Postcode Equality Trust	450	-	(450)	-
	500	20	(500)	20

2020	Beginning of year £000	Funds received £000	Income released £000	End of year £000
Stavros Niarchos	-	50	-	50
Postcode Equality Trust	450	450	(450)	450
	-	500	(450)	500

12. Movements in funds

2021	1 January 2021	Incoming resources	Outgoing resources	Transfers	31 December 2021
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
Millby Foundation	-	75	(75)	-	-
Charlotte Tilbury	-	220	(220)	-	-
Saferworld CSSF	-	166	(166)	-	-
Players of the People's Postcode Lottery	56	900	(936)	-	20
CSSF Grants - Co-Lead with GAPS	-	15	(15)	-	-
Gender and Policy Network (GAPS)	106	259	(261)	-	104
Grants & donations with geographical restrictions					
Afghanistan	-	271	(271)	-	-
DRC	11	354	(365)	-	-
KRI	50	108	(158)	-	-
Nigeria	22	320	(342)	-	-
Rwanda	50	390	(176)	-	264
Total restricted funds	295	3,078	(2,985)	-	388
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	849	1,771	(1,625)	-	995
Total unrestricted funds	849	1,771	(1,625)	-	995
Total funds	1,144	4,849	(4,610)	-	1,383

2020	1 January 2020	Incoming resources	Outgoing resources	Transfers	31 December 2020
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
FLOW	65	1,049	(1,114)	-	-
Millby Foundation	-	100	(100)	-	-
Charlotte Tilbury	-	175	(175)	-	-
McLain Foundation	100	100	(200)	-	-
Players of the People's Postcode Lottery	-	325	(269)	-	56
CSSF Grants - Co-Lead with GAPS	-	83	(83)	-	-
Gender and Policy Network (GAPS)	73	225	(192)	-	106
Grants & donations with geographical restrictions					
Afghanistan	-	55	(55)	-	-
DRC	8	492	(489)	-	11
KRI	3	85	(38)	-	50
Nigeria	-	525	(503)	-	22
Rwanda	-	54	(4)	-	50
Total restricted funds	249	3,268	(3,222)	-	295
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	830	1,670	(1,651)	-	849
Total unrestricted funds	830	1,670	(1,651)	-	849
Total funds	1,079	4,938	(4,873)	-	1,144

13. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2021 £	2020 £
Property - less than 1 year	8	7
Other- less than 1 year	3	3
Other - 1 year to 5 years	5	8
	<u>16</u>	<u>18</u>

14. Related parties

Women for Women International (US) (“**WfWI-HQ**”) is the sole member of Women for Women International (UK) (“**WfWI-UK**”).
During the year:

- WfWI-HQ collected grant income of £nil (2020: £nil) on behalf of WfWI-UK;
- WfWI-HQ collected donation income of £90,819 (2020: £3,749) on behalf of WfWI-UK;
- WfWI-UK collected donation income of £nil (2020: £83,758) on behalf of WfWI-HQ;
- WfWI-HQ charged programme costs of £2,438,589 (2020: £2,621,828) to WfWI-UK in relation to UK grants;
- WfWI-HQ charged operating expenses of £14,771 (2020: £21,372) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £100,431 (2020: £20,031) to WfWI-HQ.

At year end the net amount due to WfWI-HQ, including commitments to overseas programmes, was £553,151 (2020: £1,019,119) (see Note 11).

Alex Duncan, Tony Gambino and Jan Rock are Trustees of WfWI-UK and Directors of WfWI-HQ.

Laurie Adams was a Trustee of WfWI-UK during the financial year and is the Chief Executive Officer of WfWI-HQ.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £3,268 (2020: £3,214).

15. Events after the reporting period

From 14th April 2022, Gender and Policy Networks (GAPS) ceased to be hosted by Women for Women International (UK).

Income and expenditure pertaining to these activities are shown in Note 12 to the financial statements.

Appendix

Strategic Report

Achievements and Performance

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

Last year, we said we would aim to achieve the following during 2021:

- **Strengthen the Stronger Women, Stronger Nations Programme** and increase impact on the lives of women by applying the learning from Randomised Control Trials and our internal Monitoring and Evaluation frameworks and strengthening innovation hub.
- **Increase revenue from grants to support the Stronger Women, Stronger Nations Programme** - mutually beneficial partnerships, more visibility and influence through advocacy and external engagement, and building stronger relationships with funders.
- **Increase impact at household and community level** by revising our Men's Engagement Programme, investing in Change Agents and increasing support for graduates.
- **Power Locally, Streamline Globally** – build up/transfer skills to Country Offices to lead the work at every level.
- **Contribute to aligned organisations in the midst of extreme conflict** through Conflict Response Fund both support and co-learning.

Programme impact in figures

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International (WfWI), we invest in women who are forgotten—those facing the greatest inequalities in areas of conflict— and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities. With the ongoing COVID-19 pandemic and related economic crisis, 2021 has been another challenging year. Added to that is the distressing fact that more countries have experienced some form of violent conflict than at any time in the last 30 years.

More than 20,600 women were served through our programme in 2021.

Strengthening our Stronger Women, Stronger Nations Programme

Women for Women International is committed to constantly improving the Stronger Women, Stronger Nations programme to best support women's growth and power. We do this through a rigorous process of evaluation that demonstrates the impact of WfWI's programming on women's lives and businesses.

Earnings and savings

82% of women report saving a portion of their earnings by the time they graduate, compared to 24% at enrolment.

Health and Well-being

Women's confidence in their ability to reach their goals increased by 94% overall.

Knowledge of Rights

Globally, 31% of women report having publicly spoken against women's abuse in the last 6 months, compared to 10% at the beginning of the programme.

Connection to groups and social networks

By graduation, 57% of women report being a member of other social groups (outside of WfWI), an overall increase of 104% from the beginning of the programme.

Increase revenue from grants

We adjusted our target income from grants in the year due to the loss of FCDO funding. Income from grants in 2021 was therefore broadly in line with the amount raised in 2020.

Of the 34 grants awarded, 50% of grants secured were corporate foundations; 28% were foundations; 21% were institutional grants; 1% grants from major donors in the UK.

In 2021 we expanded our granting partnership with donors that gave to us for the first time like De Rigo Corporation and CSSF (UK Conflict Stability and Security Fund).

Increased impact at community and household level

We know that the transformation that women experience in our programme can have a ripple effect, building change for their families and communities as well. In our strategy we seek to better understand how to design programs for and measure our impact at the community and household levels. We see our Change Agent programme, Men's Engagement programme and our work with graduates as all contributing towards this end.

In 2021 we also worked to standardize and update our global MEP curriculum by drawing out the best practice from each of the country office MEP approaches/materials and having a sector expert lead a participatory review process with WfWI staff, male and female programme participants and other stakeholders in each country to define an MEP Theory of Change and new curriculum with associated M&E tools. This work continued into the first half of 2022. Parallel to this we continued a multi-year project in Rwanda with ICRW and Hand in Hand International to create an MEP toolkit for use by the broader sector. The programme approach being implemented for this research project included expansion of facilitated couple's dialogues (now used in both DRC and Rwanda) following MEP and SWSN for women and their partners/spouses/male relatives, as well as training for Male Champions and Change Agents to develop community action plans. This approach has been used in DRC for several years and in 2021 led to specific agreements with local government to address unfair taxation of women in markets and to agreements with local communities to fix roads that inhibit women reaching markets, among other community level actions. In Nigeria, Change Agents continue to be active in their communities 1,2 and 3 years post-graduation and spent time in 2021 organizing community response to issues such as ending impunity for rape and mobilizing support for schools to be established in remote communities.

WfWR uses the graduate network to connect women to new technologies such as a chatbot for entrepreneurship and digital savings tools for VSLAs, as well as passing information about various government programmes available for women.

Power Locally, Streamline Globally

In 2021 we advanced two elements of our strategic commitment to "Streamline Globally, Power Locally". The Country Power Steering Committee, chaired by Aram Shakerm, Country Director for Iraq and Afghanistan, created a Country Power Baseline Assessment Tool that enables Country Offices and GSC functional teams to assess their current roles and responsibilities and state of

decision-making power, authority, responsibility, capacities and capabilities across all functional areas. Nigeria and Iraq agreed to be the first two countries to pilot the tool. Each GSC functional area contributed to both the tool itself and the initial assessment of both countries. Nigeria completed some of the initial conversations between the CO and the functional technical support area to identify barriers to increased Country Power (policies, processes, behaviours, skills/capacities etc.) to begin charting a pathway to shifting greater amounts of power, authority, responsibility and accountability to Country Offices. The process is also helping us refine the tool for use in other countries. This process was stalled for Iraq due to the Afghanistan crisis, but will resume in 2022.

Also in 2021 the Global Board and UK Trustees agreed to a unification process that brought all global Business Development and Grants Management teams together in the Global Programs Unit. Advocacy staff also joined the Global Programmes Unit. These decisions have helped WfWI to streamline these functions globally.

Contribute to aligned organisations

Our [Conflict Response Fund](#) (CRF) allows us to adapt quickly to emerging conflicts, including some of those that displaced an additional [82.4 million people in 2020](#). Working with local partners on the ground, this fund enables us to meet the urgent and ongoing needs of women and girls who are often disproportionately affected by conflict.

In **Ethiopia**, our CRF funds enabled Mums for Mums in Tigray to provide counselling and safe houses for up to 1,000 women and girl survivors of sexual violence, train 110 community first-responders in medical and psychological first-aid, raise community awareness around the importance of protecting women's rights and preventing violence against women, and provide vocational and business skills training for up to 400 women and girls survivors. The Hilton Foundation awarded WfWI \$250,000 in 2021 to expand our CRF funding in Ethiopia, opening up the opportunity for both deeper investment in Mums for Mums and bringing on two new partners in 2022.

In **Myanmar**, we partnered with the Centre for Social Integrity to train 75 adolescent girls (aged 11-17) in basic life and vocational skills, and to offer basic numeracy and literacy skills to 30 adult women. The project targeted women and girls from the Rohingya Muslim community in Northern Rakhine State, but also included women and girls from Rakhine and Hindu ethnic groups in the area – to reinforce the need for better understanding and cohesion across diverse communities.

In **Syria**, over the period 2020-21 we funded Women Now for Development to provide 398 Syrian women and adolescent girls in the war-torn areas of Idlib and Aleppo with educational and health resources, as well as vocational skills. We also funded spaces to foster social networks to alleviate the isolation of displacement, within the constraints of COVID-19.

Next year, we will focus on:

- **We will strengthen the Stronger Women, Stronger Nations Programme** and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Achieve impact at scale** by increasing our impact at the household and community levels and build an enabling environment for the women we serve.
- **We will contribute to empowering marginalized women** through funding and learning together.

- **We will support our Country Power Project**, building the capacity in our country offices to lead the work at every level while also strengthening our global organization with enhanced collaboration across our teams.

Hivi's Story

My husband deprived me of everything and violated me many times. I never defended myself. When WfWI staff knocked at my door, I decided to participate. The programme opened my eyes to the world. I got legal help and started a business at home. I even taught my children about savings.

After I joined WfWI's programme I started to feel like a woman. I started to think of improving my life by learning new skills and knowledge from my programme. I was motivated to start establishing my business at home. I started baking bread and selling it to my neighbours and started working as a cleaner, washing and cleaning houses near my home. I even received a sewing machine to practice what I have been learning from the WfWI programme.

I also try to save a little for good times and to improve my business at home as I know want to be a



designer. I would love to design different types of clothes and also have a small bakery shop to sell and make bread. I even taught my children about savings, and I continue to teach them to understand the need to buy items since I have learned so many saving skills.

Hivi is a 31 year old mother of 6 living in the district of Shekhan, Iraq.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2021:

- **Continuing to support the delivery of the Men's Engagement Programmes** in all country offices and **continue to improve and expand, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 4,390 men in our Men's Engagement Programme in 2021.

In 2021 we finalized our DRC RCT, which looked at the impact of our Men's Engagement Programme alongside our SWSN core program. The RCT affirmed again that while our core programme is achieving significant results, the MEP is not achieving the level of positive impact that we desire to see for the women we serve. We launched a process to elaborate our MEP theory of change, bringing on a consultant to consolidate the experience and learning from each CO and to support the design of programme adaptations that we seek to roll out in 2022.

Next year, we will focus on:

- **Continuing to support the delivery of the Men's Engagement Programmes** in all country offices and **continue to improve and expand learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year we said we would focus on the following in 2021:

- Fostering strong internal knowledge, processes and capacities towards the effective delivery and monitoring of advocacy activities at all levels, through:
- Continuing to provide ongoing, technical support to country office teams
- Working to finalise a cohesive Theory of Change for Advocacy and monitoring, evaluation, research and learning (MERL) framework for our advocacy that enables us to monitor and measure the progress we are making in key areas.

Throughout 2021, we built on our internal processes by expanding the Global Policy and Advocacy team. As global advocacy and policy work is integral to the achievement of our 2030 vision and strategic goals, captured in Women for Women International's Power of Women strategy, our ambitions have been to grow the Global Policy and Advocacy team. To this end, the Global Policy and Advocacy Team has continued to grow and is now a team of 5 members of staff spread across 3 continents. We look forward to continuing to invest in our policy and advocacy capacity and resource to enable us to achieve more impact.

We have also looked to improve our internal knowledge sharing mechanisms. In December 2021 we launched our new 'roundup', an internal newsletter which spotlights activities and success stories across the global organisation with a bumper edition focusing on the highlights of 2021. We have already received positive feedback from colleagues across the organisation, particularly within country offices who appreciated their achievements being celebrated. From 2022, this will be shared on a monthly basis and create the foundation for a new external newsletter to share our policy and advocacy work with our wider supporters.

Change Agents raising their voices in Nigeria, including through their 'Voice of Change Agents' Radio

Change Agents in Nigeria have continued to air their regular 'Voice of the Change Agents' radio programme on Albarka Radio and Globe FM, discussing topics such as violence against women and early marriage in order to influence community norms and attitudes toward these practices. The airing of the programme tends to conclude by calling on listeners and stakeholders to join in the fight to prevent and end violence against women, and to support the efforts of the Change Agents, in general. Several callers pleaded with the organisation to expand their work to other local government areas. The radio stations estimated that about 2 million listeners tune in weekly across Bauchi, Plateau, Gombe, Yobe, Jigawa, Kaduna and Kano States. The Change Agents marked International Women's Day on 8 March 2021 by conducting six 'special' interactive radio shows where they interviewed guests from a range of organisations including the Federation of Women Lawyers (FIDA), National Human Right Commission (NHRC), National Association of Women Journalist (NAWOJ) and Federation of Muslim Women Association of Nigeria (FOMWAN).

Internal planning has been underway for a project to consolidate a theory of change and develop a monitoring, evaluation and learning framework to better measure and convey the outcomes and impact of our global policy and advocacy work. This will enable us to set indicators for our advocacy and influencing work to monitor and measure the progress we are making in key areas. We had hoped that this process would be complete by the end of 2021 but was unfortunately delayed slightly as a result of needing to respond to the crisis in Afghanistan. However, we are pleased to report that this has been re-prioritised for the first two quarters of 2022 and a Terms of Reference drawn up for an external consultant.

Training and providing follow up support to core graduates in advanced advocacy:

Our Global Policy and Advocacy Team continued to provide ongoing technical support to country offices advocacy leads in their implementation of the Change Agents programme and associated grassroots advocacy work. This included continuation of ongoing mentorship and support to our network of over 500 Change Agents to advocate to decision-makers for their self-defined priorities and goals.

Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work:

The Global Policy and Advocacy Team has continued to build advocacy capacity, knowledge and skills. For example, in 2021, we finalised the revisions to the new and improved Global Change Agents curriculum which incorporates all the learnings identified so far through the delivery of the Change Agent programme over the past three years. Over the course of 2021, we have been working with country teams to prepare for the wider roll out and implementation of this new curriculum. We have also continued to build partnerships with civil society and women's rights organisations to share learnings and provide consultation and development opportunities for Change Agents to amplify their voices with community, state and national decision-makers. In Afghanistan, during the first quarter of the year (and before the fall of Kabul in August), four Change Agents attended a one-day awareness raising workshop with the Ministry of Women's Affairs. During the workshop, they discussed women's economic empowerment and Change Agents advocated for the role of women in decision-making to be formalised by increasing the percentage of women represented in governmental organisations to 50%.

Next year we will:

- Continue to provide technical support to Country Teams. For example, our Global Policy and Advocacy Team will be supporting with the recruitment, onboarding and ongoing mentoring of advocacy staff as we begin to roll out our Change Agent programme in South Sudan and Iraq, as well as ongoing support to other Country Offices.
- Further strengthen the relationships between our Global Policy and Advocacy team and each country office, with plans to set up two new mechanisms to achieve this: regular bi-monthly country specific coordination calls with each team and a quarterly Global Policy and Advocacy Forum.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year, we said we would achieve the following in 2021:

- Empower and support women-led and collective grassroots advocacy to influence change in their communities and beyond, particularly through:
 - the **implementation of the Change Agents programme** and associated grassroots advocacy work.
 - continuing to focus on building the self-sufficiency and sustainability of existing Change Agents.
 - looking to trial new ways of supporting women's leadership and mobilising communities for positive action; for example, through the newly formed Advocacy Alliance in the DRC which will open up space for community dialogue, action and accountability.
- Raise the voices of marginalised women and make visible our experience and learning to influence, including by:
 - **raising our profile and increasing our visibility** through external engagement opportunities and strategic partnerships.
 - maximising on key political moments (for example, the postponed UN Women Generation Equality Forum) to advocate for changes and deliver on our key commitments related to the priority areas set out by our Agenda for Action.
 - prioritising increased external representation from our Country Offices and share spaces and platforms with other partners based in the Global South to share their insights and expertise from working on the frontlines on the issues on which we advocate for change.

Despite the long-term consequences of COVID-19 and changes to the domestic environment through UK Aid cuts, Women for Women International have continued to make great strides throughout 2021 using advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict.

Increasing the organisation's profile, credibility and influence

We have continued to focus on amplifying the voices of women we serve through raising our profile, credibility and influence with key stakeholders, networks and coalitions.

Throughout 2021, as global virtual events and fora continued to be the norm, we were able to take advantage of a number of high-profile external engagement opportunities – with a focus on amplifying the voices and experiences of marginalised women affected by conflict, raising our profile and pushing forward the priorities identified in our Agenda for Action:

- In 2020, the launch event we had planned with the German Mission to the United Nations (UN) for our Agenda for Action, at the UN Commission on the Status of Women, was unfortunately unable to take place as a result of COVID-19. However, we were delighted that due to our strong relationship building, the German Mission proactively re-approached us to co-host an official side event for the 65th Session of the UN CSW.
- This took place virtually on 18th March 2021 in partnership with the governments of Germany, the USA and Chile. The event - *"Marginalised Women in Fragile and Conflict Settings – how to make their voices count"* - considered key challenges and gaps that compound the exclusion and hinder the empowerment of marginalised women in fragile and conflict settings.
- The virtual event had over 300 attendees, was live-streamed on UNTV and has resulted in a number of detailed follow up discussions with key global influencers - including the German Government.

Women for Women International has also worked to engage a wide range of formal and informal partnerships to enable us to expand the scope, breadth and reach of our advocacy to maximise our influence and impact. We continued to maximise on key political moments to advocate for change and deliver on the key commitments related to the priority areas set out by our Agenda for Action.

In partnership with the UK GAPS Network and 'Now and the Future' project partners, we were successful in securing an official virtual side-event at UN Women's Generation Equality Forum in Paris to highlight the findings from our joint COVID-19, Peace, Security and Gender Equality Research Project. This took place in June 2021, and Bukola Onyishi - the Country Director for Women for Women International-Nigeria – represented Women for Women International as one of four speakers

Responding to the crisis in Afghanistan

The 2021 Afghanistan context has meant that the Global Policy and Advocacy Team have played a central role working with colleagues across the organisation and external partners to respond to the situation. This included leading joint advocacy action in the UK. For example, Women for Women International coordinated the drafting of a joint letter - in partnership with GAPS and other GAPS members - to the UK Prime Minister, demanding support for Afghan women. The letter had three key asks:

- 1) for the UK Government to work closely with stakeholders to ensure a safe and legal exit from Afghanistan for women at risk
- 2) for the Afghan Relocations Assistance Policy to include Afghans at heightened risk of persecution due to their women's rights activism
- 3) for any actions taken in response to the situation in Afghanistan to prioritise women and girls

This letter was shared with various UK Government officials and decision makers, shared with members of the UK Parliament ahead of an emergency debate and published as an opinion piece in the Guardian. It was later used by the GAPS network as a public letter and used as the basis for a response to the UK Parliament's Foreign Affairs Committee Inquiry into Afghanistan.

We have also continued to meet with a number of key decision-makers to highlight our insight and experience, including with our colleagues who were evacuated from Afghanistan by the UK Government and are now residing in the UK. This has included regular meetings with the FCDO NGO Coordination Group, a private briefing with Lisa Nandy MP, a private briefing to the UK Director-General, officials in the FCDO's Violence Against Women and Girls and Women, Peace and Security Teams, as well as a private briefing with the UK Parliament's Foreign Affairs Committee. We have also signed onto various network and coalition joint letters across the UK, US and Germany.

The Global Policy and Advocacy Team were also able to use strong existing relationships to seek safe evacuation routes for Women for Women International-Afghanistan staff. In August 2021, four of our colleagues and their families were evacuated from Afghanistan and are now residing in the UK. Since August, we are pleased to share that two additional colleagues and their families, along with the Director of one of our Afghan partner organisations, have been able to safely leave Afghanistan. A further 10 colleagues have received confirmation that they have been added to a German list for future resettlement and are awaiting information on next steps. While it seems unlikely that all colleagues who have demonstrated interest in leaving Afghanistan will be able to, we submitted lists of further members of our Afghanistan Team to the Governments of the UK, Germany, Netherlands, the US and Canada and will monitor their eligibility for future resettlement schemes.

Ensuring timely, tailored and strategic technical support and advice is provided to country offices

Throughout 2021 the Global Policy and Advocacy Team continued to provide ongoing technical support to colleagues across the global organisation, to ensure that country-based advocacy work meets its objectives. During this reporting period, this has included supporting with recruitment for an advocacy position in Women for Women International-Iraq and advising Women for Women International-DRC on the next phase of work for the newly formed Advocacy Alliance.

Having laid the foundations for building an Advocacy Alliance in the eastern Democratic Republic of the Congo throughout 2020, the Alliance members and partners built on this to conduct community analysis to identify priorities and inform their strategy. Since then, the Alliance has been implementing activities to achieve those self-identified strategic objectives. For example, in November 2021 the Advocacy Alliance conducted a sensitisation session for local authorities, customary chiefs, other local leaders to galvanize collective, united support toward eliminating violence against women and girls in the communities of Bwirembe and Luberizi.

We have continued building supplemental strategic partnerships with civil society organisations and women's rights organisations at the community, regional and national levels through the implementation of our Conflict, Stability and Security Fund (CSSF) funded project – '*Resourcing Change*' – in consortium with Saferworld and the Women's International League for Peace and Freedom (WILPF). This partner project seeks to build, tailor and implement a capacity-strengthening process, grant scheme and network and alliance-building model that puts the needs of grassroots and women's rights organisations at the centre of advancing a localised women, peace and security agenda within Nigeria, South Sudan and Yemen.

Next year we will:

- Conduct extensive participatory research with current and former programme participants - marginalised women living in provinces across Afghanistan – and Afghan women's rights activists to better understand their current experiences, primary concerns and challenges, promising support mechanisms, and their hopes for their future.
- Develop a set of policy briefs based on qualitative and quantitative research conducted between 2019-2021 to illustrate VAW prevalence, community attitudes, and community responses and resources in conflict-affected settings in Afghanistan, South Sudan, Nigeria, and the Democratic Republic of Congo.
- Work with others to conduct an extensive research and mapping project of the Afghan women's rights movements now it is dispersed across the world and co-host convening and advocacy activities with Afghan women activists in Geneva in June.

Strategic Objective 5: Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

Last year we said we would achieve the following in 2021:

- **Raise £1.6m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing.
- Grow and **develop our Corporate portfolio to bring in £100k in new business** from new sectors.
- Deliver contracts and partnership deliverables to **secure £359k from existing corporate partners** and leverage their audiences to build the Women for Women International (UK) community.

- **Hold three virtual special events which raise unrestricted income** and develop our donor journeys for events attendees and to raise £380,000.

Grants

Restricted grants, providing resources for programming, totalled £2.8 million this year which was slightly below our target income. We were significantly impacted by the government's aid cuts in 2021 with a reduction in contracted income for the year of £700,000.

Our particular thanks go to players of the People's Postcode Lottery for their continued support via the Postcode Equality Trust which allowed us to maintain our commitment to the women we serve in spite of the loss of critical funding from the Foreign and Commonwealth Office.

Corporate partnerships

Income from corporate partnerships in 2021 was £772,809 (2020: 654,536), which is an 18% increase and exceeded our target of the year by 68%. Key highlights in 2021 included our long-term partners Charlotte Tilbury's Christmas Stocking product being sold in aid of Women for Women International UK raising £34,260 and Jimmy Choo undertaking activities which raised additional funds including the auction of an NFT.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and had 12 partners fundraising for us. We raised £123,446 through this annual campaign.

Grassroots

As we are every year, we were so grateful for the ongoing support of our grassroots and community supporters who, despite ongoing Covid restrictions continued to raise funds for our work. Key highlights include the incredible outpouring of support to our Afghanistan campaign, which was supported by a staggering 1,821 first-time donors.

Our Matched Giving campaign in November that saw us hit our target in record time, raising £12,629. In addition, we had some incredibly imaginative and committed fundraisers come up with their own fundraising events and challenges. From our student societies such as Hertfordshire RAG, who raising over £6,000 skydiving to the 40 strong #500for500 challenge team, who raised over £7,000 walking and running 500 miles to commemorate the 500,000 women we have served since 1993.

Major Donors and Events

In 2021 we raised £207,601 through events and major donors (2020: £327,592).

Our flagship live event the #SheInspiresMe Car Boot Sale was once again held as a virtual auction in May which raised £54,355.

Our first live event post-Covid lockdowns was our #SheInspiresMe Lunch which brought together major donors, corporate partners and Ambassadors to celebrate sisterhood in support of women affected by war and raised £47,746. Over 70 guests joined the event, which was sponsored by Jimmy Choo and Romilly Wilde, to hear guest speaker Waad al-Kateab, in conversation with our host BBC journalist and presenter Tina Daheley.

Sponsorship and Regular Giving

In 2021 we raised over £540,000 through sponsorship and regular giving (2020: £500,937) and launched our new regular giving product the Power Up Club. We were able to recruit 364 new sponsors for sisters in our Stronger Women, Stronger Nations programme, as well as an additional 262 regular donors.

Next year, we will focus on:

- **Raising £2.7m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2022 (including GAPS income)
- **Raising £1.8m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31st December 2022
- **Increasing our unrestricted income total by 33%**
- **Growing our audience by 30%** by investing in a digital advertising strategy and aligning our community building plans across teams.
- **Increasing our retention rate for regular donors to 82%.**

Strategic Objective 6: Raise Women for Women International (UK)'s profile / visibility through effective communications

Last year we said we would achieve the following:

- Integrate the UK marketing and communications teams to **create a new team which inspires and engages individuals in our target audiences to take action** with Women for Women International. The range of actions includes liking and sharing a social media post, learning more on our website, signing up to our mailing list, taking part in a hand-raising/advocacy campaign and making a one-off donation, monthly donation or sponsoring a sister.
- Work closely with the global communications team launch and **roll-out the new Women for Women International brand identity and execution.**
- Build on the learnings of 2020 and continue to **offer a range of digital community building activities to engage and grow our audience**, adapting to the rise in audience demand for digital engagement caused by response to the COVID-19 pandemic.

Integrating the team

Creating an integrated UK marketing and communications team has led to a more cohesive shared strategy; as a result, we have seen successful results for our fundraising efforts and growing engagement across our digital and offline channels. Sponsorship & Regular Giving finished the year £30k over target hitting £540k against a target of £510k. Community Fundraising closed 2021 £59k over the July reforecast, reaching £158k which was ultimately £25k over the original target for the year of £133k. All those figures are for budgeted unrestricted income only. In addition, the combined lines realised a further £98k in restricted income in response to the Afghanistan crisis.

Working with the Global Communications Team to roll-out our new brand

We used the launch of the International Women's Day #PowerToChange campaign on 1st February 2021 to launch the new global brand. The new brand included a new logo, colour palette, typeface, brand narrative, messaging, programme name (Stronger Women, Stronger Nations). The website, email signatures, email templates, social media images, letterhead, PPT templates, boilerplate copy were all updated as well. The new brand – which embodies the message of empowerment even more boldly – has been well received by our global audiences and we are continuing to weave this

narrative into all communications and campaigns. We have also continued to integrate global ways of working in campaigns for International Women's Day, 16 Days of Activism, and the Afghanistan emergency appeal.

Building on what we learned in 2020

Despite its many challenges, the COVID-19 pandemic has created countless opportunities for the growth and innovation of our digital channels. One of the key ways we have continued to build our community is through the Power Up Club, which is our newest digital regular giving product. Members pledge to donate £7 or more a month and in return receive invitations to bi-monthly events, inspiring updates, impact reports and can join a Facebook group dedicated to members. We currently have more than 370 Power Up Club members and the numbers are continuing to grow – highlighting the appetite to engage with our work online even as COVID-19 restrictions ease.

Next year, we will focus on:

- **Increasing the number of people who 'see' and 'think' about Women for Women International – UK** by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year.
- **Growing our mailing list audience** to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.
- **Expanding and diversifying our community and third party fundraising.** We will focus on increasing the number and variety of challenge events for prospective fundraisers, and running our first-ever mass participation community fundraising event.
- **Improving our technology and data.** We will upgrade our website from Drupal 7 to Drupal 9, continue to develop our e-mailing system and invest in paid digital advertising to improve supporter experience while allowing for better data insights and segmentation to support our strategy.

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2021:

- **Run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty, risk and opportunities provided by the COVID-19 global pandemic.
- **Establish an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- **Provide all staff with the opportunity to take part in a holistic well-being, inclusion and culture change programme** from the outset of 2021.
- **Ensure all Women for Women International (UK) staff have the equipment, software and system access required to carry out the responsibilities of their role** from home or the office in a safe and efficient way.
- **Establish an inclusive Board culture**, evidenced through successful recruitment and onboarding of new Trustees and a Board make-up that meets agreed diversity targets.

- **Ensure systems are sufficiently secure for the changing context and increasing risks relating to greater remote working and higher instances of attempted cyber-crime.**

During the year we created Our People Programme, a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values and offered to all WFWI-UK staff. Motivated in part by what we were hearing from our staff (through surveys, meetings, exit interviews etc.), but also by what we were feeling and observing ourselves within WFWI-UK and inspired by our Stronger Women, Stronger Nations programme and all of the incredible women who realised and embraced their power to be change makers within their families, their communities and their countries.

We continue to strive for a nurturing and enabling organisational culture; this was a key focus of the co-Managing Directors, Staff Culture Committee and newly convened Senior Managers Group during the year. We remain committed to listening to our staff and encourage their meaningful participation in the ongoing development of a culture of inclusion, trust, mutual respect, and empowerment.

We also rolled out our new Working from Home Equipment Policy to support our staff to work effectively, safely and comfortably from home while also establishing a new office space in the Borough area. We now offer a flexible hybrid working to all our staff.

We recruited four new Trustees to our Board in December 2021 and are thrilled to have had the opportunity to welcome these passionate, committed and talented women to WFWI-UK.

Next year, we will focus on:

- **Continue to run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty, risk and opportunities provided by the COVID-19 global pandemic.
- **Establishing an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic programme of personal development** with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture.
- **Build on our inclusive Board culture**, continuing our thoughtful and comprehensive onboarding of new Trustees and recruiting a new Chair of our Board.
- **Ensuring systems and processes are effectively integrated with global ways of working.**

WOMEN FOR WOMEN INTERNATIONAL (UK)

England & Wales - Charity number 1115109

Accounts

Company no. 05650155

Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2020

Our Global Values

Empowerment

We believe every woman is unique and powerful in her own right. Our people are our greatest strength and we will support them to achieve our aims by providing them with the information, rewards and power they need to take the initiative and make decisions to solve problems and improve our delivery and performance. As a learning organisation we encourage our people to take risks and make mistakes, we learn and grow and get better, stronger and smarter.

Respect

We believe every woman has the right to be treated with fairness and dignity. We trust each other implicitly, confident in the knowledge that we are all working towards the same goals. Equally, we hold each other responsible and accountable at all levels of the organisation for the outcomes of our actions. We will be bold, clear and kind in our communication with our colleagues across the organisation and not allow disrespectful behaviour to go unchallenged.

Integrity

We will never communicate in any way that exploits or demeans the women we exist to serve. We will deliver a programme of training that maximises the impact for the women we serve to bring them the biggest benefits and facilitate the greatest long-term positive change in their lives. We do what we say we are going to do, when we say we're going to do it. We act as good stewards of the organisation's resources.

Resilience

We see every day the strength of women survivors of war and their ability never to lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Clydesdale Bank
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London SW1Y 4ND

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One Ropemaker Street
London EC2Y 9SS

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Auditor

Buzzacott LLP
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London
EC2V 6DL

Solicitors

Farrer & Co
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WC2A 3LH

The Trustees of Women for Women International - UK present their report and audited financial statements for the year ended 31 December 2020.

Welcome from the co-chairs of Women for Women International - UK

The years 2020/21 will be remembered by all for the impact the COVID-19 virus made on individual lives, but also for the long-term effect it has had on all humanity. For many just surviving will have been an achievement. For Women for Women International too this period has been a challenging time but we feel proud that we have been able to help so many of the women most at risk in the countries in which we work to protect themselves and, in turn, their communities from the effects of the pandemic.

2020 was set to be an important year for women's rights, marking the 25th Anniversary of the Beijing Declaration and Platform for Action, the most comprehensive international commitment to achieving gender equality. It articulated a vision of equal rights, freedom and opportunities for women everywhere, no matter what their circumstances, that continues to shape gender equality and women's movements worldwide. There was to be a major review process with the UN scheduling global gatherings to assess the advancement of women's rights and 160 countries submitting reports outlining their progress in line with the Beijing Agreement.

This critical moment was eclipsed by the global pandemic which has worsened the gender gap, amplifying pre-existing inequalities and disproportionately impacting the most vulnerable groups in society. For the women we serve, already marginalised and living in crisis situations, COVID-19 brought additional financial hardship and food insecurity, as well as spiraling rates of domestic violence and social isolation. This, combined with an escalation in conflicts across the world, means our work is more urgent and relevant than ever.

Our work has also been impacted. By increasing coordination with our partners and listening closely to women, we have contributed to preventing infection through the distribution of health and sanitation kits. In particular we have distributed 150,000 face masks, 22,000 cash stipends and 5,900 hygiene kits. We also adapted our training programmes to be delivered online, where possible.

Our centre in Kosovo hosted a clinical psychologist to support women's mental health; in Nigeria, graduates of our Change Agent programme led efforts to educate communities around the shadow-pandemic of gender-based violence; in the Democratic Republic of Congo (DRC) we completed a two-year research evaluation demonstrating that our Stronger Women, Stronger Nations programme increases women's savings, earnings, agency and more, with findings that we will use for greater impact in the future.

In these and other ways we have continued to provide essential services and solidarity to some of the most marginalised women in fragile countries worldwide. Building on our work in 2019, when we reached a milestone of half a million women since Women for Women International started its work, we had set out to reach a target of a further 15,000 in 2020. The difficult circumstances made this too ambitious, but we were nevertheless pleased to have enrolled over 12,000 women through our programmes and advocacy.

Our Women for Women teams globally have been involved since 2020 in a phased restructuring of the organisation that is intended to make us more streamlined and efficient and better able to reflect the diversity of the women we serve, enabling their voices to be heard even more clearly. We expect these changes to be completed during 2022. They are already impacting many corners of our organisation, including the Board of Trustees and the senior management of Women for Women

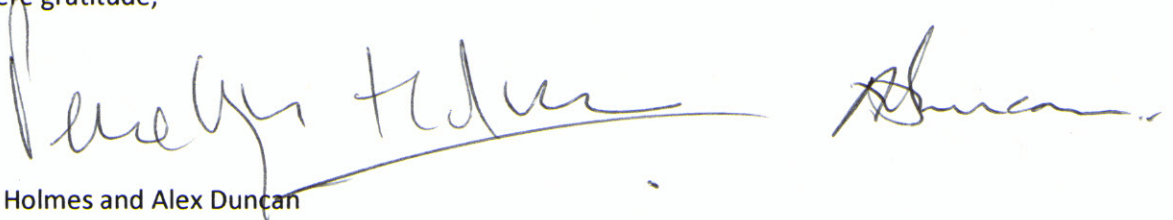
International - UK.

We bid farewell to two wonderful colleagues, the Executive Director, Brita Fernandez-Schmidt and the Managing Director, Shivonne Graham, who have decided to move on after 13 and 8 years, respectively. They feel that in the restructure, moving power to the countries where Women for Women International - UK works is key and never more appropriate, and so they both want to make space for new leaders and new voices in this process. We wish them luck and thank them for their dedication and hard work over the years. The Trustees would also like to acknowledge the excellent start made by the interim joint Managing Directors, Sara Bowcutt and Carrie Brownlee.

The Chairman of the Women for Women International - UK Board, Martin Thomas, has also decided to step down after 5 years. We would like to thank him warmly for all his hard work on behalf of, and service to, Women for Women International - UK.

Finally, we will remember 2020 as the year our supporters helped Women for Women International - UK to adapt under extreme pressure and choose to continue to support some of the most marginalised women in the world to achieve life-changing outcomes. The resolve and resilience of our staff, participants, supporters and partners are vital to our being able to achieve our ambitious goals. We would like to extend our thanks to all for the tenacity and dedication shown throughout this most difficult of years.

With sincere gratitude,

The image shows two handwritten signatures in blue ink. The signature on the left is 'Penelope Holmes' and the signature on the right is 'Alex Duncan'. Both signatures are written in a cursive, flowing style.

Penelope Holmes and Alex Duncan

Co-Chairs, Women for Women International UK

Introduction

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and wellbeing; influence decisions at home & in the community; and connect to networks for support. By utilising skills knowledge and resources, she is able to create sustainable change for herself her family and community.

About Women for Women International

Women for Women International invests where inequality is greatest by helping women who are forgotten — the women survivors of war and conflict.

Through Women for Women International's Stronger Women Stronger Nations Programme, women learn the skills they need to rebuild their families and communities. In Afghanistan, Bosnia and Herzegovina, the Democratic Republic of the Congo, Iraq, Kosovo, Nigeria, Rwanda, and South Sudan, women who join the programme connect with each other to form support networks, learn to earn an income and save, and gain knowledge and resources to care for their families, and defend their rights. Women use their power together, passing it on to neighbours and their children for lasting change.

Since 1993, the organisation has invested in the power of over 500,000 women to use their voices and create a ripple effect that makes the world more equal, peaceful, and prosperous. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

Women for Women International in the UK

In 2005, Women for Women International established an independent UK-registered charity in London with two main purposes - to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International - UK is legally separate from, but closely affiliated with, Women for Women International, founded in 1993 and headquartered in Washington D.C., with programme offices and partners in eight countries.

Over sixteen years, Women for Women International - UK has grown to become an organisation raising £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Corporate partnerships have been a key area of growth, and building on our previous success, this area saw unprecedented engagement where we have gained more partners than ever before in 2020.

Women for Women International - UK leads the global organisation's global corporate partnership strategy, and Policy & Advocacy work, which is informed and guided by the global organisation's monitoring and evaluation data and is aimed at sharing learning, amplifying women's voices and influencing attitudes and policies.

Daniella's story

"Before joining the Women for Women International - UK programme, I used to work in the fields every day. Most days I started work at 5am and returned home at 3pm. The only time I could generate some income was at harvest time, which is only twice a year. Life was not easy at all. I heard about Women for Women International - UK from other women in our community who were part of the training programme. I saw how their lives changed after enrolling, and these changes inspired me to join.

After obtaining my graduation certificate from Women for Women International - UK, I have started practicing the vocational skill I chose -- tailoring. I work in a group with other women I met during training, and we currently rent a workshop. I am also involved in a savings group which I formed during the programme.

Through my participation in the programme I have made many more friends. Amida and Asifiwe are members of my group who I consider sisters. Whenever any of us has a problem we meet up to talk and support each other. They came to the maternity ward to visit me when I gave birth and they helped me financially, so I could pay for transport home from the hospital.

My future is assured because I have just opened my tailoring workshop. I have started applying the knowledge I gained from the training programme and am generating an income which is helping me to feed my family. I believe I have a bright future. I hope one day to be a Women for Women International - UK trainer, so I can teach and inspire other women in the community."

Daniella, Women for Women International – Democratic Republic of Congo programme graduate



Our Aims

Women for Women International - UK works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women.

From even greater barriers to accessing to healthcare to rising levels of violence, women in conflict affected settings have been disproportionately impacted by the additional pressures of the COVID-19 pandemic. This is supported by survey data and anecdotal evidence gathered from our programme participants during 2020, as well as our experience over the past 27 years working with women in crisis settings. In combination with our Agenda to Action, five critical priorities were identified to ensure the needs of marginalised women are prioritised in prevention, response and recovery.

Make women visible

Understanding the impact caused to marginalised women requires collecting data that is nuanced, doesn't make one-size-fits-all assumptions, and offers a holistic view of individuals' situations. Using our context-specific data we have adapted our approach to become more inclusive by meeting programme participants where they are, rather than, as an example, taking for granted a shift to online processes. This approach avoids replicating inequalities and leaving already marginalised women – who lack access to basic technologies and other resources – even further behind.

Address women's realities

Women living at the complex intersection of conflict, poverty, gender discrimination and COVID-19 face unimaginable challenges. Response to these needs must be coordinated at the global level across agencies and governments, and on the ground between coalitions and networks. Our critical role during the crisis is ensuring that actors are brought together to ensure coordination and collaboration. By continuing our holistic approach to deliver context-specific programming we are considering all of the various consequences that the pandemic might have, as well as the more obvious impact on women's health.

Listen to women

Conflict affected women living in the most vulnerable communities are experts on what response is required to rebuild with more resilience. Our work ensures women are meaningfully engaged to inform our response to their specific situations by developing channels for listening to individuals' needs. Through our Change Agents programme, we provide advanced advocacy training, resources and mentoring support to a selected group women in each community who are nominated by their peers as emerging leaders. By developing important networks and relationships with key decision-makers in their communities, Change Agents are able to amplify marginalised women's voices and secure changes on the issues that affect them.

Prioritise ending violence to women

Gender-based violence is prevalent in conflict settings and with the rise of job losses, economic pressures, resource scarcity and isolated households, violence is spiralling during the pandemic. Along with partner organisations, we are emphasising the prevention of gender-based violence through sharing information that promotes respect of women, sharing of responsibilities and reducing tensions during the crisis. Our work continues to signpost and map partner organisations and referral services in health, legal and psychological assistance.

Invest in women's economic power

Women's livelihoods during the pandemic are being affected by the deep economic impacts of the pandemic. 60% of our participants work in the agricultural sector and with market spaces closed

many producers are struggling to earn an income. Food prices are spiking and several countries have restrictions on household items. This is causing resource scarcity and supply-chain disruption where the effects will be felt for a long time. Our work is continuing to provide economic support by putting cash into the hands of the women we serve, so that they can weather the crisis and keep their families and businesses afloat. Cash transfers such as the monthly training stipend we provide to our programme participants have been proven to boost resilience among the most vulnerable, particularly when bundled with other services. Maintaining this support has therefore been critical during the economic disruption of the pandemic. We are adapting and innovating where needed - exploring supplementary cash, distributing soap and hygiene kits, and encouraging sharing of resources to help ease the burden where it is needed most.

Despite many obstacles, the women we serve make critical contributions to their own livelihoods, households and communities during times of crisis, often stepping into new economic and leadership roles to keep their families afloat.

We know that when women have power and resources, they reinvest it in their families, their communities, and their countries to build a brighter future. Investing in women isn't just the right thing to do – it is a prerequisite to breaking cycles of poverty and violence.

“My name is Kanyemba, I am a widow and mother of six, 5 girls and 1 boy. Being widow with 6 children to feed was not easy at all, and I did not have any job or occupation to support them. Since joining the programme, I feel strong because of the group dynamic and support I received. When we started getting our monthly training stipend, I decided to save it up so that I could improve my family's living conditions. I rebuilt our house by buying cement, steel sheets and wooden plans.”

Kanyemba, Women for Women International programme participant, DRC



Our Approach

Our year-long Stronger Women Stronger Nations programme builds women's self-reliance in four key areas: earning and savings; rights and decision-making; health and wellness; and support networks. Results show that in one year, women can make significant and measurable improvements in their lives, and deliver lasting impact for their families and communities. The efficacy of our approach is supported by benchmarking, external evaluations, and our own Monitoring and Evaluation data. The combination of social and economic training, cash transfers, networking and support, provided to women in our one-year programme, is proven to be effective.

2020 opened new windows of opportunity for our staff, participants and supporters to creatively adapt programmes further due to COVID-19. Women for Women International - UK Change Agents in Nigeria and the Democratic Republic of Congo used their gender advocacy training to broadcast proper disease prevention through loudspeakers as they drove throughout surrounding communities. Change Agents in Afghanistan worked with local government officials to secure resources and trainings to combat COVID-19 and held awareness trainings to teach women about their rights and how to defend them.

In Iraq our in-person trainings were put on hold due to lockdowns and social distancing. The team began to brainstorm ideas to connect with participants immediately; as phone access is often intermittent for the women in our Iraq programme, they established phone trees and outreach plans through WhatsApp and Viber. Ultimately, each and every participant was contacted to ensure that she was well and had the psychosocial and health connections she needed.

Together, we helped to build a powerful and dynamic network of women living at the intersection of violent conflict, disease, poverty, and gender discrimination. Through so many conflicts and crises, we have witnessed women coming together to play a vital role in rebuilding shattered lives and communities. We know that investing in women's power, through providing skills, resources and emotional support, is vital to kickstart a sustainable recovery from the COVID-19 pandemic and create a more resilient, peaceful and equitable future.

How is Women for Women International's approach transformative?

Five components for effectively supporting women's economic power in conflict:

1. Targeting women. Ensure that ultra-poor communities are reached and that there is inclusivity in the selection of participants to engage the most vulnerable and marginalised women survivors of conflict.
2. Training on rights, gender and health – including the value of women's work; health and wellness; gender equality, rights and decision-making; conflict, violence and peacebuilding; women's solidarity and networking; and leadership, citizenship and advocating for change.
3. Economic knowledge and skills, including numeracy; household financial planning; savings channels; goal-setting; business planning; and negotiation, leadership and effective communication.
4. Supporting social networks and connections through safe women-only spaces and sessions delivered in a group setting, bringing together groups of 25 women throughout the 12 months of the programme.
5. Tackling discriminatory gender norms by working with men – including community leaders and influencers – and transforming negative masculine norms.

Our Programmes

Stronger Women Stronger Nations Programme

Our Stronger Women Stronger Nations programme equips women to earn money, regain their confidence and actively participate in their communities.

When women join the programme, they come together in groups of 25, forming a tight support group that helps to break the isolation caused by war and insecurity.

Women learn a marketable job skill - such as tailoring, bread-making or poultry-keeping - as well as business training to turn their chosen skill into a stable income so they can support themselves and their family. Women participants begin to save money and receive support to establish cooperatives, associations, or Village Savings and Loan Associations (VSLAs) so they can make the most of their earnings and share benefits with the wider community.

Women also learn practical knowledge about their health, including reproductive health, stress management and the importance of good hygiene and nutrition so they can protect themselves and their families from preventable disease. We make sure women are connected to local healthcare providers.

Our participants also learn about their rights on key issues like voting, access to land, divorce, child custody and domestic abuse. When women know their rights, they are empowered and equipped to stand up for themselves and can share their knowledge with others in the community.

As well as our Stronger Women Stronger Nations programme, we offer complementary programmes which aim to create an encouraging, enabling environment for women to consolidate the social and economic gains they are making and offer selected graduates of the programme additional mentoring and support.

The Power of Many: Hanya

This is Hanya, a five-woman tailoring collective in Daratu, Iraq. As the group progressed through their programme, they found that they shared a dream: to open a formal tailoring business. After they graduated together, the women received a government grant to do just that. In a small shop above one member's home, Hanya was born—and business boomed immediately. In 2020, the pandemic enveloped the world, and Hanya knew they could use their health and business management skills to reach beyond their homes. They began making masks to distribute to their families and eventually their community.

Once, Shakiba, Rajaa, Najma, Amal, and Hasiba were considered vulnerable. Now, they are sharing their power, skill, and knowledge to protect their neighbours from yet another crisis.



Men's Engagement Programme

In order to help women to break through the stereotypes that limit their opportunities, we work with men to challenge discrimination and help them become allies in the fight for gender equality. Since 2002, we have worked with almost 30,000 men through our Men's Engagement Programme.

Gender inequality is rooted in the widely held construct that men are superior to women, and that men are entitled to be in control of women in their personal lives, their communities and in society as a whole. Our Men's Engagement Programme places a particular focus on training leaders in communities (including religious, traditional, military and civil society leaders) so that they can use their influence to help protect and promote women's rights and gender equality.

The activities vary between countries, but typically involve a 'training the trainers' approach. This means that men are trained on the content and then taught how to lead discussion groups about women's rights with men in their communities. This multiplies the reach of the initial training.

For example, in Afghanistan we engage influential male community and religious leaders through a three-month direct training programme with classes every fortnight, using the verses or "Surahs" of the Qur'an as a guide. The men discuss topics including women's property rights, violence against women, forced and early marriage, as well as women's right to education, work and political participation.



"After my graduation I will keep using the skills I learned during the training programme, including tailoring and sewing. I want to learn how to sew new clothing designs and eventually purchase my own machine... In our group, we bonded together and always support each other when it comes to life challenges. We continue to meet on the 30th day of every month to discuss our progress. The main change I am proud of during my time in the programme is the fact that I am no longer 100% financially dependent on my husband and we make decisions together. As a mother of 8 children, and 5 [of them] girls, I will ensure that they have a great education that I did not have, and that they are treated equally."

Amie, Women for Women International, DRC Programme Participant

Change Agents Programme

Our Change Agents programme builds on our Stronger Women Stronger Nations programme by supporting groups of graduates to strengthen their leadership and advocacy skills. It is a key part of our ongoing commitment to supporting women's participation in the decision-making that affects their lives. In particular, the programme helps women to identify barriers to women's participation and rights in their communities and create action plans to challenge these issues. After the training, Change Agents form small groups that collectively advocate for changes in their communities.

We also work with local partners to support the work of Change Agents in communities, for example, by facilitating access to local leaders or creating platforms for them to speak.

As active members of their community, Change Agents act as role models. By working with other community members, Change Agents can build networks and work together to challenge community practices that discriminate against women as well as share their knowledge, skills and experience with other women in their communities, creating an empowering environment for women.

Change Agents engaging men as allies in Nigeria

In Nigeria, a partnership with the UK Government's Foreign Commonwealth and Development Office (FCDO) has involved convening a diverse group of women community leaders in Bauchi State, who will work with male graduates of our Men's Engagement Programme to conduct joint advocacy on women's rights.

In October, in partnership with local NGOs, 48 new Change Agents were trained. Alongside this, selected Male Champions from across four communities were provided with specialist training which looked to build their capacity to act as allies for women's rights and collaborate with Change Agents to advocate for positive change. The training enabled them to cushion communities' backlash in response to advocacy activities; engage them with positive messaging around their power to end violence against women in the community; demonstrate what they can do to support Change Agents in their communities by providing a platform that will address gender norms and perceptions; and identify ways that they can act outside dominant gender roles and behaviours in supporting change.

In November, Change Agents across four communities held a joint meeting with the Male Champions and Women for Women International - UK Advocacy staff where they discussed the implementation of their plans, ways to generate funds for transportation during advocacy visits, and the messages to be delivered. Since then, Change Agents and Male Champions have carried out a range of successful advocacy activities, visiting community stakeholders and advocating for change on issues relating to violence against women and economic empowerment which have been well received.

Commitments have since been made by local decision-makers to start building a block of three classrooms for their children's school and the officer in charge of the Primary Health Care Centre promised that he will ensure an appropriate report is written whenever a rape case is reported to their centre. Change Agents and Male Champions have also received pledges of practical support from these stakeholders for their activities, including a vehicle whenever they are travelling for advocacy activities, airtime for a radio programme for them to carry out community sensitisation and temporary office space for them to hold their monthly meetings.

Our Impact



In 2020, Women for Women International (UK) enrolled **8,574** new women in our core programme

12,889 participants graduated in the year 2020, resulting in a global graduation rate of **97%**

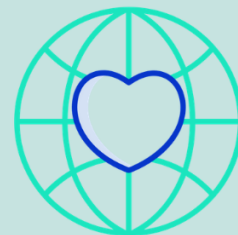


Women for Women International (UK) has reached a cumulative **519,714** women since inception

Through a combination of our social and economic empowerment program, microcredit, and partners

Women for Women International (UK) reached **3,255** men through men's engagement activities

Husbands, other male family members, and male community leaders



Women for Women International (UK) has reached a cumulative **38,170** men since inception

**Please note that Iraq did not have any graduations in 2020 due to COVID-19, which has delayed their graduations to 2021.*

We invest in rigorous research and evaluation to learn about our impact, improve programming based on results, advocate for evidence-based policy and practice, and influence decision-makers. We use continuous data collection and analysis to understand our work and its effect on women and their communities. We use a mix of research methods and evaluation types including large-sample surveys at the following milestones: programme enrolment, graduation, one-year and two-years post-graduation; qualitative life history interviews; and tracking the performance of women's savings groups. Our teams around the world collaborate to contribute to our body of data, helping each other learn through a real-time digital dashboard.

Our programme invests in four key outcomes to strengthen women's power. After 12 months of intensive training and support, women in our global programmes demonstrate progress in the following measures:

- **Earning and Saving Money**
Women's net earnings nearly tripled, from an average of \$0.85 per day to \$2.17 per day, with more than three times as many earning at least \$1.90 per day at graduation than at enrolment.
- **Improving Health and Well-Being**
41% more women reported practising family planning at graduation than at enrolment.
- **Influencing Decision-Making**
66% more women reported being involved in household financial decisions, and 83% more reported being involved in decisions about whether they can work to earn money at graduation compared to at enrolment.
- **Connecting to Networks of Support**
Women's participation in savings groups increased six-fold at graduation compared with enrolment, enabling women to have greater access to loans and a strong peer support system.

NB: This data was collected from a sample of nearly 6,000 women across our countries, accounting for 41% of all women who graduated in 2019. Data points are weighted averages. Earnings data is presented in terms of purchasing power parity. Decision-making data excludes N/A responses.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International - UK we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

We raised £4.93m in 2020, all of which is raised through fundraising initiatives.

Our fundraising work included activities and campaigns which inspired donations and gifts from individuals, applying for grants, a sponsorship programme which matches women in our programmes with sponsors from around the world, running special events, and partnerships and collaborations with businesses and brands. Our in-house fundraising team sometimes engages professional service providers to help us deliver fundraising campaigns such as filmmakers and graphic designers. We aim to ensure any agencies we employ also observe the highest standards in terms of fundraising practice. Several of our in-house fundraising team are members of the Institute of Fundraising and regularly attend fundraising trainings to ensure our staff are up to date on fundraising practices, regulations and trends.

This year, we ran our annual #SheInspiresMe Car Boot sale as a virtual auction event raising over £170,000 and successfully engaging our events audience in a new concept.



In the UK we have 1,430 individuals signed up to our sponsorship programme with a further 315 individuals donating to us on a regular basis. In 2020 approximately 1,032 individuals gave one-off donations towards our work. In addition, 70 people helped raise money through third party events and fundraising challenges.

During 3rd – 12th September 2020, we ran our Matched Giving fundraising campaign. This involved Women for Women International and some of our corporate partners asking the public for one-off donations, that would be matched by a pot donated by a group of our major individual supporters. We used a variety of methods to promote this including social media content and assets, our mailing list and the mailing lists of our partners. We received 285 donations during the campaign from existing and new donors.

We are also very proud to have some fantastic corporate and brand partners many of whom undertake fundraising activities for us, from selling products in aid of Women for Women International - UK, to asking their staff and customers to support us through donating to campaigns or undertaking challenges such as runs. In order to maintain fundraising standards and protect our reputation we ensure we have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign off deadlines to ensure these guidelines are met and maintained. We also sign legal agreements with partners to safeguard the charity and our partners.

We are lucky that many individuals and third parties choose to support us by raising vital funds through hosting their own fundraising events (such as dinners parties and student events) or undertaking sponsored challenges like half marathons that we have bought places for. During 2020 many of these fundraising events were done virtually. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our Grassroots fundraising team to speak to if they need additional support.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We also track any Fundraising Preference Service requests, receiving 0 requests for no communications in 2020 which were actioned. We received 23 complaints in 2020. This is an increase on previous years with our new virtual event the Virtual Car Boot Sale accounting for 12 complaints resulting from either damaged items or incorrect sizes being received. These complaints were resolved by providing refunds or replacements.

We are passionate about providing all our donors and supporters with a level of care and respect that exceeds their expectations, to this end we have a Vulnerable Supporters policy which outlines how we protect vulnerable supporters, how we can identify such persons and what action we take if we suspect a person is vulnerable and all staff are trained on it.

Strategic Report

Achievements and Performance

Strategic Objective 1: Invest in the social and economic empowerment of marginalised women

Last year, we said we would aim to achieve the following during 2020:

- **Support the delivery of an expanded programme model that reaches at least 15,000 women** directly and contributes to the delivery of our 2020- 2030 strategy goal of **reaching 1 million women, directly or indirectly.**
- **Seek new ways** to serve the most marginalised women in line with our vision and mission **through: technology** (particularly mobile phones as a tool for doing business and accessing information); **graduate networks; new forms of advocacy and community mobilisations; partnering with businesses** which can strengthen economic outcomes for our women and enable us to innovate together.
- **Expand our immediate responses to the major crisis of the time:** notably Syria, and to other locations via our Conflict Response Fund. We commit to expand our immediate crisis response by continuing to invest in our office in Northern Iraq. We commit via our Conflict Response Fund to providing grants to grassroots partners in areas of crisis as we did in Yemen and Bangladesh in 2019.
- **Sustain and consolidate our legacy in Rwanda** once peace is sustained by supporting the evolution of an independent, nationally governed affiliate organisation of Women for Women International.

Programme impact in figures

As the COVID-19 pandemic unfolded around the world, our staff, partners and supporters were quick to adapt to find alternative ways of maintaining our programme delivery to reach our long-term strategic goals. We became a lot more dependent on technology during COVID-19 and so the second objective above has had a head start.

A total of 11,829 new programme participants were reached throughout the year to include: 8,574 women enrolled, and 3,255 men were reached in 2020. Additionally, 12,889 women graduated from our programmes in 2020. COVID-19 lockdowns mean that we ended the year slightly under target for number of women reached directly. We have, however, already begun work on scaling our reach through partnership, technology and internet platforms.

By coming together, our stakeholders enabled specific COVID-19 support to prevent disease spread and mitigate further damage to the livelihoods of women, their families and community by:

- Distributing more than 150,000 masks to help protect people from disease,
- Distributing more than 5,900 hygiene kits,
- Distributing cash stipends to 22,621 women, and
- Reaching more than 18,000 women when they needed support the most.

New routes to supporting marginalised women

Like the rest of the world, Women for Women International - UK spent months working remotely and physically distant from those we care about. As the pandemic spread globally, in-person classes in all our country programmes were suspended to protect the health of the women we serve and their families. Aside from immediate threats to their health, women are at risk of other COVID-19 related perils. Many women are the primary caretakers in their households, and under lockdown,

are at greater risk of losing their livelihoods and experiencing domestic violence. As classes were dismissed and dispersed, our staff remained committed to reaching women, no matter where they were.

Staff provided accurate health and hygiene information and established automated phone trees through which women could get in touch with peers, trainers, and health officials and access other resources. **Our staff in Iraq checked in on all 1,000 participants** via mobile apps and phone calls when lockdowns were first introduced. In South Sudan, the Democratic Republic of the Congo (DRC), and Nigeria, our teams took to the radio airwaves, one of the most trusted forms of communication in remote communities, to continue delivering updates and health information about the pandemic.

A global pandemic and consequent lockdown caused deep economic consequences. Besides staying connected, we helped women access resources to protect themselves and their families. Where women had reliable access to mobile phones, teams set up mobile money transfers so that participants would continue receiving their stipends. In countries where women couldn't access mobile money, teams set up safe, socially distanced, masked stipend distribution centres.

The Afghanistan team organised a large effort to distribute hygiene kits, and many women who were beginning to work in agriculture received crops to cultivate at home. In DRC, where the Ebola crisis has made many people familiar with highly infectious disease, women received support to produce soap so that communities could practice proper hand-washing habits.

Still, many people in the communities we serve still struggle to access accurate health information and live with low literacy rates, disabilities, and circulation of misinformation. Teams in all countries worked to continuously spread clear information about COVID-19 and prevention. By responding quickly to reduce the spread of COVID-19, our national teams found collaborative and creative ways to act and ensure the most marginalised women had the support they needed.

Responding to urgent crises – supporting women in Syria

In 2018, Women for Women International - UK launched a Conflict Response Fund, which allows us to be agile, flexible and innovative with our delivery. In times of volatility and crisis, entering immediately with all components of our Stronger Women Stronger Nations programme is not possible. With this Fund, we can quickly initiate activities with a local partner to respond to urgent, unmet needs of women survivors of war.

Starting in July 2020, through our Conflict Response Fund, we partnered with Women Now for Development in Syria, where continued fighting has left even more women and girls displaced, disempowered, and vulnerable to exploitation and abuse. Our investment is helping women living in the midst of the Syrian crisis to learn marketable skills and access grants to start small businesses, so they can earn a stable income and support their families. Online courses develop women and girls' literacy, numeracy, IT and English language skills, so they can further their education and employment prospects, and protect their rights.

Sustaining our legacy – Transitioning to an independent entity in Rwanda

In July 2020, the first ever General Assembly Meeting and Founding Moment of Women for Women - Rwanda was held in Kigali and via Zoom. The assembly approved the Rwanda team's one year action plan and elected Committees and a Board of Directors.

As an independent, nationally registered organisation, Women for Women International - Rwanda will be able to access localised funding opportunities and innovate in their specific national context, so they can support even more marginalised women and be responsive to their evolving needs. Areas of planned programmatic expansion include a focus on working with adolescent girls and

deepening financial inclusion and advocacy activities. Like our independent affiliates in Kosovo and Bosnia and Herzegovina, the Rwanda entity will continue to contribute to global learning and sharing and remain networked with the rest of the Women for Women International family to scale impact.

Economic advancement during the pandemic – Virtual learning in Iraq

When lockdowns and social distancing became facets of our everyday life, in-person trainings were put on hold. Previously, these trainings offered an escape from the household for many women; now confined to their homes, many women struggled in isolation.

Ultimately, each and every participant was contacted to ensure that she was well and had the psychosocial and health connections she needed. In June, using an innovative online methodology, the Iraq team restarted trainings that had been paused since mid-March. Social and economic empowerment trainers used social apps to deliver training content to women with access to internet or smartphones. In total, 495 women in Shawes and Shekhan were able to regularly access online training and stay on track with programming during lockdown.

By October, the situation had improved, and women continued learning virtually, but also were able to visit the training centres for safe, socially distant vocational training. Women who had been unable to participate regularly in online courses due to lack of internet or smartphone access picked up where they left off with socially distant, in-person training. All women whose programming was paused in March 2020 are on track to graduate in March 2021.

Next year, we will focus on:

- **Strengthen the Stronger Woman Programme** and increase impact on the lives of women by applying the learning from Randomised Control Trials and our internal Measurement and Evaluation frameworks and strengthening innovation hub.
- **Increase revenue from grants to support Stronger Woman Programme** - mutually beneficial partnerships, more visibility and influence through advocacy and external engagement, and building stronger relationships with funders.
- **Increase impact at household and community level** by revising our Men's Engagement Programme, investing in Change Agents and increasing support for graduates.
- **Power Locally, Streamline Globally** – build up/transfer skills to Country Offices to lead the work at every level.
- **Contribute to aligned organisations in the midst of extreme conflict** through Conflict Relief Fund both support and co-learning.

Strategic Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2020:

- **Support the delivery of the Men's Engagement Programmes** in all country offices and **continue to improve and expand, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Prioritising ending violence against women.

"As our husbands lost their jobs due to COVID-19, they are staying at home and we cannot afford daily expenses. It has brought about violence among family members and we witness it on daily basis." - Shireen, Iraq

In collaboration with our partners, we have placed a special emphasis on prevention of gender-based violence during the COVID-19 pandemic. Prevention efforts included sharing positive messages about reducing tensions, promoting respect and sharing household work during the

confinement period. Similarly to our women's programmes, adaptations have been made to continue delivery of our Men's Engagement Programme whilst navigating COVID-19. We have shared this information via phone-trees, mobile apps, social media, radio programmes, and at Friday prayers in local mosques with women in the community.

Next year, we will focus on:

- **Continuing to support the delivery of the Men's Engagement Programmes** in all country offices and **continue to improving and expanding, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

We are All Allies: Men's Engagement

"My name is Francine. I live in Kasika, DRC with my husband and my five children. I knew about the Women for Women International-UK programme through other women who were enrolled. I saw changes in how they lived with their families and in society, how they ran small businesses to generate income, and how they saved. I was very interested, so I made the decision to gather the courage to enroll."



"Before joining the programme...finding food or money was a serious problem in my family... And while living a life of poverty, my husband and I were not even legally married or recognized by the registry office in Kasika. But since enrolling in the programme and participating in its different trainings, I've chosen cutting and sewing as a profession. A good change in my life began to take place thanks to my VSLA and training in areas like women's rights, decision making, and women's empowerment."

"After some time, I started to make my savings in the Village Savings and Loans (VSLA) group, and I saved more than 120,000 FC (60 USD). With this amount, I bought a goat and started selling bread. And as my husband was interested in seeing changes in the household, he quickly proposed to me to regularise the situation of our marriage with my family and at the civil registry office [a process which provides women with legal protection of their rights within marriage]. Today, we are now legally married and recognized by the civil registry office thanks to the training received in the Women for Women International - UK programme. Today, my husband and I are very happy for this achievement thanks to the support of the Women for Women International - UK programme here in Kasika."

Strategic Objective 3: Support marginalised women survivors of conflict so that they can influence decisions

Last year we said we would focus on the following in 2020:

- **Training and providing follow up support to core graduates in advanced advocacy training** to help build their knowledge and skills to address issues in their communities.
- **Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work by country office staff**, including advocacy partnerships with local NGOs.

After the unexpected challenges that the COVID-19 pandemic has presented, we remain greatly encouraged by the progress made in 2020 by our staff, partners and the women we serve. Despite inevitable delays to initial plans – at all levels of our advocacy work – we have been able to meet these challenges with innovative solutions to maintain our support to country offices in implementing grassroots advocacy work and to continue to build our internal advocacy capacity.

Training and providing follow up support to core graduates in advanced advocacy

Our Global Advocacy Team continued to provide ongoing technical support to country offices advocacy leads in their implementation of the Change Agents programme and associated grassroots advocacy work. This included acting quickly to support Change Agents to safely utilise the networks and relationships with decision-makers they had already developed to raise awareness of COVID-19 and ensure that the voices and needs of marginalised women were heard in community prevention and response efforts. Once COVID-19 prevention measures were slightly lifted, we were able to resume some of our initial plans including working in partnership with local NGOs to train 48 new Change Agents in Bauchi State, Nigeria and piloting a new approach to supporting women's leadership and grassroots advocacy by forming an Advocacy Alliance with civil society organisations in South Kivu, Democratic Republic of the Congo.

Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work

The Global Advocacy Team has continued to build our advocacy capacity, knowledge and skills. For example, in 2020, as we came to the end of a five-year project funded by the Dutch Government, we decided to use the opportunity to review the various 'national' Change Agent curricula across Women for Women International country offices and pull together the 'best bits' into one global curriculum. In November 2020, we recruited a specialist in curriculum design with advocacy expertise who conducted a thorough review process, in consultation with the country teams. This has enabled us to develop a new and improved Global Change Agents curriculum which incorporates all the learnings identified so far through the delivery of the Change Agent programme over the past three years. We are now in a really strong position to be ready to implement an improved version of the Change Agent curriculum once future funding is secured to roll it out further. We have also continued to build partnerships with civil society and women's rights organisations to share learnings and provide consultation and development opportunities for Change Agents to amplify their voices with community, state and national decision-makers.

Change Agent involvement in COVID-19 response and awareness raising in Nigeria and Afghanistan

Participants in our Change Agents programme in Nigeria have been working closely with the Deputy Chairman of Pankshin Local Government to form a COVID-19 response committee, along with representatives of the Ministry of Health and religious leaders. The aims were to raise awareness of preventative measures such as hand washing and social distancing in an effort to contribute to 'flattening the curve' and preventing transmission. This is a recognition of their trusted position in the community, which is particularly important for dispelling myths and misinformation around the virus. In Afghanistan, Change Agents recognised the risks that COVID-19 was posing to their communities, already living the consequences of poverty, food insecurity and lack of access to health resources. In the Has-e-Dowm district of Kapisa province, Change Agents met with the district leader. In their meeting, they stressed the need to promote awareness of COVID-19 and its prevention within the community. The leader agreed and helped Change Agents to secure and distribute 500 masks and gloves to people in the province. In Nangarhar province, Change Agents cultivated relationships with leaders to secure sustained support for women which resulted in clinics providing people with soap.

Next year, we will focus on:

Fostering strong internal knowledge, processes and capacities towards the effective delivery and monitoring of advocacy activities at all levels, through:

- Continue **ongoing, technical support** to country office teams.
- Working to **finalise a cohesive Theory of Change** for Advocacy and monitoring, evaluation, research and learning (MERL) framework for our advocacy that enables us to monitor and measure the progress we are making in key areas.

Strategic Objective 4: Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict

Last year we said we would achieve the following in 2020:

- **Increasing the organisation's profile, credibility and influence** with key global stakeholders, networks and coalitions - including UN agencies, policy makers and other international organisations.
- **Ensuring timely, tailored and strategic technical support and advice is provided to country offices** around the development, implementation and monitoring of their advocacy plans/strategies.
- **Disseminating the organisational 'Agenda for Action'** at key moments throughout 2020, focussing on influencing relevant global political debates and build strategic partnerships for advocacy.

Despite COVID-19, Women for Women International - UK has continued to make great strides throughout 2020 using advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict.

Increasing the organisation's profile, credibility and influence

We have continued to focus on amplifying the voices of women we serve through raising our profile, credibility and influence with key stakeholders, networks and coalitions.

Throughout 2020, as global events moved online, we were able to take advantage of a number of high-profile external engagement opportunities – with a focus on amplifying the voices and experiences of marginalised women affected by conflict, raising our profile and pushing forward the priority areas identified in our Agenda for Action:

- In September, the Global Advocacy Team supported Women for Women International's CEO with her participation in the World Humanitarian Forum's online event which took place in the fringes of the United Nations General Assembly.
- In October, we were able to work closely with Gender Action for Peace and Security (GAPS) on a high-level virtual event hosted by UN Women and the UN Development Programme (UNDP), where the heads of both UN agencies gave remarks. We supported the Executive Director of the Women Advocates Resource and Documentation Centre (WARDC) – our national partner in Nigeria - with preparation and speaking points, and she referenced the partnership with Women for Women International twice.
- In October, we were also invited to partner with the UN75 campaign for an online event to mark the 20th anniversary of UN Security Council Resolution 1325. Our Senior Global Policy and Advocacy Advisor moderated the event with high profile speakers such as H.E. Ameerah Haq (former UN Under-Secretary-General for the Department of Field Support) and Ambassador Melanne Verweir (Executive Director of the Georgetown Institute for Women, Peace and Security at Georgetown University and former US Ambassador for Global Women's Issues).

Women for Women International - UK has also worked to engage a wide range and type of formal and informal partnerships to enable us to expand the scope, breadth and reach of our advocacy to maximise our influence and impact. During 2020, we continued to work closely with networks and strategic partners to advance our advocacy objectives. We have maintained our strong position as part of GAPS and Bond. For example, towards the end of 2020, we joined other GAPS members to deliver a multi-country project across the network, using the [Beyond Consultations tool](#) to develop gender-conflict analysis across 10 countries and provide national governments and international community with recommendations to address the impact of COVID-19, future global pandemics and crises on gender inequality, peace and security. Women for Women International led this project in Nigeria and Afghanistan, working closely with national partner organisations, enabling us to influence policy and build our profile in both countries, improve our relationships across national civil society networks and expand our analysis and understanding of the context-specific impacts of COVID-19. The Nigeria report launch took place at a virtual event in February 2021, hosted in partnership with UN Women and the governments of the UK and Norway.

Ensuring timely, tailored and strategic technical support and advice is provided to country offices

Throughout the year, the Global Advocacy Team has been providing timely, tailored and strategic technical support to colleagues across the global organisation offices around the development, implementation and monitoring of their advocacy plans and strategies – including, strengthening Change Agents' Advocacy and improving the participation of marginalised women in the decisions

that impact their lives, as highlighted in Strategic Objective 3. This has ensured that country-based advocacy work has met its objectives, despite the challenges that COVID-19 brought. This has been delivered through regular calls as well as more in-depth and specialist virtual workshops.

For example, throughout 2020, Women for Women International went through the exciting internal process of developing the first ever Country Strategies. During this time, in addition to ongoing technical support (mainly to the Advocacy Coordinator in each country office), the team provided support at senior levels across the organisation – including to Country Directors – in the form of a training presentation around the key things to consider when developing a wider strategy that includes a pillar on advocacy. Detailed feedback on draft versions of strategies was also provided. This is developing an organisational culture that prioritises advocacy – and we were pleased to see advocacy was identified as a key priority area in every single country strategy. Moving forward, in 2021, the Global Advocacy Team will play a pivotal role in advising country teams as they finalise and develop operational plans for implementing these strategies, as well as feeding into proposals to obtain funding to invest in this area.

Disseminating the organisational ‘Agenda for Action’

In March 2020, on what should have been the first day of the annual UN Commission on the Status of Women (which was cancelled due to COVID-19), we launched our [Agenda for Action](#) - a flagship policy report which sets out what we believe are the five key action areas that need to be prioritised by global leaders in 2020 and beyond. This was our first policy report of this scale and will be critical in advancing our advocacy globally, including by increasing and strengthening opportunities for engagement in global debates and collaboration with influential stakeholders.

This piece of work was to be our key contribution to the key political milestones and moments for gender equality taking place throughout 2020, including UN Women’s Generation Equality Forum to mark the 25th anniversary of the Beijing Declaration and Platform for Action, as well as the 20th anniversary of UN Security Council Resolution 1325 and 5 years into the Sustainable Development Goals – but unfortunately many of these key moments (including the Generation Equality Forum) were postponed due to COVID-19. We did, however, successfully move forward with our dissemination activities digitally. We published the Agenda for Action [policy report](#) with an [accompanying digestible communications handout](#) and have used both of these to shape our global advocacy activities throughout 2020.

As the international community turned its attention to the global pandemic, it was clear to us that our Agenda for Action was even more relevant than it had been before - we were hearing from our global colleagues and programme participants how the impacts of COVID-19 were deeply gendered and already clearly amplifying inequalities and insecurities. It was essential for us to highlight the continued urgency of our Agenda for Action within the current crisis – and the heightened needs of those already being left behind. We conducted a rapid analysis, including through interviews with programme participants and Change Agents, which fed [into an additional briefing situating our five key action areas in the context of COVID-19](#) and setting out a recommended approach to COVID-19 prevention, response and recovery that would truly integrate the needs and rights of the most marginalised women already living in some of the most challenging circumstances. We published this on 7th May – what should have been the first day of the Generation Equality Forum in Mexico City and secured [an opinion-piece from the Executive Director in Thomson Reuters News](#) and our

Senior Global Policy and Advocacy Advisor [wrote a blog piece for Bond](#) which was shared as the top blog in their newsletter which went out to 15,000 inboxes across the sector.

This caught the attention of many of our key stakeholders, who agreed that marginalised women affected by conflict were being left out of many of the conversations happening at the national and global level around COVID-19. Throughout the rest of 2020, we continued to have ongoing discussions with decision-makers, particularly from within donor governments and UN agencies, to provide them with the evidence and recommendations they needed in this fast-moving situation. Notably, in June, we were able to share our insights and recommendations – and fulfil our commitment to act as a policy convener, set out in the Agenda for Action, by hosting a high-level virtual roundtable. This roundtable brought together around 35 senior representatives from across governments, UN agencies, civil society and academia to explore some of the key factors that are compounding the invisibility and exclusion of marginalised women in decision-making around COVID-19 prevention, response and recovery, with a particular focus on violence against women and economic insecurity.

Next year, we will focus on:

Empowering and **supporting women-led and collective grassroots advocacy** to influence change in their communities and beyond, particularly through:

- the **implementation of the Change Agents programme** and associated grassroots advocacy work.
- continuing to **focus on building the self-sufficiency and sustainability** of existing Change Agents .
- looking to **trial new ways of supporting women's leadership and mobilising communities** for positive action, for example through the newly formed Advocacy Alliance in the DRC which will open up space for community dialogue, action and accountability.

Raising the voices of marginalised women and make visible our experience and learning to influence, including by:

- **raising our profile and increasing our visibility** through external engagement opportunities and strategic partnerships.
- **maximising on key political moments** (for example, the postponed UN Women Generation Equality Forum) to advocate for changes and deliver on our key commitments related to the priority areas set out by our Agenda for Action.
- **prioritising increased external representation from our Country Offices** and share spaces and platforms with other partners based in the Global South to share their insights and expertise from working on the frontlines on the issues on which we advocate for change.

Strategic Objective 5: Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

Last year we said we would achieve the following in 2020:

- **Raise £6 million** from grants, major donors & events, sponsorship & individual contributions, community fundraising, and corporate partnerships.
- Successfully **roll out our International Women's Day campaign** with strong brand partnership with NET-A-PORTER.
- Work with our Communications team to **maximise opportunities to engage supporters** and prospective supporters through a calendar of regular, virtual/digital engagements to **build a community of supporters willing to undertake fundraising activities and challenges and commit to regularly donating to our work** either via sponsorship or regular giving.
- **Review our Special Events portfolio** in light of the COVID-19 pandemic and pivot our #SheInspiresMe Car Boot Sale to a digital event.
- **Support country offices** with local fundraising and capacity building, working closely with Rwanda team on their transition as a fundraising proposition.
- **Work with Country Office teams** through the UK Grants team on in country proposals and new business via our research capacity and our expertise in this area.
- Ensure we **continue to have a solid mix of grant funding** from across a spectrum of grantors and employ a strong multi layered stewardship strategy.

In facing the challenges that the COVID-19 pandemic has presented, we have been greatly inspired by the talent, commitment, and tenacity of our fundraising teams. While we were not able to reach our target of raising £6 million across our income streams, in this most difficult of years, we are so proud to have maintained our total income levels in line with 2019.

Grants

Restricted grants, providing resources for programming, totalled £3.12 million this year which was slightly below that of 2019. As with most organisations, the impact of COVID-19 was felt in terms of delayed programming combined with delayed decision making on grant proposals, some cuts to existing grants and a reflection of reduced income across the sector. We were extremely proud therefore to be able to maintain our portfolio relatively close to 2019 levels in this difficult year and for the support and partnership with our funders. This allowed us to repurpose funds where needed, to provide unrestricted funding in some cases, to expedite annual grants and to continue to provide the stipend to our participants even while our programmes were suspended – a lifeline to the most marginalised women whom we serve. Our particular thanks go to players of the People's Postcode Lottery for their continued support via the Postcode Equality Trust and via the organisation's COVID-19 rapid response fund, helping to support the salaries of the Programme Funding Team as we look to drive forward growth in our 2021-2025 plans.

Our Innovation Fund partnership with the McClain Foundation proved even more important in this time of uncertainty where the team were able to pivot and proactively take opportunities to deepen structural innovation to help build resilience within our programming. While our five-year partnership with the Ministry of Foreign Affairs of the Netherlands comes to a close this year, we are deeply grateful for the incredible partnership and learning opportunities we have shared over this period and for the support and flexibility during this difficult final year of the partnership.

Corporate partnerships

Income from corporate partnerships in 2020 was £654,536 (2019: £432,156), which is a 51% increase. Key highlights in 2020 included the third year of our global campaign with Net-A-Porter for International Women's Day as well as 3 new additional fundraising activities with them; and the announcement and launch of a new partnership with British accessories designer Jimmy Choo.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and had 11 partners fundraising for us. We raised £58,983 and counting, more than double 2019's total.

Grassroots

Given the challenges of Covid-19 to grassroots fundraiser we are proud to have raised £94,449 from this area from a number of virtual fundraising initiatives which gave our grassroots supporters the chance to continue raising money for our work despite Covid-19 restrictions. Key highlights include taking part in #GivingTuesdayNow and the 2.6 Challenge which, combined raised over £11,000 for our work.

Major Donors and Events

In 2020 we raised £327,592 through events and major donors (2019: £487,368).

Our flagship live event the #SheInspiresMe Car Boot Sale was unable to take place and so the team pivoted to a virtual version in May which raised £88,606, achieved an ROI of 1:8 and received 21 pieces of press coverage. After its success and the engagement from supporters we held a second Virtual Car Boot sale in November which raised £88,514 and saw an increase to the number of pieces donated to the sale of 71%.

Sponsorship and Regular Giving

In 2020 we raised £422,918 through sponsorship and regular giving (2019: £469,493). A key focus during 2020 was to ensure existing sponsors felt as connected to our work and to their sponsorship of women they sponsor as possible during the suspension of in-person training. We also focused our donor recruitment work on key dates, events and campaigns and are proud that during such a difficult year we were able to meet our income target in this area.

Next year, we will focus on:

- **Raising £1.6m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing.
- Growing and **develop our Corporate portfolio to bring in £100k in new business** from new sectors.
- Delivering contracts and partnership deliverables to **secure £359k from existing corporate partners** and leverage their audiences to build the Women for Women International - UK community.
- **Hold three virtual special events which raise unrestricted income** and develop our donor journeys for events attendees and to raise £380,000.

Strategic Objective 6: Raise Women for Women International - UK's profile / visibility through effective communications

Last year we said we would achieve the following:

- Work closely with the global communications team to **review the Women for Women International brand and produce an updated brand strategy** to accompany the 2020-2030 organisational strategy. Key products and deliverables could include new or updated visual identity, messaging and brand guidelines.
- **Lead the planning and execution of the global #MessageToMySister campaign** for International Women's Day, to **engage our global community and grow our marketable database**.
- **Pilot a new range of digital community building activities** to engage and grow our audience during the COVID-19 lockdown and beyond, adapting to the rise in audience demand for digital engagement caused by response to the pandemic.

Brand refresh

2020 was a challenging year, but rising to these challenges resulted in innovative ways of working that ultimately improved our global communications work. We also worked on an organisational brand refresh project and delivered a wide range of digital activities to build our global community.

During the ten-year strategy development process in 2019, refreshing the Women for Women International brand was one of the key pillars identified to help us strengthen the organisation and support us in achieving the goal of reaching millions, not thousands of women.

Since summer 2019, the Communications teams in UK and US have co-led a brand refresh project, appointing an agency called 'Threespot' to lead the process. We engaged with key stakeholders including our global staff, supporters around the world as well as cold audiences who might support our work but haven't yet heard of Women for Women International. In September 2020, the new brand strategy and brand identity were approved by the Boards of Trustees. During the final four months of the year, the global communications team prepared to roll-out the new brand in February 2021.

Press communications

We achieved 596 quality pieces of press coverage throughout 2020, including issues and mission, corporate partnerships and events coverage (a 26.5% increase on 2019). Securing mission-focused media coverage in 2020 was more challenging than ever, with the focus of news outlets turned almost exclusively to the COVID-19 pandemic and domestic political issues in the UK. However, we managed to achieve 74 pieces of mission-focused coverage (a 4.2% increase on 2019). Key highlights included a comment in [The Guardian](#) coverage of the Independent Commission for Aid Impact (ICAI)'s report on the UK government's preventing sexual violence in conflict initiative; an op-ed for [Stylist](#) on the impact for women in Iraq of the US-Iran conflict for Stylist; an op-ed for [Marie Claire](#) on lessons for the #MeToo movement from the Harvey Weinstein trial; a [Sky News interview](#) with Brita Fernandez Schmidt on the impact of COVID-19 on Women for Women International programmes around the world and an [op-ed in Thomson Reuters](#) on the publication of a COVID-19 briefing paper produced by the Policy & Advocacy team.

Digital campaigning

Women for Women International – UK led the global #MessageToMySister campaign for International Women’s Day 2020, building on the success of the campaign in 2018 and 2019. We asked our global supporters to send a message of support to women in countries affected by conflict. The campaign was used by twelve departments across the global organisation to further their objectives around International Women’s Day and resulted in 4,108 messages of support for women in our programmes (a 10% increase on 2019). 15 of our celebrity ambassadors took part in the campaign, as well as 17 other influencers and 35 corporate partners, thereby greatly increasing the influence of the campaign. The reach of the hashtag has increased significantly year-on-year, with a 116% increase in 2020 (more than 22.2 million uses in total).

On June 20th we hosted #SheInspiresMe LIVE, a flagship community building digital event based on the successful #SheInspiresMe LIVE Feminist Festival in 2018. The event opened with a plenary conversation between our founder Zainab Salbi and Annie Lennox, and included sessions with Basma Khalifa, Jasmine Hemsley, Tara Mohr, Christina Lamb and Soraya Chemaly. This event was developed in response to the COVID-19 lockdown and delivered in under two months. The event was successful in meeting all primary objectives: brand-building Women for Women International as a bold and energised brand; collecting marketable data from our key target audience to build our database; creating media opportunities to promote our work with women survivors of war; and building relationships with new celebrities and influencers. We also repurposed the content into a series of IGTV and YouTube short films, to share with our wider audience.

Next year, we will focus on:

- Integrating the UK marketing and communications teams to **create a new team which inspires and engages individuals in our target audiences to take action** with Women for Women International. The range of actions includes liking and sharing a social media post, learning more on our website, signing up to our mailing list, taking part in a hand-raising/advocacy campaign and making a one-off donation, monthly donation or sponsoring a sister.
- Working closely with the global communications team launch and **roll-out the new Women for Women International brand identity and execution**.
- Building on the learnings of 2020 and continue to **offer a range of digital community building activities to engage and grow our audience**, adapting to the rise in audience demand for digital engagement caused by response to the COVID-19 pandemic.

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2020:

- **Drive greater efficiency within finance and human resources**, maximising the impact of our systems and resources and building the capacity of our staff.
- **Improve the content, format and usability of financial information provided** to the executive team and budget holders to ensure that robust decisions can be taken in a timely manner based on meaningful, accurate and up-to-date financial data.
- **Establish a Staff Culture Committee** to identify, discuss, and propose ways to promote and drive the desired culture throughout the organisation.

- **Critically assess our working practices** to identify opportunities for broader flexible working options; agile operations and savings on running costs.
- **Investigate a range of staff well-being initiatives so we can best support our staff to look after their physical and mental health;** achieve a work work-life balance that is appropriate for their individual situation and adapt to an increasingly uncertain environment in the midst of a global pandemic and global climate crisis.

Evolution of our operational practices

We identified and maximised opportunities to improve the efficiency and resilience of our work throughout finance and operations in 2020; scrutinising processes, making the best use of technology where we can and working as a supportive, responsive team. We overhauled our management accounts process and format to improve timeliness and usability of financial information provided to budget holders and the executive team. This was a crucial development that supported careful and responsive planning; precise financial management and robust decision making throughout a tumultuous year. During the year we introduced the role of People and Operations Manager to establish dedicated resource to manage HR processes, respond to staff needs and proactively support staff's development, inclusion, and well-being. Investment in our HR policies and processes was a high priority, particularly in response to the significant impact of COVID-19 on all our staff and ways of working.

We understand the importance of establishing and maintaining a nurturing and enabling organisational culture and this was a key focus of the Executive team and newly convened Staff Culture Committee throughout 2020. We opened various lines of communication in order that all staff could ask questions, raise concerns, and make suggestions to participate in the ongoing development of a culture of inclusion, trust, mutual respect, and empowerment.

Next year, we will focus on:

- **Running an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty, risk and opportunities provided by the COVID-19 global pandemic.
- **Establishing an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic well-being, inclusion and culture change programme** from the outset of 2021.
- **Ensuring all Women for Women International - UK staff have the equipment, software and system access required to carry out the responsibilities of their role** from home or the office in a safe and efficient way.
- **Establishing an inclusive Board culture**, evidenced through successful recruitment and onboarding of new Trustees and a Board make-up that meets agreed diversity targets.
- **Ensuring systems are sufficiently secure for the changing context and increasing risks relating to greater remote working and higher instances of attempted cyber-crime.**

Financial Review

The Statement of Financial Activities for the year ended 31 December 2020 shows a net surplus (income less expenditure) for the year of £65k, compared to the previous year where a deficit of £86k was recorded. This was made up of an Unrestricted surplus of £19k, and a Restricted surplus of £46k.

Income for the year of £4.93m was 1% lower than the £4.96m received in 2019. Grants contributed 66% of total income (2019: 68%). The slight fall in income was a result of programme implementation delays resulting from the global pandemic impacting the income pattern of some multi-year grants.

Expenditure for the year of £4.87m represents a 4% decrease from the £5.04m shown in 2019. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.62m (2019: £2.73m), representing 53% of income, and 54% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 85% of income, and 86% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £668k (2019: £644k) representing our continued sustained contribution to policy and outreach work, where the UK plays a key role for the global organisation.

As at 31 December 2020, Women for Women International - UK had net assets of £1.14m, (2019: £1.08m). Of these funds £295k (2019: £249k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2021. Unrestricted funds amounted to £849k (2019: £830k).

Reserves Policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

At 31 December 2020, the charity held total funds/net assets of £1.14m. These can be sub-divided between a restricted fund of £295k, and unrestricted funds of £849k.

The organisation's reserve policy is to cover six months of operating expenditure. The current free reserve held of £849k (being equivalent to six months reserve based on the revised expenditure budget for 2021) is in line with this reserve target.

Trustees are satisfied, given the performance in the first months of 2021, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Our Governance

How We Are Run

Women for Women International - UK is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo, Bosnia, and Herzegovina, and also the newly formed Women for Women International - Germany, these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the United States of America. The Germany office was opened during 2018 and is a wholly owned subsidiary of Women for Women International.

The US and UK offices fulfil the role primarily of fundraising, policy & advocacy, and overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing the programmes is based in Washington DC. The primary activity of Women for Women International - UK is fundraising for these programmes, managing multi-year programme grants, and policy & advocacy. The UK's Executive Director and Managing Director sit on the Global Leadership Team which makes decisions about programme direction and strategy.

In this report, the information given about the programmes relates to the programmes which are managed out of the US office. In the normal course, monies raised by Women for Women International - UK are donated to Women for Women International US with the restriction that they must be spent on the implementation and management of those programmes. The US charity reports both formally and informally to the UK charity about how the monies it has donated are being spent. It is for that reason that it is appropriate for Women for Women International - UK in this report to describe the activities of the programmes. This is also part of maintaining our responsibility to be accountable to our many generous donors.

Governing document

Women for Women International - UK is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155), and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Governing body

The governing body of the charity is the Board of Trustees (the “**Board**”). The Board meets at least four times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum term of nine years.

The composition of the Board is regularly reviewed by the Nominations Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team, and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

In 2018, the Board adopted the new Charity Governance Code, benchmarking its governance against sector best practice. Key actions already taken by the Board have included refreshing the Code of Conduct for trustees; receive training on board diversity; and to carrying out open recruitment for new trustees.

In 2020, there were four departures from the Board due to pressures from COVID-19 and natural turnover. The Board committed to prioritise racial diversity and the lived experience of the settings and context in which we work for our Board replacements. This recruitment is ongoing and we have invested time and resource to ensure we honour these commitments. In addition to our commitments, the UK Board members have been recipients of Safeguarding and Diversity, Equality and Inclusion training.

We have established a new Committee of the Board, the People and Culture Committee recognising the vital importance of our people to the delivery of our mission and our duty of care to their physical, mental and emotional well-being. This was brought into stark focus during the pandemic.

Public benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objects and aims.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed below.

Name	Date of appointment or retirement
Laurie Adams	Appointed December 2017
Lynsey Posner	Resigned September 2020
Sally Baden	Appointed May 2019
Lady Alison Deighton	Resigned October 2020
Alex Duncan (Co-Chair)	Appointed August 2015
Tony Gambino	Appointed December 2015
Lady Penelope Holmes (Co-Chair)	Appointed October 2012
Paula Laird	Resigned April 2021
Catherine Miles	Resigned September 2020
Jan Rock Zubrow	Appointed January 2019
Martin Thomas (former Chair)	Resigned May 2021
Hikari Yokoyama	Resigned September 2020
Andres Gomez de la Torre	Appointed May 2019
Abi Calver	Appointed May 2019
Sally Baden	Appointed May 2019
Rachel Corp	Appointed December 2019

Board committees

The Board has the following sub-committees:

- The Nominations Committee
- The Finance and Audit Committee (FAC)
- The Marketing and Fundraising Committee (MFC)
- The People and Culture Committee (PCC)

Other working groups may be appointed for specific events, projects or tasks.

Non-Trustee committee members

The Board would like to thank the following non-Trustee members of our committees who served during the year:

Steve Murigi	Hikari Yokoyama
Nicola Hanna	Rebecca Hanshaw
Tessa Stanley Price	Kristin Cardwell
Sarah Barclay	Sarah Bedingfield-Shutt

Ambassadors

Our Ambassadors promote the work of the charity and their support is greatly appreciated.

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	Zara Martin
Emma Grede	Niomi Smart
Pippa Harris	Nadja Swarovski
Jasmine Hemsley	Alice Temperley
Mary Katrantzou	Charlotte Tilbury
Basma Khalifa	Sophie Turner
Cherie Lunghi	Monica Vinader
Clarrisa Ward	Jude Wanga

Public benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objects and aims.

Our Management

Trustees delegated the day-to-day running of Women for Women International - UK to an Executive Team lead by the UK Executive Director Brita Fernandez Schmidt and the UK Managing Director, Shivonne Graham. The team met weekly to discuss upcoming activities and operational issues and review monthly management accounts and performance against key indicators. Along with Brita and Shivonne, the Executive Team includes the Director of Finance & Operations, Carrie Brownlee, the Director of Fundraising, Sara Bowcutt, the Director of Programme Funding & Partnerships, Julia Hopper and the Head of Communications, Lucy Scanlon. The remuneration of the Executive Director and Managing Director is considered annually by the People and Culture Committee, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is then decided upon by the Board.

Since the end of 2020, we have bid farewell to both Brita and Shivonne. We wish them luck and thank them for their dedication and hard work over the years. The Trustees would also like to acknowledge the excellent start made by the interim Co-Managing Directors, Sara Bowcutt and Carrie Brownlee.

Risk Management

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority to the Executive Team.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International - UK uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate the risks to which the organisation is subject and reports to the Board on this.

Key among the risks that Women for Women International - UK continues to manage, along with the relevant risk mitigation strategies, are:

[BREXIT, COVID-19 & other events impacting national and international economies](#)

Risk of loss of income due to access to and impact on funding leading to reduction in operations as a result of BREXIT, COVID-19 and other events having an impact on the global financial markets. The situation is volatile, and we know that many of our corporate and major donors will be impacted by a global economic downturn and this will impact our income. In addition, any weakening of the British pound will limit the impact that our income can deliver as it will have less purchasing power.

During 2020 our corporate partnerships have allowed us to further mitigate this risk. Our ability to create and maintain strong relationships with corporate partners has given Women for Women International additional channels for raising funds during these unprecedented times.

To further mitigate these risks, therefore, we have realigned our Fundraising teams, freeing up time and resource for a strategic focus on key areas of growth, particularly corporate fundraising but also sponsorship & regular giving. This is a fundamental change in how we have approached these areas previously and is in line with our global community building approach, identifying and cultivating the supporters of the future.

In addition, in 2021 we have been directly impacted by the cuts to the UK governments overseas aid budget having our FCDO funded programme in Nigeria be cut short by a full 12-months and our recently awarded grant for our vital work in Afghanistan be withdrawn after months of planning and preparation but before we could commence work with the communities we had hoped to serve. The

risks of these funding cuts are clear and present in 2021 and the impact will continue for many years to come.

It is anticipated that the comprehensive restructuring process mentioned above, which aims to improve the effectiveness and efficiency of Women for Women International – UK and across the world while also allowing us to be more agile and responsive to risks and opportunities emerging within the global funding landscape, will ensure that we can navigate the changing nature of the UK government's aid agenda.

Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the root of Women for Women International and therefore is important in its own right. In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & leadership diversity and inclusive culture

There is a risk that lack of diversity within the senior management team and board will result in poor decision making due to not having enough different perspectives involved. In addition, a lack of diversity or an exclusionary culture may result in higher staff turnover or lower staff engagement.

In 2020, we continued to invest in our HR function and have redoubled our commitment to achieving greater diversity within our staff and board through robust recruitment practices. However, we recognise that there is much more to do here and in 2021 we have adopted a new staff recruitment policy that, at its centre, establishes talent and potential as the best indicators of future performance, rather than experience and qualifications. The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

In addition, we are now gearing up for a Board recruitment campaign that will allow us to recruit trustees that bring intersectional diversity to the UK Board in areas where we are currently under-represented and replace skills gaps on the current Board that emerged through 2020 trustee turnover.

Compliance risk - donor compliance

As the organisation's success in securing grant funding continues to grow, the complexity of our grant agreements and the attached compliance rules will also increase. With these changes, there is a need for progressively greater clarity of roles and responsibilities in order that we maintain efficiencies and high standards in grant management.

To ensure this, the rules of grants and other donations are carefully communicated to appropriate members of global staff. The grant management teams in the UK and US are experienced, skilful, and have a very good knowledge of the grant budgets and grantor rules and guidelines. Transactions are carefully reviewed each month and compared with approved budgets.

Generating sufficient unrestricted funding to run a highly effective, innovative and sustainable organisation

We have ended 2020 with unrestricted reserves in line with our target and this has served us well as we have navigated the challenges of an unprecedented global economic crisis. We are utilising our reserves to weather this storm and remain thoughtful, vigilant and conservative in our approach to this.

Three-year budgets are prepared in terms of both restricted and unrestricted income and expenditure, and overheads are planned within these projections. We have revised our projections for 2022 and 2023 and expect to recover to pre-COVID-19 operating capacity by 2023.

Staff capacity, staff turnover & staff wellbeing

As a values-driven organisation whose success depends wholly on our people, it is essential that we more than meet our duty of care to our staff. Therefore, in 2020 we further invested in our Human Resources function, recruiting a new full-time, dedicated HR role. We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2021, we will be rolling out a comprehensive, tailored development programme for our staff and this will allow space to consider and discuss the areas of well-being, workload, equity and inclusion.

During 2020, Women for Women International, with the support of Women for Women International – UK, embarked on a comprehensive restructuring process with a view of raising effectiveness and efficiency. This will inter alia involve changes to the structure, governance and management of Women for Women International – UK, and the roles of individuals.

Compliance risk - UK Data Protection Act

As well as the impact on any individual whose data may be compromised, there is a risk to the organisation of significant fines and loss of future income due to reputational damage if we fail to comply with UK Data Protection Act.

The organisation continues to build on current data protection protocol to ensure compliance to GDPR regulations and has engaged professional support.

Operating in conflict-affected countries

While Women for Women International - UK does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to earn and save money; improve health and wellbeing; influence decisions at home & in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International employs a full-time manager whose role it is to monitor safety and security. Staff travel only if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well-briefed, and a detailed crisis management plan is in place should an emergency arise.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Safeguarding

The basic right of all people to live their lives free from discrimination, sexual harassment and abuse is a core tenet of our work with women survivors of war. Although we see through our daily work that sexual harassment and abusive behaviour can be endemic across all areas of society, we strive to challenge harmful social norms and shift the unequal power dynamics which result in discrimination against women.

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

We believe that promoting women's rights and gender equality is about ensuring equal access to opportunities and women's ability to live their lives with dignity, no matter the circumstances.

Women for Women International – UK staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well as towards fellow employees. This is renewed and reaffirmed annually and continuously monitored as part of our performance management system. The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International - UK staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have an active whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world.

In 2021, our newly established Safeguarding Taskforce will work with external consultants to continue to review and improve our policies and practices globally.

Diversity, Equality and Inclusion

Diversity and inclusion have been a priority for Women for Women International - UK for some time and we know that we have not yet done enough to achieve our ambitions in this area.

Women for Women International is committed to creating a world in which all women determine the course of their lives and reach their full potential. Within our programmes, we know that our approach to building women's power must be nuanced and intersectional.

Within our own organisation, we recognise that we will never achieve our vital mission without broad and varied perspectives shaping our strategy and delivering our objectives and so we have directed resources to an internal diversity, equity and inclusion project from 2020 to accelerate our journey to becoming a truly diverse and inclusive workplace. This project started by a review and significant revision of our recruitment policy and practices and continues in 2021 with an equity, diversity and inclusion audit which will begin with an externally facilitated listening exercise involving all staff in small, focused group conversations.

Following this initial audit work, we will work with our staff team, alongside external consultants, to develop and embed our equity, diversity and inclusion commitments for the future.

At the board level, we have adopted a clear plan to recruit new trustees who will significantly boost the role our board plays in promoting diversity, equity and inclusion.

We welcome internal and external feedback to challenge us and hold us accountable to progress towards diversity, equity, and inclusion in our workplace. As we listen and learn, we will continually evaluate our commitments, our progress towards them, and how we need to evolve. We believe change happens one woman at a time – and that includes investing in the power of the people within our organisation.

Thank You to

- 111SKIN
- Alex Eagle
- Alex Eagle & The Store
- Allen & Overy
- Ba&sh
- Basma Khalifa
- By Malene Birger
- Campbell Tickell
- Caravan Restaurants
- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Charlotte Tilbury Beauty
- Chinti & Parker
- DS Automobiles
- Evie Henderson
- Frame Denim
- Geneva Leadership Circle
- Georgie Thompson
- Goldman Sachs Women's Services Network
- Jacqueline Cullis
- Jane Curtis
- Jasmine Hemsley
- Jenny Rose
- Jimmy Choo
- Jo Manoukian
- June Sarpong
- Kim Whyte, Figgy Doo
- Kind Connections
- Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Lesley O'Mara
- Lyndsey Posner
- Maria Kastani
- Mark Mitchell Photography
- Mimma Viglezio
- Mint Velvet
- Monica Vinader
- Nadjia Yousif
- Naomi Denziloe
- Natalie Lee
- Needle & Thread
- NET-A-PORTER
- Papier
- Posh Totty
- Red Magazine
- Sharmadean Reid
- Shevolution
- Strathberry
- Studio Frith
- Stylist
- Swarovski
- Tamara von Schenk
- Temperley London
- The AllBright
- The Mclain Foundation
- The Olwyn Foundation
- THE OUTNET
- The University of St Andrews Students Association
- Women on a Mission
- Zoe Kuipers

Thank you to all of our amazing Virtual Car Boot Sale booters and contributors!

Our grantors

- The Ministry of Foreign Affairs of the Netherlands
- The Foreign and Commonwealth Development Office
- Allen & Overy
- Syncona
- The Medlock Family
- The McClain Foundation
- Federal Republic of Germany Foreign Office
- Rwanda Hope Foundation
- The Millby Foundation
- Players of the People's Postcode Lottery
- Swarovski Foundation
- Barbara Von Bismarck
- Anne Singer
- Peter F Hilf
- The Joseph Rowntree Charitable Trust

Our major donors

- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Jacqueline Cullis
- Lesley O'Mara
- Lyndsey Posner
- Nadjia Yousif
- Tamara von Schenk
- The Olwyn Foundation
- The Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Melissa Whiting
- Vovos Better World
- Hannah Cameron
- Lady Alison Deighton
- Sherry Buchannan and the Trustees of the John Younger Trust
- Rebecca McCaffery
- Laurence Custot
- Wafaa Sara Eldukair
- Monique Ellis
- Dominique Lesourd

Other

- The Women for Women UK Fundraising & Marketing Committee: Catherine Miles, Abi Calver Hikari Yokoyama, Sarah Barclay, Sarah Bedingfield Shutt, Kristin Cardwell, Nicola Hanna, Rebecca Hanshaw, Steve Murigi, Tessa Stanley-Price

Subsidiary Undertaking

Women for Women International - UK has one subsidiary, Women for Women International Services (UK) Ltd (company number 08527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International - UK is the sole member of Women for Women International Services (UK) Ltd. As a result, Women for Women International - UK exercises control over Women for Women International I Services (UK) Ltd.

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2020 the trading company did not generate a profit (2019: profit of £2,862). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International - UK. The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International - UK, as they are not material to the overall group position.

Related parties and connected organisations

Related party transactions are detailed in Note 15 to the financial statements.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Women for Women International - UK for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure of for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

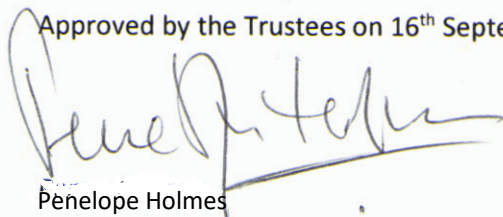
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

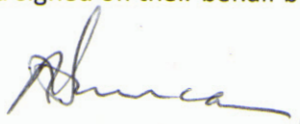
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 16th September 2021 and signed on their behalf by:



Penelope Holmes

Co-Chair



Alex Duncan

Co-Chair

Independent auditor's report to the members of Women for Women International (UK)

Opinion

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report and financial statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Women for Women International (UK)

Independent auditor's report for the year ended 31 December 2020

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities 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 ISAs (UK) 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements for charitable companies operating within this sector, through our own experience as well as through discussion with management and those charged with governance and inspection of regulatory and legal correspondence. We reviewed policies and procedures regarding compliance with laws and regulation and remained alert throughout our audit to any indications of non-compliance, with areas of highest risk communicated to all members of the audit team.

The charitable company is subject to laws and regulations directly affecting the financial statements including financial reporting legislation and taxation legislation which we assessed compliance with as part of our review of related financial statement items. This includes the Charities Act 2011 and Companies Act 2006 as referenced above. Other laws and regulations of which compliance was considered higher risk (as non-compliance could lead to material misstatement of the financial statements) included anti-bribery regulations, employment law, health and safety legislation and data protection regulations.

We considered areas which could be most susceptible to fraud or misstatement, which included the use of journals and suspense accounts and management override of controls. Our audit work has been performed to ensure that these areas have been tested on a sample basis, including the use of data analytics to review for unusual transactions.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement within the financial statements while performing our audit in accordance with applicable audit standards. Irregularities may involve a collusion, forgery, intentional omissions, misrepresentations or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Women for Women International (UK)

Independent auditor's report for the year ended 31 December 2020

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Catherine Biscoe (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL
Date: 24 Septemeber 2021

		2020 Restricted	2020 Unrestricted	2020 Total	2019 Restricted	2019 Unrestricted	2019 Total
	Note	£000	£000	£000	£000	£000	£000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	1	1,340	1,341	-	1,146	1,146
. Grants	2	3,209	68	3,277	3,296	65	3,361
Other trading activities:							
. Events		-	225	225	-	391	391
Income from investments:		6	4	10	-	14	14
Other income		52	33	85	45	3	48
Total income		3,268	1,670	4,938	3,341	1,619	4,960
EXPENDITURE on:							
Raising funds	4	-	665	665	-	706	706
Costs of charitable activities							
Policy & Outreach		600	67	667	429	215	644
Overseas Programmes		2,622	919	3,541	2,732	964	3,696
Total Expenditure		3,222	1,651	4,873	3,161	1,885	5,046
Net income/(expenditure) for the year		46	19	65	180	(266)	(86)
Net movement in funds		46	19	65	180	(266)	(86)
Funds at beginning of year		249	830	1,079	69	1,096	1,165
Funds at end of year		295	849	1,144	249	830	1,079

Women for Women International (UK)
Balance Sheet as at 31 December 2020

		2020	2019
	Note	£000	£000
Fixed assets			
Tangible fixed assets	8	11	41
Current assets			
Debtors	10	1,181	488
Cash at bank and in hand		1,496	1,501
Short term deposits		322	320
		<u>2,999</u>	<u>2,309</u>
Creditors: amounts due within 1 year	11	<u>1,866</u>	<u>1,271</u>
Net current assets		<u>1,133</u>	<u>1,038</u>
Net assets	12	<u>1,144</u>	<u>1,079</u>
Funds	12		
<i>Income funds</i>			
Restricted funds		295	249
Unrestricted funds		-	-
Designated funds		-	-
General funds		849	830
Total funds		<u>1,144</u>	<u>1,079</u>

Approved by the trustees on 16/09/21 and signed on their behalf by

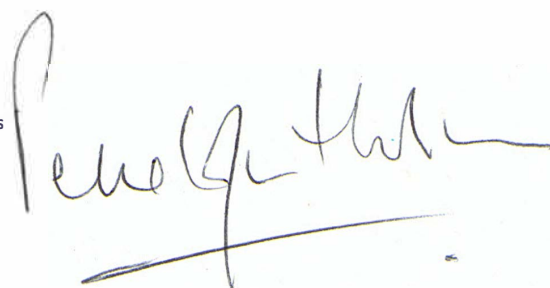
Alex Duncan

Co-Chair of Board of Trustees



Penelope Holmes

Co-Chair of Board of Trustees



Women for Women International (UK)
Statement of Cashflows to 31 December 2020

	2020 £000	2019 £000
Cash flows from operating activities:		
Net income / (expenditure) for the year	65	(86)
Depreciation of fixed assets	15	15
Increase in debtors	(693)	(236)
Increase in creditors	595	518
Net cash/ (used in) provided by operating activities	<u>(18)</u>	<u>211</u>
Cash flows from investing activities:		
Dispose of / (payments to acquire) fixed assets	15	(41)
Net cash provided by / (used in) investing activities	<u>15</u>	<u>(41)</u>
(Decrease) / increase in cash	<u>(3)</u>	<u>169</u>
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	1,821	1,652
(Decrease) / increase in cash in year	(3)	169
Balance at end of year	<u>1,818</u>	<u>1,821</u>

Analysis of change in net debt

	At 1 Jan 2020 £000	Movement in year £000	At 31 Dec 2020 £000
Cash in hand	1,501	(5)	1,496
Notice deposits (less than 3 months)	320	2	322
Total	<u>1,821</u>	<u>(3)</u>	<u>1,818</u>

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2020. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk and uncertainty facing the organisation as a result of the ongoing COVID-19 crisis, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2021, and more summarised forecasts for 2022 and 2023. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and carefully considered the impact of COVID-19 on the organisation, and are satisfied that the charity has sufficient free reserves to cover a temporary shortage of income for a reasonable period.

The charity constitutes a public benefit entity as defined by FRS 102.

b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Determining the stage of progress of grant programmes covering more than one year for income recognition purposes; and
- Allocation of support costs to areas of the charity's operations.

c) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.

Income derived from events is recognised as earned.

d) Grant income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from grants is deferred where the donor has imposed restrictions on the use of funds, which amount to pre-conditions for use that have not been met at the balance sheet date (e.g. the receipt in advance of a grant for expenditure in a future accounting period). Where funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.

Where grants are paid in arrears based upon expenditure incurred, income is accrued to the extent that recovery from the funder under a confirmed funding arrangement is considered probable.

e) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.

f) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of expenditure incurred, of the amount attributable to each activity.

Overseas programmes	73%	(2019 – 72%)
Policy and outreach	14%	(2019 – 13%)
Supporting the global organisation	nil	(2019 – nil)
Cost of raising funds	13%	(2019 – 15%)

Monies raised for overseas programmes are donated as restricted grants to Women for Women International (US). Women for Women International (US) subsequently spends these on programme activities in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.

1. Accounting policies (continued)

In the majority of cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the Virtual Car Boot Sale. Support costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

• Equipment	33%
• Furniture and fittings	20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

h) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits.

j) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

k) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

l) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds. The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the lease term.

n) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

o) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

	2020 Restricted £	2020 Unrestricted £	2020 Total £	2019 Restricted £	2019 Unrestricted £	2019 Total £
Donations and Gift Aid						
Donations from individuals and corporations	-	834	834	-	699	699
Sponsorship Income	-	423	423	-	372	372
Gift aid	1	83	84	-	75	75
	1	1,340	1,341	-	1,146	1,146
Grants receivables						
<i>Governments</i>						
Foreign and Commonwealth Office	-	-	-	8	-	8
Ministry of Foreign Affairs, Government of the Netherlands	1,043	-	1,043	1,363	-	1,363
Department for International Development - Jo Cox - DRC	292	-	292	61	-	61
Department for International Development - NGA	425	-	425	103	-	103
German Embassy	23	-	23	-	-	-
FCDO COVID-19 - WfWI	7	-	7	-	-	-
FCDO WRO - WfWI	72	-	72	-	-	-
UN-Women - WfWI	4	-	4	-	-	-
Foreign and Commonwealth Office - GAPS	-	-	-	88	-	88
FCDO COVID-19 - GAPS	80	-	80	-	-	-
FCDO WRO - GAPS	17	-	17	-	-	-
UN-Women - GAPS	7	-	7	-	-	-
<i>Trusts and Foundations</i>						
The Medlock Family	50	-	50	50	-	50
The McLain Foundation	100	-	100	200	-	200
The Millby Foundation - Women for Women	100	-	100	484	-	484
The Millby Foundation - GAPS	25	-	25	16	-	16
Polden Puckham - GAPS	11	-	11	11	-	11
Postcode Equality Trust	525	-	525	250	-	250
Joseph Rowntree Charitable Trust - GAPS	34	-	34	33	-	33
Rwanda Hope Foundation	-	-	-	50	-	50
The Stanely Thomas Johnson Foundation	-	-	-	5	-	5
The Swarovski Foundation	49	-	49	102	-	102
The Swedish Postcode Foundation	-	-	-	-	-	-
The Adrian Swire Charitable Trust	-	-	-	10	-	10
The Syncona Foundation (formerly The BACIT Foundation)	50	50	100	50	50	100
Vovos Better World Fund	-	4	4	4	-	4
Spindrift donation	4	-	4	4	-	4
The Olwyn Foundation	5	-	5	-	-	-
Finian And Diana Osullivan	-	8	8	-	5	5
Charlotte Tilbury Beauty	175	-	175	150	-	150
Thierry Despont, Barbara Von Bismarch	-	-	-	78	-	78
Other Trusts and Foundations	103	6	109	120	10	130
Grants from Major Donors	8	-	8	57	-	57
	3,209	68	3,277	3,296	65	3,361
Total Income	3,210	1,408	4,618	3,296	1,211	4,507

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2020 totalling **£6,211** (2019: £27,740). In 2020, this has not been recorded within the Statement of Financial Activities as it is not material to the accounts. This relates to the venue, food and drink for events held in the year.

4. Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2020 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	407	468	395	229	79	1,578
Overseas Programmes funding	-	-	2,622	-	-	2,622
Premises and other office costs	51	7	5	218	-	281
Marketing and events	42	9	-	-	-	51
Consultancy and other professional costs	64	62	131	18	24	299
Travel and other staff costs	1	3	1	20	-	25
Grants to other organisations	-	17	-	-	-	17
	565	566	3,154	485	103	4,873
Support costs allocated to grants management	-	-	(148)	148	-	-
	565	566	3,006	633	103	4,873
Support costs	100	101	535	(633)	(103)	-
Total	665	667	3,541	-	-	4,873

2019 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support for Global organisation	Support costs	2019 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	350	434	360	216	79	1,439
Overseas Programmes funding	-	-	2,732	-	-	2,732
Premises and other office costs	23	17	1	260	-	301
Marketing and events	163	26	1	3	-	193
Consultancy and other professional costs	65	14	57	22	18	176
Travel and other staff costs	20	33	16	94	-	163
Grants to other organisation (incl. WfWI Germany)	-	42	-	-	-	42
	621	566	3,167	595	97	5,046
Support costs allocated to grants management	-	-	160	(160)	-	-
	621	566	3,327	435	97	5,046
Support costs	85	78	369	(435)	(97)	-
Total	706	644	3,696	-	-	5,046

5. Net incoming resources for the year

This is stated after charging:

	2020 £000	2019 £000
Depreciation	15	15
Auditor's remuneration		
- Statutory audit	11	11
- Non-audit services	10	6
Operating lease rentals: property	127	101
Operating lease rentals: equipment	3	3
	157	131

6. Staff costs and numbers

Staff costs were as follows:

	2020 £000	2019 £000
Salaries and wages	1,311	1,238
Social security costs	141	133
Pension costs	73	69
Redundancy / severance payments	53	-
	1,578	1,440

Key management personnel during the year and the previous year were the Executive Director, Managing Director, Director of Finance and Operations, Director of Fundraising, Director of Programme Funding and Partnerships and Head of Communications. Their staff costs were as follows:

	2020 £000	2019 £000
Salaries and wages	380	372
Social security costs	46	46
Pension costs	24	24
Redundancy / severance payments	44	-
	494	442

The number of employees who earned more than £60,000 during the year were as follows:

	2020 No.	2019 No.
£60,001 - £70,000	-	-
£70,001 - £80,000	2	1
£81,000 - £90,000	-	1
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
£110,001 - £120,000	-	-
£120,001 - £130,000	1	-

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2020 No.	2019 No.
Cost of generating funds	8.8	8.9
Charitable activities	17.2	17.9
Support costs	6.4	5.7
	32.4	32.5

No trustee received any remuneration in respect of their services as a trustee during the year (2020: £nil).

Expenses of £1,263 (2019: £1,077) were incurred by trustees in relation to their role and were either reimbursed to the trustees or paid directly to third parties by WFWI-UK.

8. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
Cost			
At 1 January 2020	29	45	74
Disposals	(22)	-	(22)
At 31 December 2020	7	45	52
Depreciation			
At 1 January 2020	5	28	33
Charge for the year	6	9	15
Eliminated on disposal	(7)	-	(7)
At 31 December 2020	4	37	41
Net book value at 1 January 2020	-	17	17
Net book value at 31 December 2020	3	8	11

9. Trading Subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's Share cookbooks and a calendar containing Share recipes.

In 2020 the trading company generated a loss of £401 on turnover of £2,622 (2019: Profit of £5,122 on turnover of £7,326). The aggregate reserves of the company at 31 December 2020 and 31 December 2019 were £nil.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position.

The registered office of the company is 49-51 East Road, London, N1 6AH.

10. Debtors

	2020 £000	2019 £000
Grants Receivable	709	265
Accrued Income	388	113
Prepayments and rental deposit	46	76
Other Debtors	21	20
Due from trading subsidiary		
- profit for the year (note 9)	-	5
- other amounts due	17	9
	1,181	488

11. Creditors: amounts due within 1 year

	2020	2019
	£000	£000
Trade creditors	68	88
Commitments to overseas programmes	1,019	657
Taxation and social security	38	37
Accruals	241	30
Pension creditor	-	9
Deferred income	500	450
	1,866	1,271

12. Analysis of net assets between funds

	Restricted funds	General funds	2020 Total funds	2019 Total funds Restated
	£000	£000	£000	£000
Tangible fixed assets	-	11	11	41
Net current assets	295	838	1,133	1,038
Net assets at 31 December 2020	295	849	1,144	1,079

12a. Movement on deferred income

2020	Beginning of year £000s	Funds received £000s	Income released £000s	End of year £000s
Stavros Niarchos		50		50
Postcode Equality Trust	450	450	(450)	450
	450	500	(450)	500
2019	Beginning of year £000s	Funds received £000s	Income released £000s	End of year £000s
Funding Leadership and Opportunities for Women ("FLOW")	173	-	(173)	-
Postcode Equality Trust	250	450	(250)	450
	423	450	(423)	450

13. Movements in funds

2020	1 January 2020	Incoming resources	Outgoing resources	Transfers	31 December 2020
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
FLOW	65	1,049	(1,114)	-	-
Millby Foundation	-	100	(100)	-	-
Charlotte Tilbury	-	175	(175)	-	-
McLain Foundation	100	100	(200)	-	-
Players of the People's Postcode Lottery	-	325	(269)	-	56
CSSF Grants - Co-Lead with GAPS	-	83	(83)	-	-
Gender and Policy Network (GAPS)	73	225	(192)	-	106
Grants & donations with geographical restrictions					
Afghanistan	-	55	(55)	-	-
DRC	8	492	(489)	-	11
KRI	3	85	(38)	-	50
Nigeria	-	525	(503)	-	22
Rwanda	-	54	(4)	-	50
Total restricted funds	249	3,268	(3,222)	-	295
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	830	1,670	(1,651)	-	849
Total unrestricted funds	830	1,670	(1,651)	-	849
Total funds	1,079	4,938	(4,873)	-	1,144
2019	1 January 2019	Incoming resources	Outgoing resources	Transfers	31 December 2019
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
FLOW	-	1,364	(1,299)	-	65
Millby Foundation - WfWI-UK	1	484	(485)	-	-
Millby Foundation - GAPS	-	16	(16)	-	-
Charlotte Tilbury	-	150	(150)	-	-
McLain Foundation	-	200	(100)	-	100
Gender and Policy Network (GAPS)	50	176	(153)	-	73
Grants & donations with geographical restrictions					
Afghanistan	-	20	(20)	-	-
DRC	18	322	(332)	-	8
KRI	-	224	(221)	-	3
Nigeria	-	330	(330)	-	-
Rwanda	-	55	(55)	-	-
Total restricted funds	69	3,341	(3,161)	-	249
Unrestricted funds:					
Designated Funds					
Programme development	103	13	(116)	-	-
UK Office move	150	-	-	(150)	-
WfWI Germany	50	-	-	(50)	-
General funds	793	1,606	(1,769)	200	830
Total unrestricted funds	1,096	1,619	(1,885)	-	830
Total funds	1,165	4,960	(5,046)	-	1,079

14. Operating lease commitments

The charity had commitments at the year end under operating leases expiring as follows:

	2020 £	2019 £
Property - less than 1 year	7	70
Other- less than 1 year	3	3
Other - 1 year to 5 years	8	11
	<u>18</u>	<u>84</u>

15. Related parties

Women for Women International (US) ("WfWI-HQ") is the sole member of Women for Women International (UK) ("WfWI-UK").

During the year:

- WfWI-HQ collected grant income of £nil (2019: £130,492) on behalf of WfWI-UK;
- WfWI-HQ collected donation income of £3,749 (2019: £78,222) on behalf of WfWI-UK;
- WfWI-UK collected donation income of £83,758 (2019: £1,482) on behalf of WfWI-HQ;
- WfWI-HQ charged programme costs of £2,621,828 (2019: £2,731,622) to WfWI-UK in relation to UK grants;
- WfWI-HQ charged operating expenses of £21,372 (2019: £12,739) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £20,031 (2019: £nil) to WfWI-HQ.

At year end the net amount due to WfWI-HQ, including commitments to overseas programmes, was £1,019,119 (2019: £656,832) (see Note 11).

Alex Duncan, Tony Gambino, Jan Rock and Martin Thomas are Trustees of WfWI-UK and Directors of WfWI-HQ.

Laurie Adams is a Trustee of WfWI-UK and the Chief Executive Officer of WfWI-HQ

The aggregate amount donated by the Trustees to WfWI-UK during the year was £3,214 (2019: £9,963).