

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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Advisers

Bankers

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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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

S06	Raise Women for Women International – UK's profile / visibility through effective communications	<ul style="list-style-type: none"> • 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.
S07	Run an effective and financially sustainable organisation	<ul style="list-style-type: none"> • 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

<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
	<hr/>	<hr/>	<hr/>
At 31 December 2022	7	64	71
Depreciation			
At 1 January 2022	5	43	48
Charge for the year	1	7	8
	<hr/>	<hr/>	<hr/>
At 31 December 2022	6	50	56
	<hr/>	<hr/>	<hr/>
Net book value at 1 January 2022	2	5	7
	<hr/>	<hr/>	<hr/>
Net book value at 31 December 2022	1	14	15
	<hr/>	<hr/>	<hr/>

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
	<hr/>	<hr/>
	631	796
	<hr/>	<hr/>

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	Funds received	Income released	End of year
	£000	£000	£000	£000
Fresh Leaf Foundation	20	-	(20)	-
	20	-	(20)	-
2021	Beginning of year	Funds received	Income released	End of year
	£000	£000	£000	£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.