

Company no. 05650155

Charity no. 1115109



# **Women for Women International (UK)**

## **Annual Report and Financial Statements**

31<sup>st</sup> December 2023

## Our Global Values

### Empowerment

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

### Respect

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

### Integrity

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

### Resilience

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

## Trustees' Annual Report

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### Advisers

#### Bankers

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#### Solicitors (pro bono)

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

#### Auditor

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

#### Solicitors

Farrer & Co  
66 Lincoln Inn Fields  
London  
WC2A 3LH

The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2023.

## Welcome to Women for Women International (UK): a Message from the Chair

In 2005, Women for Women International (WfWI) established an independently governed UK-registered charity in London, Women for Women International (UK) (WfWI-UK) with two main purposes – to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International UK is a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries. Over 19 years, Women for Women International (UK) has grown to become an organisation raising around £4 million each year and hosting high-profile events, achieving wide-ranging media coverage, and securing funding from governments, institutions, trusts, foundations and individuals.

This past year has been a challenging year as conflict continues to impact countless lives. From the ongoing conflict in Ukraine, escalating violence in Sudan and the crisis in Gaza, women and children – in particular – continue to be disproportionately impacted by conflict. The UN Secretary General's 2023 report on Women, Peace and Security noted that women are increasingly at risk in conflict and underrepresented in peace processes.

In this context, WfWI's mission is as critical as ever. WfWI continues to work with the most marginalised women living in extreme poverty and are directly affected by violence and conflict. In the tumult of ongoing conflicts around the globe, it's clear that women and children bear the brunt of the suffering. But amidst these trials, WfWI's mission stands firm, casting a beacon of hope for those who need it most. This has been a challenging year with multiple conflicts to navigate but we are proud of what we have been able to achieve with our funders, partners, supporters and staff.

In 2023, WfWI enrolled 16,699 women in the *Stronger Women, Stronger Nations* programme and have cumulatively reached 579,287 women since the programme's inception. WfWI have also reached a cumulative 52,809 men through men's engagement activities since the start of the programme, which is aimed at building a positive environment to support women to achieve their fullest potential. This last year, we expanded the men's engagement programme and began pilots in South Sudan, the Democratic Republic of the Congo (DRC), Iraq and Nigeria.

Women, while facing incredible challenges in the countries in which WfWI works, also show immense courage and resilience. Throughout 2023, we have been working amongst others in Kosovo, Bosnia & Herzegovina, Iraq, Afghanistan, the DRC, Nigeria, Rwanda, South Sudan and Palestine.

In 2023, WfWI has reached 657 women and girls in Palestine in collaboration with local partners, supporting women's access to vocational training, counselling services through support groups for women, community sessions and funding for the only women's shelter in Northern West Bank. Moreover, since October 7<sup>th</sup>, 2023, WfWI has pivoted to meet women's urgent needs by supporting access to health and medical facilities, clean water, and essential food items in the West Bank and in Gaza.

But WfWI is equally determined to ensure to support women in conflicts not dominating the headlines. The deteriorating situation in South Sudan has impacted thousands and displaced millions. As WfWI's response to the climate crisis is growing, the team has been making adaptations to the Stronger Women, Stronger Nations programme to build climate resilience for the women we serve in South Sudan. These endeavours underscore our commitment to reaching those often overlooked by the headlines, ensuring no woman is left behind.

WfWI's vision extends beyond immediate crises. To ensure WfWI's work is as relevant to the realities of the women we serve and to understand how the effects of climate and environmental change impact women's resilience in fragile and conflict contexts. In addition, at COP28 which took place in Dubai, WfWI launched the latest Policy Brief: [\*"Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"\*](#) based on talking to 1,000 women across 14 countries, such as Afghanistan, the DRC, Iraq, Myanmar, Syria and Yemen. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods and growing conflict among the many complex challenges they face. WfWI will continue to build an understanding of the linkages between climate and conflict to ensure remaining responsive to the needs of the women we serve.

WfWI's advocacy continues to go from strength to strength. In a particular highlight, in October 2023, five of WfWI's women's rights organisation partners from the Resourcing Change project, and WfWI staff travelled to New York to participate in the UN's Women, Peace and Security week. WfWI's partners shared that they felt like their voices were heard and elevated in discussions across the week. This is a testament to WfWI's whole approach focused on serving – and centring – the women most impacted. This last year the team also joined the [\*Women, Peace and Security Humanitarian Action Compact\*](#). Through this, WfWI can share its impact and contribute to that evidence base on what works to support women in conflict. At the UK level, we advocated for strong monitoring and learning frameworks and clear funding commitments as part of the UK government's development of its 5th National Action Plan (NAP) on WPS for 2023-2026.

One of the most important roles for Women for Women International (UK) is to raise funds that support the wider organisation to achieve our goals. Fundraising is vital to everything WfWI-UK does and in challenging financial times and inflationary pressures we are deeply grateful to the many individuals, groups and companies who supported Women for Women International (UK) this year. In 2023 WfWI-UK raised £549k of unrestricted income through events and major donors (2022: £433k), a year-on-year increase of 27%. Our flagship live event the #SheInspiresMe Car Boot Sale took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000. In August 2023, we were also delighted to win the Allen & Overy (now A&O Shearman) Global Charity of the Year Partnership securing a 2-year partnership which aims to raise £1m. This is a major achievement for the UK team and we are excited to see the impact this partnership can have.

To our donors, supporters, and partners, we extend our deepest gratitude. Your belief in our cause fuels our determination to continue serving women in conflict, rebuilding lives and communities one step at a time.

As I reflect on my tenure as Chair of the UK Board, I am humbled by the opportunity to lead such an extraordinary team. Together, we've weathered storms and celebrated victories, united in our commitment to making a difference for women survivors of war. I look forward to the journey ahead, knowing that with your support, we can achieve even greater heights.

With gratitude,

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

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



From surviving violence in Rwanda to making world famous soccer balls, Grace dares to shoot for her dreams. Photo by: WfWI.

*#SheDares*

#### **Grace from Rwanda**

Amid violence and poverty following the 1994 Genocide Against the Tutsis in Rwanda, Grace dares to build a better life. She is pursuing a business venture in a small Rwandan community, an innovative project to make soccer balls that captured the heart of FIFA's president. Her idea has provided opportunities for the women in her savings group and demonstrates the power of resilience. Grace dares to overcome adversity and create positive change in her community. Read her story [here](#).

## **2023 Annual Report: #SheDares**

Thanks to you, in 2023, Women for Women International celebrated 30 years of our mission supporting women survivors of war and conflict.

In the last three decades, Women for Women International's work has spanned 17 countries, reaching 579,287 women who dare to stand up for their rights — even in the most difficult and dangerous circumstances. And this year alone, together with our partners we've reached over 39,600 women survivors of war together – supporting them to rebuild their lives, families and communities.

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

As we present our 2023 Annual Report, we invite you to read about some of these daring women around the world and the remarkable results we were able to achieve in the many countries we serve, including four new ones. We are forever grateful to have you by our side, making all this possible!

## Introduction

### Our Vision

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

### Our Mission

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

### About Women for Women International

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

2023 has been marked by a continued rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 579,287 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit [www.womenforwomen.org.uk](http://www.womenforwomen.org.uk).

### About Women for Women International in the UK

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

Over 19 years, Women for Women International (UK) has grown to become an organisation raising around £4 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Women for Women International (UK) leads the global organisation's corporate partnership strategy.



## Our Aims

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

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

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



Fleeing Boko Haram, Dada dares to protect her daughter's future. Photo by: WfWI.

### **Dada from Nigeria**

After fleeing Boko Haram, settled with her family in Bauchi city and burdened with loss and trauma, Dada dared to defy the odds and enrolled her two daughters in local schools. She also started a business selling rice to support her family.

Read her story [here](#).

## Our Approach

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

We are women-centred and locally powered. Our country staff are from the communities we serve. Our greatest strength is our ability to meet women where they are, centring their voices and experiences and adapting our programmes to meet their needs.

Graduates from our programmes pass on their knowledge to those around them, creating sustainable change for themselves, their families and communities and building a more just world – a world where every woman's voice, role and contribution is visible and valued.

### Suzan from South Sudan



Despite hardships as a single mother, Suzan dares to defy family pressure to ensure her daughter's education. Photo by: WfWI.

War has taken so much from Suzan – loved ones, financial security, stability – but she has always fought to protect her children. When her daughter became pregnant and faced forced marriage, Suzan dared to defy her family and communal pressures. And now, she helps others dare to do the same.

Read her story [here](#).

### Faizah from Iraq

Faizah has always been brave – even aged 13, when her uncles tried to force her into marriage. So, when ISIS attacked her community and warned her not to flee, she harnessed that defiance and dared to find safety. Faizah dreams of a world without war and of peace for her children.

Read her story [here](#).



Pursuing safety for her family amidst conflict, Faizah dares to rebel against ISIS warnings. Photo by: WfWI.

## Our Programmes

### Stronger Women, Stronger Nations

In 2023, a total of 30,484 women participated in our core 12-month-long programme, Stronger Women, Stronger Nations, in which participants form connections in class, learn how to earn and save money, build businesses, understand their rights, improve their health and influence decisions in their families and communities.

### Change Agents

In 2023, 344 Change Agents graduated. In South Sudan, one group of Change Agents who had selected the agricultural track as part of their training decided to mark World Environment Day by planting trees which will be used for agricultural purposes in the local community. Their advocacy message as part of marking this day was “Keep our environment clean and green!”. This is a great example of how grassroots advocacy can be connected to global advocacy moments and used to raise awareness of specific priority issues.



Escaping an abusive marriage, Chisimdi dares to take on child traffickers in Nigeria. Photo by: WFWI.

#### **Chisimdi from Nigeria**

Despite years of violence at the hands of her partner, Chisimdi had the strength to raise and provide for her four children. After leaving the relationship behind, she regained her voice and courage. #SheDares to stand up against child trafficking, even boldly standing in front of the village chief to advocate for the rights of women.

Read her story [here](#).

### Men's Engagement Programme

In 2023, we reached 1,915 men and worked with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a “training the trainer” approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.



## Our Impact

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

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



### Earnings and savings

69% of women report saving a portion of their earnings by the time they graduate, compared to 17% at enrollment, a more than four-fold increase.



### Food security

Globally, 36% fewer women report household food insecurity at graduation compared to enrolment. This is particularly impressive in a year of rising hunger and food insecurity across each of our operating contexts.



### Decision-making

84% of women report participating in household financial decisions by graduation, compared to just 40% at the beginning of the program.



### Self-efficacy

Women's score on a scale measuring confidence and ability to reach goals increased by 149% from the start of the programme to graduation.

## 2023 Global Highlights

Alongside Women for Women International and our sister and partner organisations, Women for Women International (UK) contributed to the following achievements in 2023:

### **Syria:**

1,069 women reached

- On February 6th, 2023, a devastating earthquake in Turkey and [Syria](#) claimed the lives of over 11,000 people and left millions without homes. Colleagues at our partner organisation, [Women Now for Development](#), were personally impacted by the disaster. We acted swiftly to assist them and the women in their programmes through the provision of dignity kits to a total of 561 households in Aleppo, Northwest Syria.
- Despite reeling from trauma, the Syrian women enrolled in Women Now for Development's programme decided to resume their training, not long after the earthquake. In July of 2023, the first cohort of 233 women graduated from an eight-month version of our signature Stronger Women, Stronger Nations programme in the Marae'a area of Aleppo. This marks the first time our curriculum has been licensed to a partner organisation, tailored to fit the local context and helping to rebuild lives in Syria.

### **Sudan:**

2,203 women reached

- Civil war in Sudan has forced millions of people to leave their homes and left millions more at risk of starvation. When war broke out in April 2023, we partnered with two organisations – [Zenab Women for Development](#) and [Sudanese Organisation for Research and Development](#) – to provide emergency support to women and girls through the provision of dignity kits, psychological counselling and emergency kits containing both food and other essentials. As alarming reports emerged that rape was being used as a weapon of war in the conflict, we expanded our work to support the [Sudan Family Planning Association](#), who provides sexual and reproductive health services through mobile clinics to women and girls who are internally displaced and psychosocial and medical support to women and girl survivors of violence.

### **Burkina Faso:**

1,137 women targeted

- Since 2015, Burkina Faso has faced a growing security crisis, causing a humanitarian emergency and displacing over two million people. Women and girls are particularly at risk and face many challenges, such as violence, food insecurity, inadequate housing and sanitation and lack of access to income-generating activities.
- Through our work with local partners [Association Munyu des Femmes](#) (Munyu Women's Association), Association pour la Promotion Féminine de Gao and the [Association d'Appui et d'Eveil Pugsada](#), we are providing women with:
  - Business support to grow their income through skills training, raw materials and financial support
  - Food supplies, nutritious local food through community gardens and training on agricultural best practices
  - Psychosocial support
  - Training on how to address violence and ways to strengthen the local referral network of gender-based violence cases

**Mali:**

770 women targeted

- Mali grapples with a dire humanitarian crisis due to armed conflict, droughts, and political instability, impacting over 20 million people. Poverty, high unemployment rates and gender inequality exacerbated by climate change, disproportionately affect women and girls. Widespread issues such as early and forced marriage, gender-based violence and female genital mutilation persist, hindering women's access to justice and rights awareness.
- Together with our local partners Femmes et Développement (FEDE), Association Malienne pour le Suivi et l'Orientation des Pratiques Traditionnelles (AMSOPT) and Yam Gitibolo Tumo (YA-G-TU), we are providing:
  - Food and dignity kits
  - Vocational training to build their economic resilience

Education on how to address and prevent violence against them and reinforcing referral systems to better support survivors of violence

**Poland:**

979 women and children reached

- After Russia invaded Ukraine, hundreds of thousands of women and children fled to neighbouring Poland. Through our partnership with Bereginia Women's Association and HumanDoc Foundation, we provide safe spaces for women to gather and connect with each other, as well as economic support, trauma-informed counselling, medical care, and legal support, as well as Polish language courses and vocational skill training.

**Ukraine:**

3,689 women and children reached

- Through our partnership with DOM48.24 and the Andreev Family Foundation we were able to help women who have been internally displaced to regain their financial independence. We also provide women survivors of sexual violence with psychological first-aid, trauma-informed counselling, medical care, and legal support, and vocational skill training for internally displaced people (IDPs), as well as safe spaces for rehabilitation and for women to gather and connect with each other.

**Ethiopia:**

80 women reached through follow-on support.

- Through our partner Mums for Mums, 50 of the women survivors of sexual violence who took part in the one-day basic training in business plan development, through our previous grant in 2022, were given \$400 to purchase capital items to start-up their own small businesses to improve their economic self-sufficiency.
- Our partner Agar Ethiopia Charitable Society provided business training and capital support worth \$500 to 30 women survivors of sexual violence in Amhara Region, who were supported through the previous grant with access to safehouse services to start-up their own small businesses.

**Afghanistan:**

3,635 women served

- In 2023, despite severe restrictions imposed on Afghan women, we were able to enrol 1,750 women in three provinces in Afghanistan and 1,854 women successfully graduated from the Stronger Women, Stronger Nations programme. We're adapting to the new situation and all

newly enrolled women will be receiving cash assistance in 2024 to support their small business endeavours as well as urgent household needs. Additionally, we offer psychosocial support education via psychological first aid training, to help address the heightened mental health needs of women in the programme.

- At the end of 2023, Women for Women International – Afghanistan began emergency response efforts for women impacted by the devastating earthquake in Herat, and in Torkham where thousands of Afghan women, displaced from Pakistan, face an uncertain future. Women for Women International – Afghanistan plans to begin emergency support activities via local partners in both locations starting in early 2024.

#### **DRC:**

4,780 women served

- In 2023 and in response to requests by local women, we started a pilot to support women to set up individual or small group (with two or three women) businesses and the provision of a cash grant. The pilot aims to measure the success of these smaller groups when compared to bigger business groups, typically of 15 to 20 women. The cash grant is designed to cover the initial costs of starting the business, with the aim of setting women up for success. The pilot also includes participants receiving mentorship support from successful local businesspeople. So far, the results have been promising, with women showing more engagement and motivation when compared to bigger business groups, and there are promising signs of business success. We will continue to monitor these groups over the coming year to inform our economic empowerment strategy in the DRC.
- The DRC have been piloting Women for Women International's new Men's Engagement Programme (MEP) curriculum in the community of Kaniola, South Kivu, with 164 men. To date this has seen some notable changes in the behaviour of men. Following an initiative by local women to support a disabled member of their group to improve her house, the men in the community enrolled in the MEP, decided to each contribute to repair the walls and house for this woman. It demonstrates men taking action to support vulnerable women and working to support the initiatives of their wives, mothers, sisters and family members.

#### **Iraq:**

5,479 women served

- In 2023, we piloted a new approach to the Change Agent training in Iraq to try and engage different types of women in the communities we serve. Typically, the Change Agent programme builds the advocacy and leadership skills of women that have graduated from our 12-month Stronger Women, Stronger Nations (SWSN) programme. However, through this pilot, we also tested the Change Agent programme with women that have not participated in SWSN, referred to as non-graduates. We trained 78 women as Change Agents, including 38 non-graduates through this innovative approach, giving us the opportunity to learn what the different outcomes are for SWSN graduates and non-graduates. Women are working hard to implement their action plans, conducting awareness raising and meetings with key stakeholders to transform unequal social norms and policies that affect women in their communities.
- In June, Women for Women International – Iraq enrolled 200 men into the Men's Engagement Programme (MEP) in Mosul. This is the first cohort in Iraq to be piloting the newly updated MEP curriculum, which has been expanded from three-months to six-months. Through this project 25 men and their spouses – who are simultaneously enrolled in the SWSN programme – will also take part in couples dialogue sessions to support couples to communicate in a healthy way and aim to provide a more enabling environment for women at the household and community level. This will be the first time that couples dialogue sessions have ever been implemented in Iraq.

**Myanmar/Bangladesh:**

150 women and girls reached

- Our local partner is delivering basic literacy and numeracy skills training, life skills training and vocational training to 90 adolescent girls, 45 in Northern Rakhine State, Myanmar and 45 in Cox's Bazaar, Bangladesh. In addition, 30 refugee women in Bangladesh received vocational and life skills training. Our partner is also delivering, joint classes in life skills and vocational skills to 30 women and 30 men in Myanmar, as a means to shift deeply entrenched views of women's roles and participation.
- Following the devastating cyclone Mocha which ripped through Rakhine State in May 2023, we provided a grant that enabled them to repair three of their classrooms and to rent temporary facilities so they could continue teaching for 60 adolescent girls while the repairs were carried out.

**Nigeria:**

10,387 women served and 651 additional reached with targeted interventions

- In 2023 Women for Women International – Nigeria expanded to a new location, Cross River State, located in the Niger Delta region in the south bordering Cameroon. There are stark historical, cultural, religious, and political differences between northern Nigeria (where the rest of our programme interventions are located) and southern Nigeria, and particularly the Niger Delta region presents a unique socio-economic context as a petroleum-rich region. Cross River is a primarily agrarian state with 70% of its population living in poverty and has experienced a recent influx of refugees from Cameroon. The first cohort of 265 women in Cross River State graduated from our SWSN programme. Another 900 women were enrolled in Cross River State throughout 2023.
- Our Stronger Women, Stronger Nations curriculum was licensed to Rescue Initiative for Sustainable Development (RISD) in Nigeria who enrolled 600 women into a condensed 6-month version of the programme. In addition to funding for the project, Women for Women International – Nigeria provided ongoing support and guidance to RISD.
- We also piloted a new approach to the Change Agent training to include women that have not participated in the Stronger Women, Stronger Nations programme. A total of 148 women, including 73 non-graduates, were trained under this pilot.

**Rwanda:**

785 women and girls served

- Our sister organisation, Women for Women Rwanda (WfW-Rwanda) enrolled their first cohort of 75 at-risk teenage girls who are not in school. This is a 10-month programme adapted from our Stronger Women, Stronger Nations programme designed to equip girls aged 16 and 17 with essential life skills and knowledge to nurture their personal growth and economic well-being. The launch of this programme is the culmination of two years of work which focused on understanding the specific needs of adolescent girls, including limited access to quality education and the hindrances posed by early marriages and teenage pregnancies, and the careful creation of safeguarding mechanisms to ensure the safety and effectiveness of the programme.
- The President of Rwanda opened the FIFA congress holding a football made at the Women's Opportunity Centre (WOC), which Bloomberg Philanthropies helped build. The Head of FIFA, Gianni Infantino, bought one of these footballs for \$1,000 helping bring our graduates to the world stage. This year, the WOC celebrated 10 years since opening. It has become a hub for women's entrepreneurship, a space for learning and a resource for the community. The centre now has several business streams – in addition to the footballs - carpet making which takes orders from hotels and popular boutiques in Kigali and tailoring, which receives multiple orders from schools.



These balls, baskets, carpets and other products made by women in the programme are now available [for sale globally online](#).

**South Sudan:**

4,993 women served

- In South Sudan, 150 men and 150 women are participating for the first time in joint couples' vocational training, focusing on agriculture. The pilot aims to evaluate the effects of the couples' vocational training on women's economic and social outcomes relative to women-only training. In addition to the standard agricultural training, the couples' training has been adapted to educate couples on how to think about gender-sensitive divisions of labour, promote the equitable management of resources, foster gender awareness, and how an agricultural family business operates.
- Across the organisation, our response to the climate crisis is growing and, in South Sudan, the team have been making adaptations to the Stronger Women, Stronger Nations programme to build climate resilience. One group of Change Agents who had selected the agricultural track as part of their training decided to mark World Environment Day by planting trees which will be used for agricultural purposes in the local community. Their advocacy message as part of marking this day was "Keep our environment clean and green!". This is a great example of how grassroots advocacy can be connected to global advocacy moments and used to raise awareness of specific priority issues.

**Palestine:**

657 women and girls reached

- In the West Bank, we have already been working with six women's rights organisations (Family Defense Society, Sawa – Together Today and Tomorrow, Jerusalem Centre for Women, Women Activities Association, Women Center Shufat Camp, and Askar Women's Centre) since 2022 to support women who face violence, food insecurity and unemployment in an area of prolonged conflict. Support for women has included vocational training, counselling services through support groups for women, community sessions and a toll-free helpline and funding for the only women's shelter in Northern West Bank.
- Since October 7, 2023, with increasing violence, raids, and restrictions on people's movements, women and their families have limited access to health and medical facilities, clean water, and essential food items. So, we've pivoted to meet their urgent needs by supporting five of our partners in the West Bank and in Gaza. We are working with Wefaq Society for Women and Child Care, a local women's organisation that has managed to remain operational, even in this deadly and unstable environment. Through them, we are providing:
  - Hot meals from community kitchen
  - Winter clothes and shoes
  - Blankets and mattresses
  - Hygiene kits and other essential items like menstrual supplies, milk, nappies for babies and food vouchers
  - Hotlines for trauma informed counselling

**Bosnia and Herzegovina:**

1,027 women reached

- In Bosnia and Herzegovina (BiH), our sister organisation Žene za Žene International (ZzZ) has been working to increase the social and economic opportunities of rural women through their formalised network that is comprised largely of SWSN graduates, known as the Network of

Women's Associations for Rural Development (Rural Women's Network). In 2023, ZzZ reached 1,027 women members of the Rural Women's Network, who are members of 19 women's small business associations spreading across BiH. This year the work included trainings in information and communication technologies skills, strengthening the capacity of the network so it can function as an autonomous organisation, advocacy trainings and implementation of advocacy action plans.

#### **Kosovo:**

192 women served and 1,176 reached

- This year our sister organisation in Kosovo, Kosova – Women 4 Women (K-W4W), successfully completed the third and final year of a multi-faceted project reaching over 450 women with the Stronger Women, Stronger Nations programme. Success in this project enabled them to secure substantial follow-on funding for the next three years. K-W4W reached 726 graduates throughout 2023 through various opportunities for graduate networking, including a large year-end event, and organising visits so that more recent graduates can learn from past programme graduates who have been successful in similar technical areas. They also trained 49 Change Agents and have been providing support to them as they advocate for various key issues impacting women in their communities such as increasing access to women's healthcare services in underserved locations, improving access to clean drinking water, and collaborating with local government officials to improve road and transit conditions.

#### Public Benefit

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

## Fundraising Statement

### Our Public Fundraising Approach

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

We raised £3.7 million in 2023 through a diverse range of fundraising initiatives.

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

In 2023, our highly successful #SheInspiresMe Car Boot Sale event raised £280k from 23 booters including the likes of Jimmy Choo, ByRotation, 111 Skin and many more.

In 2023 we celebrated 30 years of Women for Women International's work with women affected by war with a reception held at the Victoria and Albert Museum. The event was attended by more than 150 guests including Ambassadors, donors, trustees and press.

Since its launch in 2021, our community of Power Up Club members continues to grow, as supporters sign-up by committing to a monthly gift of £7 or more per month. At the end of 2023 we had grown our membership to 420 members and held four Power Up Club events, ranging from virtual dance and yoga classes to an empowerment workshop with our Champion Scarlett V Clark. Our most successful event was with Ambassador Clarissa Ward, drawing an audience of 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. As we look ahead to the 2024 launch of the rebranded sponsorship programme under its new name Stand With Her, the Power Up Club will also evolve within the new regular giving structure, removing the minimum monthly gift amount of £7 to encompass all non-Stand With Her regular donors. At the end of 2023 we closed the year with a total of 531 regular donors, who will become our new Power Up Club.

In the UK we closed 2023 with 1,120 sponsors, standing with 1,335 sisters on their journey through our Stronger Women, Stronger Nations programme with a further 4 sisters sponsored through our corporate sponsorship package, with organisations supporting ranging across the fashion, beauty and transport sectors. This number is lower than previous years, reflecting the ongoing impact of the cost of living crisis on small businesses.

In 2023, our community once again showed their generous support with over 950 supporters donating to one or more of our campaigns with a combined number of 1,100 donations. Our crisis appeals focused on our Conflict Response Fund were especially successful. In 2023 we ran four crisis appeals in response to the Sudan and Israel and Palestine war, as well in aid of the Syrian and Afghanistan Earthquake response. Together, these campaigns received 325 donations, raising in over £16,700.

In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. Our 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad, raised over £16,000 - £5,000 more than what was raised in 2022. In addition, we are deeply grateful to the 24 people that helped raise money through their own fundraising events and challenges, covering everything from feminist festivals to quizzes, office bake sales and birthday raffles. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our fundraising team to speak to if they need additional support.

Our successful partnerships with University Raising and Giving (RAG) associations continued in 2023 as we partnered with three societies, including Leeds RAG, Edinburgh ESCA and Durham DUCK. Our RAG partners raised over £4,200 through activities like the Three Peaks Trek Challenge, Meadows Marathon, RAG Week and more!

Our roster of wonderful corporate and brand partners also continued to grow in 2023. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained we also undertake due diligence to ensure our partners share

our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2023 we had 19 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK), from t-shirts to beauty products and jewellery. Not only has this activity raised vital funds but also secured much-needed press and PR coverage to raise more awareness of our work, including in titles such as Gritty Pretty, Harper's Bazaar, Evening Standard and Red.

In August 2023 we were delighted to win the Allen and Overy (now A&O Shearman) Global Charity Partnership securing a 2-year partnership which aims to raise £1m in the coming two years.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. Additionally, we also track any Fundraising Preference Service (FPS) requests. In 2023, we received two complaints and no communication preference requests via the FPS service. This is four fewer complaints than in the previous year. Outside of traditional service delivery complaints, it is worth acknowledging that in 2023 our communications on the Israel and Palestine conflict did spark a marked increase in the volume of negative comments and debate in our social media comment sections, alongside some emails and direct messages. We are committed to ensuring that all our channels remain a safe and inclusive community for our supporters. These comments have been monitored closely and any that feature hate speech, bullying and/or harassment were removed and reported.

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

## Achievements and Performance (Highlights)

### Our Intentions for 2023

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

<b>SO1</b>	<b>Invest in the social and economic empowerment of marginalised women</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
<b>SO2</b>	<b>Work with men to change attitudes</b>	<ul style="list-style-type: none"> <li>Continuing to support the delivery of the Men's Engagement Programme in all country offices and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.</li> </ul>
<b>SO3</b>	<b>Support marginalised women survivors of conflict so that they can influence decisions</b>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

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"> <li>• 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.</li> <li>• Working in partnership across the global organisation on plans for the 30<sup>th</sup> year anniversary of Women for Women International to develop a piece of research across the contexts that we operate in and look to expand this with countries we support through the Conflict Response Fund.</li> <li>• Preparing for and respond to governmental policies and strategies that impact the lives of women affected by conflict, such as the UK Government's 5<sup>th</sup> National Action Plan on Women, Peace and Security and its International Women and Girls Strategy.</li> </ul>
SO5	Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships	<ul style="list-style-type: none"> <li>• Raising £2.45 million in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31<sup>st</sup> December 2023</li> <li>• Raising £2.14 million in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising and Corporate Partnerships by 31<sup>st</sup> December 2023</li> </ul>
SO6	Raise Women for Women International – UK's profile / visibility through effective communications	<ul style="list-style-type: none"> <li>• Growing our mailing list audience to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.</li> <li>• 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.</li> <li>• Expanding the breadth and types of fundraising offers through our first-ever live mass community participation event</li> <li>• Introducing a new lottery as a regular giving product</li> <li>• Rolling out of a reimaged version of sponsorship globally</li> </ul>
SO7	Run an effective and financially sustainable organisation	<ul style="list-style-type: none"> <li>• Reviewing all People Policies through the lens of best practice to achieving Equity, Diversity and Inclusion</li> <li>• 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</li> <li>• Streamlining management accounts processes to ensure highly efficient, risk-focused reporting to Management and Board</li> </ul>

## Our Achievements in 2023

Reflecting on these ambitious goals we set for ourselves at the outset of 2023, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

- More than 30,484 women and girls were served directly through our Stronger Women, Stronger Nations programme in 2023 (including through sister organisations and partners implementing the Stronger Women, Stronger Nations programme ) and a further 8,334 women were reached through targeted interventions via partners. Globally, we reached 1,915 men in our Men's Engagement Programme in 2023.

- Our Change Agent grassroots advocacy programme has been running since 2017, across Afghanistan, Iraq, Nigeria, South Sudan and the DRC where we have a network of over 1,300 Change Agents. As part of our ongoing commitment to reflecting on learnings from the programme and making adaptations based on country office expertise, we dedicated time in July and August to auditing the programme and refining the systems that surround it. This has included reflecting on the selection criteria for the Change Agent programme, our pre and post-tests, the implementation of Change Agent action plans and longer-term advocacy in partnership with advocacy leads and advocacy trainers. This work will continue into 2024.
- We advocated at the 67th session of the United Nations [Commission on the Status of Women](#) (CSW). CSW took place between 6-17<sup>th</sup> March, 2023 in New York City, and Women for Women International team members from the US, UK, Nigeria and Palestine were able to attend. They found it energising to reconnect with partners and the wider NGO community. While in New York, our team conducted many bilateral meetings with UN member states, agencies and partners to ensure that the voices and priorities of the women we work with are heard. We also picked up on the Afghanistan advocacy they conducted at the UN last September by supporting advocacy around the UNAMA mandate and supporting UN Women's facilitation of a delegation of Afghan women activists.
- In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. The 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad raised over £16,000, totalling £5,000 more than the figure raised in 2022.
- In the UK, we ended 2023 with 1,120 sponsors supporting 1,335 sisters through our Stronger Women, Stronger Nations programme. Despite a decrease due to the cost-of-living crisis, our community continued their generous support, with over 950 donors contributing to our campaigns, totalling 1,100 donations. Crisis appeals focused on our Conflict Response Fund were successful, raising over £16,700 through 325 donations in response to conflicts in Sudan, Israel and Palestine and earthquake relief efforts in Syria and Afghanistan.
- Our flagship live event, the #SheInspiresMe Car Boot Sale, once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000.
- In 2023, we were mentioned in 353 pieces of press, with an estimated 8.46 million views. Titles included BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle and The Guardian.
- We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International (UK) staff. In 2023, we added financial well-being to our programme, providing all our staff with 1-2-1 financial coaching.
- All our staff also attended engaging and interactive training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.
- Following Mental Health Awareness training for all staff in 2022, we introduced five mental health first aiders to the team through comprehensive training from MHFA England.

## Our Ambitions for 2024

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

<ul style="list-style-type: none"> <li>• 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.</li> <li>• Build an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.</li> <li>• Support our Country Power Process, strengthen the capacity in our country offices to lead the work at every level while also strengthening our global organisation with enhanced collaboration across our teams.</li> <li>• Achieve impact at scale by extending our reach to support marginalised women in conflict-affected countries through new entry, funding of partnerships with aligned local organisations in different geographies within our current countries of operation, continued support of our sister organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.</li> </ul>	Invest in the social and economic empowerment of marginalised women	SO1
<ul style="list-style-type: none"> <li>• Continuing to support the delivery of the MEP in-country offices with five countries completing a pilot of the new curriculum and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.</li> </ul>	Work with men to change attitudes	SO2
<ul style="list-style-type: none"> <li>• Global Policy and Advocacy Retreat in Kigali: The Global Policy and Advocacy Team is excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy and the implementation of the Change Agent programme. We are hoping to come together as a group of around 10 to connect, learn and strategise.</li> <li>• Enhancing the additional resources for the Change Agent curriculum by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module.</li> <li>• Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.</li> </ul>	Support marginalised women survivors of conflict so that they can influence decisions	SO3
<ul style="list-style-type: none"> <li>• Commission on the Status of Women: Launching new research. In March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68<sup>th</sup> Commission on the Status of Women (CSW). We will be joined by members of the Global Programmes Unit and two of our advocacy colleagues from Iraq and Nigeria.</li> <li>• Continuing to expand our regional and national visibility. Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024.</li> <li>• Continuing to build our visibility as an evidence-based organisation. We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices.</li> <li>• Continuing to advocate and implement with partners from the Resourcing Change consortium. With learnings from the successful convening of 5 WROs as part of WPS week in October 2023 we will continue with regional and global advocacy opportunities with our partners from the consortium.</li> </ul>	Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict	SO4



<ul style="list-style-type: none"> <li>• Raising £2.306m in unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024.</li> <li>• Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem and developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.</li> <li>• Raise £2.4m in restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2024.</li> </ul>	<div>SO5</div> <div>Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships</div>
<ul style="list-style-type: none"> <li>• Increasing the number of people who make a one-off donation by 12% from 868 to 974, raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors.</li> <li>• Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions by 5% by 31st December 2024.</li> <li>• Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31st December 2024.</li> <li>• Be data lead and focused by continuing to build on our use of tools such as Dataro to more effectively target supporter asks, as well as implementing new tracking and reporting mechanisms to monitor ROI of our communications.</li> <li>• Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on quarterly larger activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.</li> </ul>	<div>SO6</div> <div>Raise Women for Women International (UK)'s profile / visibility through effective communications</div>
<ul style="list-style-type: none"> <li>• Running an effective, well governed and financially sustainable organisation, providing a supportive, effective and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.</li> <li>• Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our People Programme and manage risk as per Global Risk Framework, promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.</li> </ul>	<div>SO7</div> <div>Run an effective and financially sustainable organisation</div>

## Financial Review

The Statement of Financial Activities for the year ended 31 December 2023 shows a net deficit (income less expenditure) for the year of £451k, compared to the previous year where a deficit of £360k was recorded. This was made up of an unrestricted deficit of £316k (2022: £213k), and a restricted deficit of £135k (2022: £147k).

Income for the year of £3.72m was 8% lower than the £4.03m received in 2022. Grants contributed 55% of total income (2022: 55%). Our teams are working hard to identify new sources of income to support our critical work and we have a strong pipeline to support growth in the years ahead.

Expenditure for the year of £4.17m represents a 5% decrease from the £4.39m shown in 2022. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.9m (2022: £2.9m), representing 78% of income, and 70% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 82% of income and 73% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £154k (2022: £640k) as we consolidated our advocacy work under our Global Support Centre.

As of 31 December 2023, Women for Women International – UK had net assets of £572K, (2022: £1.02m). Of these funds £106k (2022: £241k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2024. Unrestricted funds amounted to £466k (2022: £782k).

## Reserves Policy

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

On 31 December 2023, the charity held total funds/net assets of £572k. These can be sub-divided between a restricted fund of £106k and unrestricted funds of £466k.

The organisation's reserve policy is to hold four to six months of operating expenditure in free reserves. The current free reserve balance of £463k (being equivalent to around three months of operating expenditure based on the budget for 2024) is below this target however, having reviewed the risk landscape the Trustees believe this to be sufficient given that we recover our Unrestricted Reserves to within the target range in the first half of 2024. The reserves policy and reserves target are reviewed periodically and were reviewed in 2023.

Trustees are satisfied, given the performance in the first months of 2024, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

## Our Governance

### How We Are Run

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

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

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

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants and policy & advocacy. The UK's Co-Managing Directors sit on the Leadership Team which makes decisions about global initiatives, policies and strategy.

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

## Governing Document

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

## Governing Body

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

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

In 2018, the Board adopted the Charity Governance Code, benchmarking its governance against sector best practice.

Since January 2023, our new Board Chair - recruited at the end of 2022 - was successfully onboarded, officially taking office in March 2023.

As part of Women for Women International's ongoing global unification process, the committee structure was reviewed in 2023 to align Women for Women International governance structures globally. However, we continued to benefit from the time and expertise of our Finance and Audit Committee, Fundraising and Marketing Committee and People and Culture Committee throughout the year. The Board successfully agreed on a new committee structure as outlined below.

## The Trustees

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

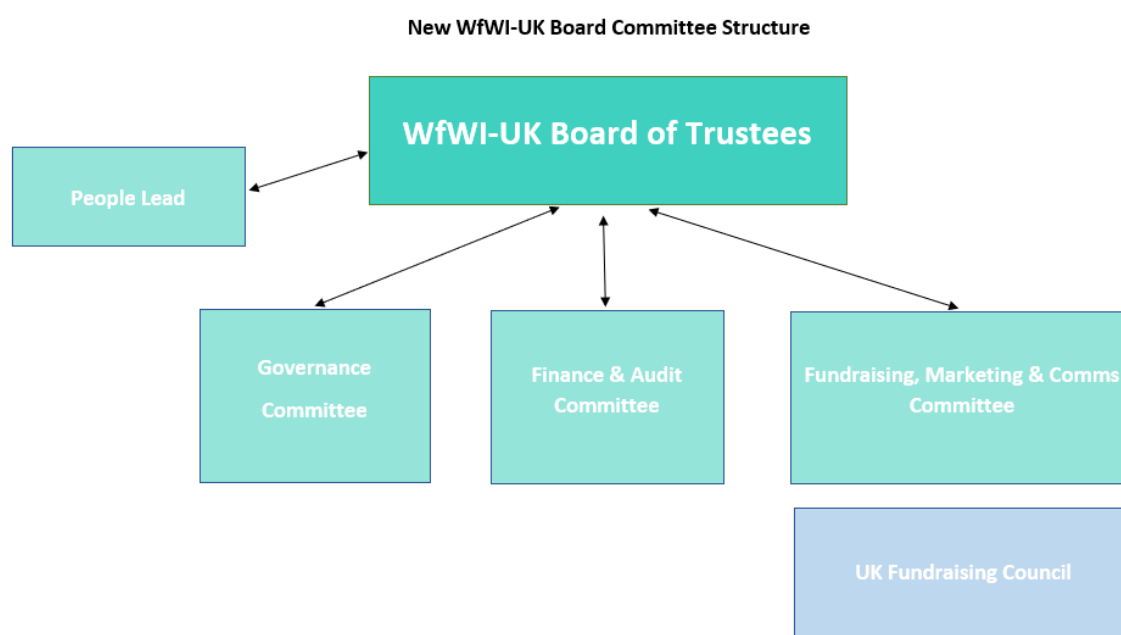
Name	Date of appointment or retirement
Sally Baden	Resigned March 2024
Alex Duncan	Appointed August 2015
Tony Gambino	Appointed December 2015
Jan Rock Zubrow	Resigned April 2024
Abi Calver	Resigned December 2023
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023
Penny Holmes	Resigned February 2023

## Board Committees

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

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

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



## Non-Trustee Committee Members

The Board would like to thank the following non-Trustee members of our committees who served during the year:

Nicola Hanna  
Sarah Barclay  
Sarah Bedingfield-Shutt  
Andres Gomez de la Torre

## Ambassadors

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

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	Zara Martin
Mick Élysée	Niomi Smart
Tina Daheley	Philomena Kwao
Azita Ghanizada	Nadja Swarovski
Jasmine Hemsley	Alice Temperley
Mary Katrantzou	Charlotte Tilbury
Basma Khalifa	Sophie Turner
Cherie Lunghi	Monica Vinader
Clarrisa Ward	Waad al-Kateab

## Our Management

Trustees have delegated the day-to-day running of Women for Women International (UK) to an Executive Team being our two co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operate with a co-leadership model, holding distinct roles: Managing Director – Fundraising, Partnerships and Communications and Managing Director – Finance, Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International (UK) and as such are, along with our Trustees, our Key Management Personnel as defined by the SORP. No Trustees are remunerated.

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

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is appreciated by the Board in this area of their work.

We are grateful to our co-Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2023.

## Risk Management

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

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

Processes to manage risk include:

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

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

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

### National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the wars in Ukraine and the Middle East, Brexit and other significant events are not yet known.

In 2023, we continued to feel the impact of the cuts to the UK Government's overseas aid budget, and we have directed our attentions to finding other sources of income to support and scale our work. We secured a number of new donors in 2023.

The UK's economy is volatile with inflation again reaching historic levels in the year and interest rates continuing to increase. We know that many of our corporate and major donors are being impacted by the global economic downturn and individuals throughout the UK will continue to struggle to cope with the rising cost of living.

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

## Safeguarding

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

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

Management of this risk is discussed in more detail below.

## Management & Leadership Diversity and Inclusive Culture

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

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

At the Board level, following successful recruitment of four new trustees in 2022, we were delighted to appoint Dr Champa Patel to the role of Chair at the beginning of 2023. Champa has excelled in this role to date, bringing a wealth of experience and a deep passion for our work.

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

## Staff Capacity, Staff Turnover & Staff Well-being

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

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

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2023, we continued to deliver our comprehensive, tailored development People Programme, providing space to consider and discuss the areas of well-being, health, culture, inclusion, and more.

## Operating in Conflict-Affected Countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money;

improve health and well-being; influence decisions at home and in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

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

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

## Safeguarding

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

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

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

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

The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International (UK) staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture and have a whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

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

In 2023, our Director of Safeguarding and Security for Women for Women International focused on creating an investigations framework to guide Women for Women International in responsibly managing claims and investigating in a survivor-focused approach. We also conducted training with all safeguarding focal points on child and adolescent safeguarding and the special measures we need



to put in place. Finally, we conducted our first country-level safeguarding self-assessment process to create a baseline for evaluating our safeguarding capacity.

## Equity, Diversity, Inclusion and Belonging

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

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

In 2022, Women for Women International appointed a new Director of Global People, Capability and Culture and in 2023 we worked closely with her and all of our colleagues within the Women for Women International movement globally to accelerate our progress in this area.

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

With this in mind, we made space for and encouraged all our staff to attend 2023's #BAMEOnline conference: <https://www.jmb-consulting.co.uk/uncharitable>. Feedback from all staff in attendance was incredibly positive and they expressed their gratitude to the team at JMB Consulting for providing this powerful platform for these vital conversations and creating space for deep, transformational learning.

All our staff also attended internal training on Fostering a Respectful Work Culture at the beginning of 2023. This training covered our Code of Conduct and allowed staff the opportunity to discuss how to respond to various ethical dilemmas.

## Thank You to

### Our donors and partners

A&O Shearman  
Charlotte Tilbury Beauty  
The Jimmy Choo Foundation  
ME+EM  
Mint Velvet  
Monica Vinader  
The Ned London  
111SKIN  
Lina Stores  
The Bicester Collection

Slip  
Revolut  
The Al Swaidi Family  
The Anglo-American Charity Limited  
Diana Saghi Kawkabani  
The Medlock Family  
Nadjia Yousif & Andrew Browning  
Selfridges  
Women on a Mission

## Our grantors

Mclain Foundation

The Swedish Postcode Foundation

Postcode Justice Trust

Vitol Foundation

L'Oreal Fund for Women

De Rigo Vision S.p.A.

Julius Baer Foundation

Foreign, Commonwealth and Development Office

## Our volunteer fundraisers

Thank you to the Women for Women International (UK) Fundraising & Marketing Committee: Sarah Barclay, Sarah Bedingfield Shutt, Nicola Hanna, Nadjia Yousef, Nina Patel and Tony Gambino

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors!

## Related parties and connected organisations

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

### Subsidiary Undertaking

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

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2023 the trading company generated a profit of £145 (2022: profit of £2,233). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

## Statement of Trustees' Responsibilities

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

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

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

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

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

Each of the Trustees confirms that:

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

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

Approved by the Trustees on 13<sup>th</sup> June 2024 and signed on their behalf by:



Dr Champa Patel, Chair of the UK Board of Trustees

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

### Opinion

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2023 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is in line with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for Opinion

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

### Conclusions Relating to Going Concern

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

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

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

### Other Information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on Other Matters Prescribed by the Companies Act 2006

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

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

### Matters on Which We Are Required to Report by Exception

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

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

### Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

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

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

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

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

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

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected a material misstatement within the financial statements while performing our audit in accordance with applicable audit standards. Irregularities may involve a collusion, forgery, intentional omissions, misrepresentations or override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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

### Use of Our Report

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



18 June 2024

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



		2023 Restricted	2023 Unrestricted	2023 Total	2022 Restricted	2022 Unrestricted	2022 Total
	Note	£000	£000	£000	£000	£000	£000
<b>INCOME from:</b>							
Donations and legacies:							
. Donations and Gift Aid	2	86	1,218	<b>1,304</b>	70	1,401	1,471
. Grants	2	1,959	91	<b>2,050</b>	2,146	89	2,235
Other trading activities:							
. Events		-	354	<b>354</b>	-	286	286
Income from investments:		-	15	<b>15</b>	-	3	3
Other income		-	-	-	33	-	33
<b>Total income</b>		<b>2,045</b>	<b>1,678</b>	<b>3,723</b>	<b>2,249</b>	<b>1,779</b>	<b>4,028</b>
<b>EXPENDITURE on:</b>							
Raising funds	4	-	1,123	<b>1,123</b>	-	845	845
Costs of charitable activities							
. Policy & Outreach		-	154	<b>154</b>	196	444	640
. Overseas Programmes		2,180	717	<b>2,897</b>	2,200	703	2,903
<b>Total expenditure</b>		<b>2,180</b>	<b>1,994</b>	<b>4,174</b>	<b>2,396</b>	<b>1,992</b>	<b>4,388</b>
<b>Net (expenditure) / income for the year</b>		<b>(135)</b>	<b>(316)</b>	<b>(451)</b>	<b>(147)</b>	<b>(213)</b>	<b>(360)</b>
<b>Net movement in funds</b>		<b>(135)</b>	<b>(316)</b>	<b>(451)</b>	<b>(147)</b>	<b>(213)</b>	<b>(360)</b>
Funds at beginning of year		241	782	<b>1,023</b>	388	995	1,383
<b>Funds at end of year</b>		<b>106</b>	<b>466</b>	<b>572</b>	<b>241</b>	<b>782</b>	<b>1,023</b>

		2023	2022
	Note	£000	£000
<b>Fixed assets</b>			
Tangible fixed assets	7	14	15
<b>Current assets</b>			
Debtors	9	305	631
Cash at bank and in hand		887	1,062
Short term deposits		217	215
		<u>1,409</u>	<u>1,908</u>
<b>Creditors: amounts due within 1 year</b>	10	<u>851</u>	<u>900</u>
<b>Net current assets</b>		<u>558</u>	<u>1,008</u>
<b>Net assets</b>	11	<u>572</u>	<u>1,023</u>
<b>Funds</b>	11		
<i>Income funds</i>			
Restricted funds		106	241
Unrestricted funds			
General funds		<u>466</u>	<u>782</u>
<b>Total funds</b>		<u>572</u>	<u>1,023</u>

Approved by the trustees on [13th June 24](#) and signed on their behalf by



Dr Champa Patel

Chair of Board of Trustees

Women for Women International (UK)  
Statement of Cashflows to 31 December 2023

	<b>2023</b>	<b>2022</b>
	<b>£000</b>	<b>£000</b>
<b>Cash flows from operating activities:</b>		
<b>Net (expenditure) for the year</b>	<b>(451)</b>	<b>(360)</b>
Depreciation of fixed assets	8	8
(Decrease) in debtors	326	165
Increase / (decrease) in creditors	(49)	197
<b>Net cash used in operating activities</b>	<b>(166)</b>	<b>10</b>
<b>Cash flows from investing activities:</b>		
Payments to acquire fixed assets	(7)	(16)
<b>Net cash used in investing activities</b>	<b>(7)</b>	<b>(16)</b>
<b>Decrease in cash</b>	<b>(173)</b>	<b>(6)</b>
<b>Changes in the cash and cash equivalents in the reporting period</b>		
Balance at beginning of year	1,277	1,283
Decrease in cash in year	(173)	(6)
<b>Balance at end of year</b>	<b>1,104</b>	<b>1,277</b>

**Analysis of change in net debt**

	<b>At 1 Jan</b>	<b>Movement</b>	<b>At 31 Dec</b>
	<b>2023</b>	<b>in year</b>	<b>2023</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Cash in hand	1,062	(175)	887
Notice deposits (less than 3 months)	215	2	217
<b>Total</b>	<b>1,277</b>	<b>(173)</b>	<b>1,104</b>

## 1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2023. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

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

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

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

- Allocation of support costs to areas of the charity's operations; and
- Estimates made in determining whether the value of gifts-in-kind should be recognised during the year; and
- Determining the stage of progress of grant programmes covering more than one year for income recognition purposes where relevant.

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

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

Income derived from events is recognised as earned.

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

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

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

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

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

Overseas programmes	69%	(2022 – 66%)
Policy and outreach	4%	(2022 – 15%)
Cost of raising funds	27%	(2022 – 19%)

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

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.

#### 1. Accounting policies (continued)

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

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

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including in person 2023 Car Boot Sale.

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

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

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

- |                          |     |
|--------------------------|-----|
| • Equipment              | 33% |
| • Furniture and fittings | 20% |

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

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

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short-term deposits.

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

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

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

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

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

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

## 2. Voluntary income

	2023 Restricted £	2023 Unrestricted £	2023 Total £	2022 Restricted £	2022 Unrestricted £	2022 Total £
<b>Donations and Gift Aid</b>						
Donations from individuals and corporations	79	708	<b>787</b>	63	882	945
Sponsorship Income	3	425	<b>428</b>	4	417	421
Gift aid	4	85	<b>89</b>	3	102	105
	<b>86</b>	<b>1,218</b>	<b>1,304</b>	<b>70</b>	<b>1,401</b>	<b>1,471</b>
<b>Grants receivables</b>						
<i>Governments</i>						
Saferworld CSSF	416	-	<b>416</b>	393	-	393
Foreign, Commonwealth & Development Office - Jo Cox Memorial Grant	-	-	-	288	-	288
<i>Trusts and Foundations</i>						
Players of the People's Postcode Lottery	1,000	-	<b>1,000</b>	900	-	900
De Rigo Vision S.p.A.	44	-	<b>44</b>	43	-	43
The Millby Foundation - Women for Women	-	-	-	50	-	50
Fresh Leaf Charitable Foundation	20	-	<b>20</b>	20	-	20
Swedish Postcode Foundation	-	-	-	191	-	191
The Al Swaidi Family	-	-	-	8	-	8
Allen and Nesta Ferguson Charitable Trust	-	-	-	20	-	20
Charlotte Tilbury Beauty	-	-	-	95	-	95
The Syncona Foundation (formerly The BACIT Foundation)	-	-	-	-	25	25
PRISM THE GIFT FUND / Choose Love	29	-	<b>29</b>	9	-	9
Joseph Rowntree Charitable Trust - GAPS	-	-	-	10	-	10
Other Trusts and Foundations	349	85	<b>434</b>	15	64	79
Grants from Major Donors	101	6	<b>107</b>	104	-	104
	<b>1,959</b>	<b>91</b>	<b>2,050</b>	<b>2,146</b>	<b>89</b>	<b>2,235</b>
Total Income	<b>2,045</b>	<b>1,309</b>	<b>3,354</b>	<b>2,216</b>	<b>1,490</b>	<b>3,706</b>

## 3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2023 was £16,145 (2022: £588,025). Of this amount, £10,194 (2022: £38,025) relates to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge. The remaining £6,338 relates to essential support the charity would have had to have paid for if not offered pro-bono. This has not been recognised in income or expenditure as it was not deemed material to the accounts.

#### 4. 2023 Resources expended

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

#### 2022 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2022 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	482	385	358	254	26	1,505
Overseas Programmes funding	-	-	2,200	-	-	2,200
Premises and other office costs	28	10	-	123	-	161
Marketing and events	158	28	-	-	-	186
Consultancy and other professional costs	46	37	2	23	20	128
Travel and other staff costs	11	12	16	92	-	131
Grants to other organisation (incl. WfWI Germany)	-	77	-	-	-	77
	725	549	2,576	492	46	4,388
Support costs allocated to grants management	-	-	(87)	87	-	-
	725	549	2,489	579	46	4,388
Support costs	120	91	414	(579)	(46)	-
<b>Total</b>	<b>845</b>	<b>640</b>	<b>2,903</b>	<b>-</b>	<b>-</b>	<b>4,388</b>



## 5. Net incoming resources for the year

This is stated after charging:

	2023 £000	2022 £000
Depreciation	8	8
Auditor's remuneration		
- Statutory audit	16	14
- Non-audit services	5	5
Operating lease rentals: property	29	23
Operating lease rentals: equipment	3	3
	<u>3</u>	<u>3</u>

## 6. Staff costs and numbers

Staff costs were as follows:

	2023 £000	2022 £000
Salaries and wages	977	1,286
Social security costs	108	150
Pension costs	53	69
Redundancy / severance payments	-	-
	<u>1,138</u>	<u>1,505</u>

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

	2023 £000	2022 £000
Salaries and wages	176	172
Social security costs	21	22
Pension costs	12	12
Redundancy / severance payments	-	-
	<u>209</u>	<u>206</u>

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

	2023 No.	2022 No.
£60,001 - £70,000	2	3
£70,001 - £80,000	-	-
£81,000 - £90,000	2	2
£120,001 - £130,000	-	-

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

	2023 No.	2022 No.
Cost of generating funds	13.4	9.6
Charitable activities	2.6	15.3
Support costs	6.1	6.2
	<u>22.1</u>	<u>31.1</u>

No trustee received any remuneration in respect of their services as a trustee during the year (2022: £nil)

## 7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
<b>Cost</b>			
At 1 January 2023	7	64	71
Additions in year	-	7	7
At 31 December 2023	7	71	78
<b>Depreciation</b>			
At 1 January 2023	6	50	56
Charge for the year	1	7	8
At 31 December 2023	7	57	64
<b>Net book value at 1 January 2023</b>	1	14	15
<b>Net book value at 31 December 2023</b>	-	14	14

## 8. Trading Subsidiary

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

In 2023 the trading company generated a profit of £145 on turnover of £625 (2022: Profit of £2,233 on turnover of £2,654). The aggregate reserves of the company at 31 December 2023 and 31 December 2022 were £nil.

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

The registered office of the company is 7-14 Great Dover Street, London, SE1 4YR.

## 9. Debtors

	2023 £000	2022 £000
Grants Receivable	36	448
Accrued Income	221	106
Prepayments and rental deposit	21	45
Other Debtors	12	17
Due from trading subsidiary		
- profit for the year (note 8)	-	2
- other amounts due	15	13
	305	631

**10. Creditors: amounts due within 1 year**

	2023	2022
	£000	£000
Trade creditors	20	94
Commitments to overseas programmes	742	698
Taxation and social security	51	43
Accruals	38	54
Pension creditor	-	11
Deferred income	-	-
	<b>851</b>	<b>900</b>

**11. Analysis of net assets between funds**

	Restricted funds	General funds	2023 Total funds	2022 Total funds
	£000	£000	£000	£000
Tangible fixed assets	-	14	14	23
Net current assets	106	452	558	1,000
<b>Net assets at 31 December 2023</b>	<b>106</b>	<b>466</b>	<b>572</b>	<b>1,023</b>

**11a. Movement on deferred income**

2023	Beginning of year £000	Funds received £000	Income released £000	End of year £000
	-	-	-	-
	-	-	-	-
<b>2022</b>	<b>Beginning of year £000</b>	<b>Funds received £000</b>	<b>Income released £000</b>	<b>End of year £000</b>
Fresh Leaf Foundation	20	-	(20)	-
	20	-	(20)	-

## 12. Movements in funds

2023	1 January 2023	Incoming resources	Outgoing resources	Transfers	31 December 2023
	£000	£000	£000	£000	£000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
Saferworld CSSF	2	417	(421)	-	(2)
Players of the People's Postcode Lottery	-	1,000	(999)	-	1
Swedish Postcode Foundation	95	-	(78)	-	17
Multi COs	-	60	(3)	-	57
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	102	(73)	-	29
DRC	-	29	(29)	-	-
KRI	-	10	(10)	-	-
Nigeria	12	75	(89)	-	(2)
Rwanda	132	34	(164)	-	2
South Sudan	-	4	-	-	4
Syria	-	68	(68)	-	-
Iraq	-	50	(50)	-	-
Sahel	-	196	(196)	-	-
<b>Total restricted funds</b>	<b>241</b>	<b>2,045</b>	<b>(2,180)</b>	<b>-</b>	<b>106</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	-	-	-	-	-
General funds	782	1,678	(1,994)	-	466
<b>Total unrestricted funds</b>	<b>782</b>	<b>1,678</b>	<b>(1,994)</b>	<b>-</b>	<b>466</b>
<b>Total funds</b>	<b>1,023</b>	<b>3,723</b>	<b>(4,174)</b>	<b>-</b>	<b>572</b>

2022	1 January 2022	Incoming resources	Outgoing resources	Transfers	31 December 2022
	£000	£000	£000	£000	£000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
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)	-	-
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	19	(19)	-	-
DRC	-	288	(288)	-	-
KRI	-	95	(95)	-	-
Nigeria	-	45	(33)	-	12
Rwanda	264	-	(132)	-	132
South Sudan	-	21	(21)	-	-
Ukraine	-	61	(61)	-	-
<b>Total restricted funds</b>	<b>388</b>	<b>2,249</b>	<b>(2,396)</b>	<b>-</b>	<b>241</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	-	-	-	-	-
General funds	849	1,779	(1,992)	-	782
<b>Total unrestricted funds</b>	<b>849</b>	<b>1,779</b>	<b>(1,992)</b>	<b>-</b>	<b>782</b>
<b>Total funds</b>	<b>1,383</b>	<b>4,028</b>	<b>(4,388)</b>	<b>-</b>	<b>1,023</b>

### 13. Operating lease commitments

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

	2023 £	2022 £
Property - less than 1 year	8	8
Other- less than 1 year	2	3
Other - 1 year to 5 years	-	2
	<u>10</u>	<u>12</u>

### 14. Related parties

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

During the year:

- WfWI collected donation income of £91,137 (2022: £150,500) on behalf of WfWI-UK;
- WfWI charged programme costs of £2,179,978 (2022: £2,200,433) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £32,063 (2022: £50,734) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £841,137 (2022: £978,754) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £742,264 (2022: £698,327) (see Note 11).

Alex Duncan, Champa Patel and Jan Rock are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees to WfWI-UK during the year was £16,693 (2022: £15,366).

Expenses of £81 (2022: £1,696) relating to the Trustees were incurred during the year.

### 15. Gender and Policy Networks (GAPS)

The activities of Gender and Policy Networks (GAPS) had previously been hosted by Women for Women International (UK). From 14 April 2022 these activities were transferred to Saferworld (Registered Charity Number 1043843 England & Wales).

Income and expenditure pertaining to these activities is shown within Note 12 to the financial statements (2022 only).

## Supplementary information

### Achievements and performance against strategic objectives

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

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

- **Adapting market analysis and vocational tracks** to support women to be resilient in the face of climate change. Going forward we will continue to find ways to showcase how our work intersects between women peace and security and a changing climate in our advocacy and business development while improving programme delivery to support women's resilience.
- **Looking at the data and results post roll out of the new Men's Engagement Programme (MEP) curriculum** to assess successes or to provide new learnings that can help us to refine that programme.
- **Strengthening the Stroger Women, Stronger Nations (SWSN) programme** and increase our impact on the lives of women we serve by being data-driven and applying evidence-based strategies derived from internal and external learning mechanisms.
- **Continuing our work on the Power Journey** by implementing the quick wins identified in the process with Nigeria and Iraq, putting another country through the process, and focusing on the roll out of the Digitalising Project Management (DPM) to provide Country Offices with more flexibility and autonomy by allowing them to manage programmes and track results using real-time data.
- **Continuing to support the delivery of the MEP in all country offices** and continue to improve and expand learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

#### Programme Impact in Figures

We believe women have the power to transform their lives, but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families, and their communities. In 2023, many of the countries in which we serve women faced continued conflicts and violence. We are proud to have begun serving women in Palestine which was registered as a country office in late 2023 and begun a pilot in Rwanda serving adolescent girls with a modified SWSN programme.

More than 30,484 women and girls were served directly through our SWSN programme in 2023 (including through Sister Organisations and partners implementing SWSN) and a further 8,334 women were reached through targeted interventions via partners.



Photo: Women in Rwanda as they share out their savings at the end of the Village Savings and Loan Associations (VSLA) cycle

### Strengthening our Stronger Women, Stronger Nations Programme (SWSN)

Women for Women International is committed to constantly improving the SWSN programme to best support women's growth and power. We do this through a rigorous process of evaluation that demonstrates the impact of Women for Women International's programming on women's lives and businesses.

We are committed to continuously strengthening our monitoring and evaluation capacity and over the last few years has invested in developing a new system to enhance the efficiency of participant data. In 2023 our DPM technology was rolled out to all country offices. The new data entry platform (Resco) retired iformbuilder, and can be used offline making it more suitable for remote locations. Resco provides real-time learning and analysis, as well as the ability to adapt to new monitoring needs including those for monitoring work with partners. Resco is linked to a new database in Salesforce and is supported by a new reporting dashboard. With this visibility to data, country office staff will be able to course-correct before endline by reviewing specific data points related to modules in the SWSN curriculum. The new dashboard provides multiple ways of analysing participant outcome data in ways not previously possible, such as excluding outliers and disaggregating data at the community level, or by disability, displacement, income generation activity, or by a menu of many other variables.

### Climate Change Adaptions and Resilience

With funding from Cartier Philanthropy, since 2022 Women for Women International began a preliminary analysis of quantitative data from past program graduates that centers on identifying and isolating variables of known association with measures of resilience to examine how resilience emerges in our data. In 2023, the MERL team generated a correlation matrix and a statistical model using linear regression. With improved understanding of the factors driving women's resilience in conflict-affected settings, Women for Women International has posited an evidence-based "resilience score" predictive of a participant's ability to withstand shocks post-graduation. This quantitative data incorporates qualitative data collected from past program graduates, which has enabled us to understand *why* and *how* resilience has played a role in women's lives. In 2024, the programme design and development team will explore how we use this data to inform programming.

Last November at COP28 we launched our latest Situational Assessment and Policy Brief: [\*"Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"\*](#). We produced this assessment based on surveys, focus group discussions, and



interviews with nearly 1,000 women across 14 countries: Afghanistan, Burkina Faso, the Democratic Republic of the Congo (DRC), Iraq, Myanmar, Nigeria, Rwanda, South Sudan, Sudan, Mali, Ethiopia, Syria, Ukraine and Yemen. The Situational Assessment includes key findings from our Country Snapshots that reveal trends in environmental impacts of climate change and conflict-related environmental degradation in Afghanistan, the DRC, Iraq, Nigeria, Rwanda and South Sudan including flooding, droughts, increasing severity and frequency of natural disasters, extreme heat, and pollution. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods and growing conflict among the many complex challenges they face.

As an organisation we are in the nascent stages of applying a climate-lens to our advocacy and programming. Climate change is now unavoidable, and the associated risks must be proactively factored into our SWSN if we hope to continue to see strong resilience. This involves not just adding a session on climate resilience to our SWSN curriculum, but a review of all vocational tracks and training our staff on climate resilience. We know that climate change disproportionately affects small-scale farmers, who make up about 41% of the women in our programs globally, while the remainder of women not involved in agribusiness remain highly susceptible to the impact of climate on precarious local food systems. We want our vocational tracks and market linkages to be designed in a way that empowers women farmers with climate-sensitive methodologies, ensures that women know how to strengthen resilience by working together, and have a better understanding of how their IGA interacts with a whole value chain that may be impacted by climate-related shocks. This Situational Assessment and Policy Brief research has built the foundation for us in understanding how changes to environment, gender inequality and conflict dynamics are intersecting to impact the women that we work with.

### [Women for Women International's Power Journey](#)

During 2023, our organisation remained committed to the strategic objective of "Streamline Globally, Power Locally". To achieve this, we concluded the first round of meetings for our pilot with our Country Power Project Assessment process in Iraq and Nigeria. Continuously refining our approach, we diligently incorporated feedback from both Country Offices (COs) and the Global Support Centre (GSC) to enhance our Assessment Tool. These pilot sessions yielded several noteworthy technical victories, such as the decision to shift finance closing days to Mondays instead of Fridays. This adjustment ensures uninterrupted workflow for countries, contributing to a more streamlined and efficient process. Moreover, the launch of the DPM system empowers Country Offices with greater flexibility and autonomy across all country offices. By leveraging real-time data for program monitoring and results tracking, this initiative minimises reliance on the GSC, allowing Country Offices to operate more independently and conduct research with increased efficiency.

In October 2023, Country Directors convened for a retreat in Kigali, Rwanda, where they engaged in comprehensive discussions encompassing various aspects, including the Country Power process, aimed at identifying obstacles and devising solutions. The retreat proved highly productive in deciding the subsequent steps of the process, notably enhancing the understanding of the Country Power process among CO/GSC staff. To achieve this, a presentation to update and orient staff on Country Power was a centre point of discussion during the GSC/SCO all-staff meetings in March 2024. Additionally, the Country Power Steering Committee and members of the Leadership Team committed to collaborating on a visionary document outlining milestones and sequencing for Country Power. This document is slated for dissemination among all staff members in early 2024 to ensure alignment of collective goals and responsibilities amidst this transformative process. During the retreat, it was unanimously agreed to compile a list of proposed Country Power Key Performance Indicators (KPIs) to aid COs in measuring

progress. Furthermore, plans were devised to draft an updated Country Compliance Checklist. Both documents are anticipated to be finalised in the first quarter of 2024. Acknowledging the necessity for broader representation, the decision was made to expand the Steering Committee to encompass more GSC staff members, with Sara Mulwa, Global Director of People, Capability and Culture, already joining. Another addition from SCOs is projected to be made in the first quarter of 2024, thereby further enriching the committee's diversity and expertise.

In addition to technical, policy and process improvements that enable Country Offices to have an equal footing with the Global Support Center and Supporter Offices, we are also seeing cultural and behavioural changes in staff. The Country Power process increasingly comes up in discussion and debate and enables conversation about how power flows in our organisation.

Next year, we will focus on:

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

## Strategic Objective 2: Work with men to change attitudes

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

- **Continue to support the delivery of the MEP** in all country offices and **continue to improve and expand, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

Globally, we reached 1,915 men in our MEP in 2023. After completing the revised MEP curriculum in 2022, we set ourselves the ambitious goal of having the curriculum piloted in four countries.

In 2023, we begun pilots in South Sudan, the DRC, Iraq and Nigeria. In Iraq, we've been able to launch our MEP in Mosul – a region once occupied by ISIS who subjected thousands of women to horrific sexual violence and brutally massacred people, targeting Yazidis and other ethnical minority groups. Through this project 25 men and their spouses – who are simultaneously enrolled in the SWSN programme – will also take part in couples dialogue sessions to support couples to communicate in a healthy way and aim to provide a more enabling environment for women at the household and community level. This will be the first time that couples dialogue sessions have ever been implemented in Iraq. Meanwhile, in the where a record 6.9 million people have been displaced by conflict, we piloted a new MEP curriculum in South Kivu, which encourages men to take specific actions in their homes and communities to empower women or

remove barriers to the realization of their rights. Inspired by women in a Village Savings and Loan Association (VSLA) group, men enrolled in the MEP got together to buy better roofing materials for a disabled woman in their community, taking action to support vulnerable women and actively participating in initiatives led by their wives, mothers, sisters, and family members. In South Sudan, 300 men were enrolled in May with 99% of those enrolled completing all training sessions. Couples' connect sessions are an integral element of the revised MEP curriculum and saw 294 of 300 couples attend. One male participant, Anthony Diko Alakayi, said this of his experience: "I encourage more men who are married to participate in joint sessions with their wives because this training is better than medicine to solve family problems."

The revised MEP curriculum has so far yielded positive results from the training content and the extended duration of the training, which has allowed men more time to digest and internalize the learnings and skills gained during training. These learnings from pilots are being collated, including challenges and learnings from the couples' connect sessions, and will inform and further curriculum learning.

Next year, we will focus on:

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

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

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

- **Launching the Swedish Postcode Lottery funded project 'Listen to Women':** This project pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making processes.
- **Developing an additional module for the Change Agent curriculum** focused on peacebuilding to reflect and strengthen our organisational expertise on the Women, Peace and Security Agenda. This module has been drafted and we continue to work on the drafting stage in 2024.
- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook. This project has been moved into our deliverables for 2024 as we decided to prioritise working on an audit of our Change Agent programme processes in order to ensure programme quality. Once complete, we will then take forward plans to produce a participant handbook in quarters 1-2 of 2024).
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact.

### Change Agent programme: audit process, increasing reach and implementing action plans

In previous annual reports we have shared information about the development of our Change Agent programme. Our grassroots advocacy programme has been running since 2017, across Afghanistan, Iraq, Nigeria, South Sudan and the DRC where we have a network of over 1,300 Change Agents. As part of our ongoing commitment to reflecting on learnings from the programme and making adaptations based on country office expertise, we dedicated time in July and August to auditing the programme and refining the systems that surround it. This has included reflecting on the selection criteria for the Change Agent programme, our pre and post-tests, the implementation of Change Agent action plans and longer-term advocacy in partnership with advocacy leads and advocacy trainers. This work will continue into Q1 and Q2 of 2024.

### Change Agent programme: National retreat in the DRC

In November the DRC team organised a two-day Change Agent retreat in Kamanyola. Change Agent retreats are a fantastic opportunity to bring together newly trained and more established and experienced Change Agents to learn from each other. This is an opportunity to exchange updates on progress and challenges for advocating for changing attitudes, social norms, practices and decision-making processes relating to women's rights. The November retreat in DRC brought together thirty Change Agents from six communities, trained at various moments over the last four years. Some of the key lessons that the newer group of Change Agents (trained in 2022) were able to learn from the more experienced group of Change Agents (trained between 2019 and 2020) included:

1. It takes time to build productive relationships with local authorities and the community. The more recently trained Change Agents in Burhinyi and Rugembe appreciated the mutually beneficial and supportive relationships that the more experienced Change Agents have built with community members and leaders.
2. It is possible to continue advocating without financial support from WfWI Women for Women International in the long term. The more experienced Change Agents stopped receiving funding in 2020 and have since continued to advocate for women's rights with community leaders.
3. There are increased opportunities for community leadership. The 2020 group of Change Agents have taken up leadership positions and have worked with external organisations as a result of the skills and confidence that the Change Agent programme provided them with.

### South Sudan advocacy team attend the Gender is my Agenda Campaign

A central component within our theory of change is connecting national and regional advocacy opportunities in order to better uphold women's rights. As part of this commitment, between the 13<sup>th</sup> and 15<sup>th</sup> of July, the South Sudan advocacy team attended the Gender is My Agenda Campaign's (GIMAC) 5<sup>th</sup> meeting on the sidelines of the African Union (AU) Regional meeting in Nairobi with Carol Okul (Policy and Advocacy Specialist). The Global Policy and Advocacy team used the timing of this conference to parallel onboarding Poni Abraham (Advocacy Coordinator in South Sudan) with attending GIMAC. Poni, Carol Okul and Jenty Sawa (Advocacy Trainer) all attended GIMAC. This meeting provided a platform for stakeholders within the GIMAC Networks to review their progress, discuss challenges and share best practices in implementing AU decisions and promoting women's rights and empowerment in trade.

### Advocating to the African Union on Positive Masculinity for Men's Leadership

Coordinated by GIMAC, at the end of November, our Associate Director of Gender Equality and Social Power (Annastacia Olembo) attended the 3<sup>rd</sup> Men's Conference on Positive Masculinity in Leadership in South Africa which was coordinated by the African Union (AU). The conference brought together key decision-makers across the AU, as well as advocates and organisations working to drive positive

masculinity, and focused on leaders' roles in contributing to ending violence against women and girls (VAWG). The conference was the final of three consultative sessions that aimed to develop a Convention on Ending VAWG. This was an opportunity for Women for Women International to leverage insights from the Men's Engagement Programme (MEP) to influence the development of this Convention and better understand the commitments that high level stakeholders within the African Union are willing to make to drive forward changes relating to positive masculinities and social norms.

#### The continued implementation of the Violence Against Women Platform in Nigeria

We have shared in previous reports about the Violence Against Women (VAW) platform that has been set up in Nigeria. Funded by the Ford Foundation, this platform was set up to bring together local leaders to advocate against VAW. The platform has been influential in shaping how community leaders come together to sensitise messages around violence prevention and community attitude changes towards women's rights. In July 2023, VAW platform members led activities across their communities in Bauchi state in Nigeria and carried out visits to community leaders to engage them on the need to advocate against community norms that encourage violence against women. The VAW platform members have been planning to extend into further communities which will increase their reach with decision makers like local government members. Since July, the VAW platform members have been advocating with traditional leaders to encourage them to engage local governments as allies for the prevention of VAW. This local advocacy that is inclusive of multiple decision makers and stakeholders is a really important example of how we intend to influence social norms and practices around women's rights at the community level. This best practice advocacy example from Nigeria has important lessons for scaling up working with allies.

#### Implementing the Swedish Postcode Lottery funded-project 'Listen to Women', with a focus on women's participation, voice and leadership

Plans continue throughout this reporting period and into next year for implementing our Swedish Postcode Lottery funded grant. The grant – which officially started in December 2022 and will run to June 2024 - pilots an innovative and exciting new approach to how we work with Change Agents and supplements learnings about our programme with research on the enabling environments in Nigeria and Iraq that help or hinder women's freedom of speech and expression, as well as their ability to participate in decision-making and democratic processes.

The innovation within the Change Agent programme is to change and expand the criteria for enrolment. Until now, all Change Agents trained through Women for Women International have been previous Stronger Women, Stronger Nations (SWSN) graduates. Through this new grant we changed this to enrol women who have not completed SWSN, this has enabled us to observe and assess the Change Agent programme's potential to be adapted and more widely scaled. Throughout 2023, we have been assessing the impact of this new approach to Change Agent training and have seen interesting results across Nigeria and Iraq. These include differentiations in approaches to funding, the role of former Change Agents in building support networks and changes in the selection process.

#### Next year we will focus on:

- **Global Policy and Advocacy Retreat in Kigali:** The Global Policy and Advocacy Team is excited to be in the process of planning for a global policy and advocacy retreat for June 2024 to bring together advocacy leads from across the organisation. The last time we did this was in 2019 and, in the last five years, our team has changed a lot. In our global team, we are now distributed across different offices and regional hubs. Each country office also has an advocacy lead who coordinates national advocacy

and the implementation of the Change Agent programme. We are hoping to come together as a group of around 10 to connect, learn and strategise.

- **Enhancing the additional resources for the Change Agent curriculum** by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq** to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our new Theory of Change. This is budget dependent, but we will continue to invest in strategic regional and national advocacy opportunities.
- **Working in partnership with the global MERL Team** to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process.

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

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

- **Extending our presence across regional and international networks and coalitions**, including the NGO Working Group on WPS – a coalition of 19 international NGOs working to advance the WPS agenda at the UN and around the world.
- **Working in partnership across the global organisation on plans for the 30<sup>th</sup> year anniversary of Women for Women International** to develop a piece of research across the contexts that we operate in and look to expand this with countries in the CRF.
  - **2024 note:** We prioritised our research on the intersection of environment, gender and conflict and reconceptualised the research we had originally planned to be delivered in 2024 ahead of key global policy moments.
- **Preparing for and responding to governmental policies and strategies that impact the lives of women affected by conflict**, such as the UK Government's 5<sup>th</sup> National Action Plan on WPS and its International Women and Girls Strategy.

#### Our advocacy and engagement at the 67th Conference on the Status of Women (CSW) at the United Nations in New York: March 2023

We advocated at the 67th session of the United Nations [Commission on the Status of Women](#) (CSW). CSW took place between March 6-17<sup>th</sup> 2023 in New York City, and Women for Women International team members from the US, UK, Nigeria and Palestine were able to attend. They found it energising to reconnect with partners and the wider NGO community. While in New York, our team conducted many bilateral meetings with UN member states, agencies and partners to ensure that the voices and priorities of the women we work with are heard. Nisha Singh and Steph Siddall also picked up on the Afghanistan advocacy they conducted at the UN last September by supporting advocacy around the UNAMA mandate and supporting UN Women's facilitation of a delegation of Afghan women activists.



### Our response to the G7 Summit in Hiroshima, Japan

From May 19<sup>th</sup>-21<sup>st</sup>, G7 Leaders met in Hiroshima, Japan for their 49th summit and published [this Communique](#). Stephanie Siddall (Director of Global Policy and Advocacy) was involved in influencing the development of the communique through her role as a Women 7 (W7) and the development of recommendations within the W7 [Communique](#). Whilst some of the recommendations were met, overall no concrete political or financial commitments were made relating to gender equality. [Our full response can be accessed here](#).

### The Resourcing Change Consortium's participation at WPS week: October 2023

Every year, organisations and advocates focusing on women's rights in conflict gather in New York for a week of meetings, talks and events as part of Women, Peace and Security (WPS) Week. This week is timed to coincide with the anniversary of UN Security Council Resolution 1325, and the UN Security Council's open debate on WPS, which is an opportunity for member states to hear from civil society and set out their own WPS priorities and actions. In October 2023, along with five of our women's rights organisation partners from the CSSF-funded Resourcing Change project, a group of Women for Women International staff travelled to New York to participate. Throughout WPS week we advocated about the importance of resourcing WROs; without core, long-term and flexible funding, organisations that are genuinely making an impact and building peace in their communities will be unable to continue their work. Our partners felt like their voices were heard and centred in discussions across the week which, as Tazita says, is "walking the localisation agenda – not just talking it":

*"The reality is that the Resourcing Change Consortium are doing something different. Especially in our context, you see we have people [the Resourcing Change consortium] that are working with us...always supporting us and guiding us, they want your voices to be heard. In most cases [with other organisations] we are told there is no budget. For example [for WPS week], [INGO] project leads could have been the ones come to represent our voices – just imagine! Your approach is different, you wanted us to come. This is an approach that many can benchmark – then we shall be walking the localisation agenda, not just talking it".* Anna Tazita Samuel, [Women for Change](#), South Sudan.

Towards the end of the week, we facilitated a high-level dialogue for Member States and UN Agencies to hear directly from women working toward peace and gender equality in fragile and conflict-affected communities and to engage with them on their expectations and priorities for advancing the pillars of the WPS agenda. The event was co-designed with our partners who shared their expertise on what meaningful engagement and partnership looks like and what the role of the international community should be in strengthening women's movements. The event launched our new policy and learning brief: ["Localising Women, Peace, and Security: Partnering and resourcing women's organisations in fragile settings differently to enable locally-led and integrated interventions."](#)

### Launching our new situational assessment and policy brief on the intersection of environment, gender and conflict at COP28: November 2023

In November at COP28 we launched our latest Situational Assessment and Policy Brief: ["Cultivating a more enabling environment: Strengthening women's resilience in climate vulnerable and conflict-affected communities"](#). The brief was launched at an in-person roundtable event in partnership with Goals House in Dubai, where Kavin Mirteekhan (advocacy lead in Iraq), Dorong Grace (one of our Resourcing Change partners from South Sudan) and Dr. Alaa Murabit (a member of our international board) were in



conversation about the intersecting impacts of gender inequality, climate change, environmental degradation and conflict.

We produced this assessment based on surveys, focus group discussions, and interviews with nearly 1,000 women across 14 countries: Afghanistan, Burkina Faso, the DRC, Iraq, Myanmar, Nigeria, Rwanda, South Sudan, Sudan, Mali, Ethiopia, Syria, Ukraine and Yemen. The Situational Assessment includes key findings from our Country Snapshots that reveal trends in environmental impacts of climate change and conflict-related environmental degradation in Afghanistan, the DRC, Iraq, Nigeria, Rwanda and South Sudan including flooding, droughts, increasing severity and frequency of natural disasters, extreme heat, and pollution. Women surveyed cite the daily impacts of these trends, especially food insecurity, water scarcity, worsening health, the high cost of goods, and growing conflict among the many complex challenges they face. As an organisation we are in the nascent stages of applying a climate-lens to our advocacy and programming. This piece of research has built the foundation for us in understanding how changes to environment, gender inequality and conflict dynamics are intersecting to impact the women that we work with.

#### [UK policy and advocacy influencing consultations, responses, meaningful partnerships and feminist foreign policy](#)

##### *The UK Government's new National Action Plan for Women, Peace and Security (WPS)*

As a leading signatory to the first WPS resolution (UNSCR 1325), the UK Government - alongside many other UN Member States - holds itself to account with a National Action Plan on WPS. In April, the [Gender Action for Peace and Security \(GAPS\)](#) network published their 2022 Shadow Report on the UK Government's progress on their National Action Plan on Women, Peace and Security. Women for Women International led on drafting the chapter on [Consultation and Meaningful Participation](#).

In the previous board report, we shared how this reporting period would focus on responding to global policy on gender equality. At the end of February, the UK Government launched its 5th National Action Plan (NAP) on WPS for 2023-2026. As an independent organisation and in partnership with GAPS, we were involved in consultation for the development of the NAP. In the consultation workshops, we advocated for a concrete MERL framework, for clear funding commitments, and for civil society - particularly women's rights organisations (WROs) working in conflict-affected countries - to be recognised as strategic partners in conflict prevention. We fed our response to the launch of the NAP [into a joint response published by the UK GAPS Network](#). Throughout the NAP's implementation, we will continue to hold the UK Government accountable for their commitments to advancing the implementation of the WPS agenda.

##### *The UK Government's International Women and Girls Strategy*

On March 8<sup>th</sup> 2023 International Women's Day, the UK Government launched its International Women and Girls Strategy. Over the last year, we have been feeding into consultations with the UK's FCDO to try and shape the final version of this strategy. We published [an initial response here on the UK website](#) and shared it on social media via [this twitter thread](#). We were also interviewed by the Guardian and [quoted extensively in a piece they published](#) after the strategy launched. [We have done more in-depth analysis and published a blog to reflect on this new strategy as well as the new NAP on WPS](#). We also shaped and developed the UK GAPS Network's statement, which you can [read here](#). To ensure the successful implementation of the strategy we have been working closely with the UK Government on consultation sessions coordinated by the Gender and Development Network. The Global Policy and Advocacy team have met with the Minister for International Development and Africa Andrew Mitchell, with the Director of Humanitarian and Conflict Melinda Bohannon and most recently with the Director of the Women and

Girls Department Amy Clemitchaw. Across these consultation sessions we have shared our best practice in partnership and consultation through the Beyond Consultations tool and the Resourcing Change project.

#### *The White Paper on International Development*

The FCDO developed a [White Paper](#) which set out its approach to international development between 2023 and 2030. The FCDO sent out a call for evidence to inform the paper and through our role at the Gender Action for Peace and Security (GAPS) network we co-lead the submission and shared expertise to inform the content on meaningful partnerships. Unfortunately, we were disappointed by the consultation process for the development of the paper, with short timelines that were reduced across August there was little opportunity to consult with diverse feminist movements. Given our expertise in meaningful consultation we shared constructive feedback on future engagement with civil society to ensure better representation of our partners in the global south.

#### *Influencing the development of feminist foreign policy thought leadership*

In July the Global Policy and Advocacy team led a workshop on Meaningful Partnerships, Women's Rights Organisations (WRO's) and Localisation at the Gender Action for Peace and Security Network's Feminist Foreign Policy event. This was a useful space to think about how our work in the Resourcing Change consortium – a project funded by the UK Government focusing on accessible funding for local WRO's ([read more here](#)), might fit into future Feminist Foreign Policy.

This workshop contributed to the GAPS series of policy briefs on future Feminist Foreign Policy, GPAT have drafted the brief on meaningful partnerships which was published ahead of the Dutch Feminist Forum in November 2023. Director of Global Policy and Advocacy, Stephanie Siddall, was invited to attend the Shaping Feminist Foreign Policy (SFFP) Conference, hosted by the Government of the Netherlands, that took place at the beginning of November. SFFP 2023 was a unique experience with participants from civil society organisations, government representatives from more than 40 countries, the private sector and academics from all over the world. Whilst the conference brought together wide representation from civil society, we felt that it fell short on commitments and lacked high-level government representatives with the leverage to drive forward the commitments that participants were advocating for.

#### [Influencing Germany's Feminist Foreign and Development policies: Change Agents spotlight](#)

Policy developments on gender equality were also significant in Germany during this reporting period. Women for Women International-Germany was heavily involved in consultations during the development of the German Foreign Office's (GFO) new Feminist Foreign and Development Policies. These were launched in early March, marking a significant milestone that Germany has officially committed to a feminist foreign policy. The policy (available in English and German) features our Change Agent Programme in Nigeria (which the German Foreign Office has contributed funding to). We are one of the few NGO projects that was featured in the publication, which you can find [here](#) with photos from our programme in Nigeria on page 53.

#### [US Consultation on the US Government's National Action Plan on Women, Peace and Security](#)

During this reporting period the US Government began its drafting process for the next iteration of the National WPS Strategy (formerly known as the US National Action Plan) and our US-based Global Policy and Advocacy Manager (Nisha Singh) participated in two closed-door US Government civil society consultations, including one where she moderated part of the plenary alongside senior officials from the State Department, USAID, and the White House Gender Policy Council. We will continue to influence the

process through the year 2024, including by drafting and disseminating a Shadow Strategy which Nisha is working on now through her role on the Executive Committee of the Civil Society Working Group on WPS.

### Sustainable Development Goals (SDGs)

#### *Our 2022 dataset (2023 update)*

This year marks the halfway point for meeting the Sustainable Development Goals deadline in 2030. We know that the experiences and priorities of the women we work with are often missing in international decision-making spaces. That's why each year, we've committed to updating our interactive SDG dataset to capture and share their lived realities, as well as the transformational impact that our work has. Since 2017, we have been annually publishing our monitoring and evaluation data on how our work aligns with the SDGs. Explore our 2022 update to the interactive dataset [here](#) and read our blog with our key findings. We launched the 2022 update at the same time as our new UK website for policy and advocacy, you can explore our pages on community advocacy, partnerships and evidence [here](#).

#### *Engagement with the United Nations General Assembly and the SDG Summit 2023*

Director of Global Policy and Advocacy, Steph Siddall, attended the SDG Summit as part of the United Nations General Assembly (UNGA). Whilst at UNGA Steph participated in the launch of the #SheDares campaign that included the launch of the 2024 participatory research project that involves engaging women survivors of war for them to lead a global consultation and research project to share their lived experiences and their recommendations for action. This innovative research project will be led and designed by Change Agents. We intend to share the findings of this research with world leaders at the UN's 'Summit of the Future' in New York next year.

### Becoming a signatory to the Women Peace and Security – Humanitarian Action Compact

Last month, ahead of UNGA, we joined the [Women, Peace and Security Humanitarian Action Compact](#). By joining the compact we have expanded our contribution to an evidence base that captures the realities of marginalised women living in FCAS and extended our partnership opportunities. The compact is essentially an accountability mechanism. As a signatory we commit to sharing some of our annual data to contribute to a global dashboard that tracks progress on implementing the WPS agenda. You can access the [tracking framework here](#). This data will go beyond national averages to disaggregate data that is inclusive of the women enrolled on our programmes.

With over 200 signatories there is also great opportunity for extending and strengthening our partnership with actors in the WPS space. The compact is very active on social media and holds regular internal events into pillars of the WPS agenda on financing, accountability, participation, protection, economic security and leadership. We see this as an opportunity for strengthening the WPS capacity of advocacy leads across the organisation, encouraging consultation opportunities and integrating national perspectives into WPS accountability where relevant.

### Next year we will focus on:

- **Commission on the Status of Women:** Launching new research in March, the Global Policy and Advocacy Team (GPAT) will travel to New York to attend the 68<sup>th</sup> Commission on the Status of Women (CSW). We will be joined by members of the Global Programs Unit and two of our advocacy colleagues from Iraq and Nigeria – Kavin Mirteekhan and Zainab Gbobiayi. In this board report we have shared about the implementation of the Swedish Postcode funded project "Listen to Women".

- **Continuing to expand our regional and national visibility:** Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we'll continue to strengthen our advocacy partnership with these organisations throughout 2024
- **Continuing to build our visibility as an evidence-based organisation:** We'll use our environment, conflict and gender policy briefs alongside our women's participation and leadership research to strengthen national partnerships with our country offices.

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

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

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

- **Raise £2.45m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31<sup>st</sup> December 2023
- **Raise £2.14m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing Events by 31<sup>st</sup> December 2023
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International
- **Increase our retention rate for regular donors to 82%**

### Grants

Restricted grants, providing resources for programming, totaled £2.1 million this year, which was below our target income. Our particular thanks go to players of People's Postcode Lottery for their continued support via Postcode Justice Trust.

### Corporate partnerships

Unrestricted income from corporate partnerships in 2023 was £475k (2022: £611k), which is down from last year. Key highlights in 2023 included securing fashion brand ME+EM – which donated £79,000 to our work from their sample sale. In August 2023 we were delighted to win the Allen and Overy Global Charity of the Year Partnership securing a 2-year partnership which aims to raise £1m. This was a huge achievement for the team, and we are excited to see the impact this partnership can have.

For International Women's Day this year, we were proud to have 19 partners support us, including Monica Vinader and Charlotte Tilbury, and food partners Caravan, Lina Stores and Kitchen 8, all donating during March.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and six partners took part in our Giving Tuesday campaign including Charlotte Tilbury, 111SKIN, slip, ME+EM and Charlotte Tilbury who promoted their holiday stockings in aid of Women for Women International through their social channels, influencers and our Ambassadors.

## Grassroots

In 2023, our community once again showed their generous support with over 950 supporters donating to one or more of our campaigns with a combined number of 1,100 donations. Our crisis appeals focused on our Conflict Response Fund were especially successful. In 2023 we ran four crisis appeals in response to the Sudan and Israel and Palestine war, as well as in aid of the Syrian and Afghanistan Earthquake response. Together, these campaigns received 325 donations, raising over £16,700.

In 2023, we launched our #ShakeItInSisterhood Danceathon fundraiser which attracted 37 guests and raised over £21,000 – exceeding our initial target of £18,000. We also recruited for both the London and Brighton Marathons, the Royal Parks and Hackney Half Marathons and Swim Serpentine which we purchased places for. Our 33 fundraisers who signed up to these challenge events as part of our #SheInspiresMe Squad, raised over £16,000 - £5,000 more than what was raised in 2022. In addition, we are deeply grateful to the 24 people that helped raise money through their own fundraising events and challenges, covering everything from feminist festivals to quizzes, office bake sales and birthday raffles.

Our successful partnerships with University Raising and Giving (RAG) associations continued in 2023 as we partnered with three societies, including Leeds RAG, Edinburgh ESCA and Durham DUCK. Our RAG partners raised over £4,200 through activities like the Three Peaks Trek Challenge, Meadows Marathon, RAG Week and more!

## Sponsorship and Regular Giving

During the course of 2023, we were able to match over 1,250 sponsors with more than 1,600 sisters in our Stronger Women, Stronger Nations programme. At the end 2023 we had 1,335 active sponsorships with the addition of 4 corporate sponsors.

In addition to our regular sponsorship donors, we closed 2023 with 531 regular monthly givers. Of those 420 are members of our Power Up Club.

In 2023 we held four Power Up Club events, ranging from virtual dance and yoga classes to an empowerment workshop with our Champion Scarlett V Clark. Our most successful event was with Ambassador Clarissa Ward, drawing an audience of 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. As we look ahead to the 2024 launch of the rebranded sponsorship programme under its new name *Stand With Her*, the Power Up Club will also evolve within the new regular giving structure, removing the minimum monthly gift amount of £7 to encompass all non-*Stand With Her* regular donors. At the end of 2023 we closed the year with a total of 531 regular donors, who will become our new Power Up Club.

## Events and Philanthropy

### Major Donors and Events

In 2023 we raised £549k of unrestricted income through events and major donors (2022: £433k), a year-on-year increase of 27%.

Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2023 #SheInspiresMe Car Boot Sale raised just over £280,000. We sold 1445 tickets, raising £19,796 from ticket sales and with press and VIP guests we welcomed over 1,500 guests in total. We had 23 boots, with the Women for Women International Boutique bringing in the most income, raising £32,000. The most profitable new

boots were ME+EM raising £18,300, Charlotte Olympia & Skye McAlpine raising £14,700 and the Women for Women International Beauty boot which raised £7,600. We had 14 pieces of coverage with 342k estimated views and key titles included Evening Standard and ES magazine (both print and online) and Elle (online).

Our Leadership Circle also grew again in 2023 with two new members joining at the Support Level (£1,000) and one at the Champion Level (£5,000 per year commitment). Leadership Circle members attended a number of bespoke cultivation events, including a panel event hosted by McKinsey for International Women's Day, an exclusive event at Bicester Village during Women's History Month, and an intimate webinar about our work in Iraq. A key highlight for last year was an increased donation from the Murial Jones Foundation.

From 6th – 18th September 2023, we opened doors to the DO GOOD pop-up in support of Women for Women International at Bicester Village. This really was guilt-free and circular shopping at its best, with pre-loved, vintage, and new designer pieces donated from over 50 brands and individuals. Through the 13-day period, we sold 646 items with an average price of £91 and welcomed 20,496 guests through the door. 100% of the proceeds went towards our work and we raised just over £60,000.

On Wednesday, 1st November, we welcomed over 150 guests to celebrate 30 years of global sisterhood and the power of inspirational women at the V&A Museum. Following an evening reception, our guests were treated to an exclusive private view of the highly anticipated *Gabrielle Chanel Fashion Manifesto* exhibition.

## Communications

In 2023, we ran our #PowerToChange campaign to highlight the power of women around the world and give supporters opportunities to get involved in activities that helped them get inspired by change-makers around the world. Against the backdrop of the war in Ukraine and the humanitarian crisis in Afghanistan, and soon after the Syria-Turkey earthquakes, we called on the international community to invest in women in fragile and conflict-affected areas because they are the key to a peaceful future.

We received over 1,997 UK sign-ups to our mailing list through Women's History Month activities in March with 22 corporate partners also taking part globally in the #PowerToChange campaign. Two of our top-tier partners, Charlotte Tilbury and slip, also contributed to a giveaway bundle that supporters could enter on social media, which received over 100 entries and helped to expand our reach. We also had six celebrity Ambassadors engage with the digital campaign, including CNN Foreign Correspondent Clarissa Ward who joined our Managing Director Sara Bowcutt for an event and whose book we gifted to new donors to our sponsorship giving programme, helping us to secure 23 new sponsorships (at £264 per sponsorship per year) in March.

In 2023, we were mentioned in 353 pieces of press, with an estimated 8.46 million views. Titles included BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle and The Guardian.

Our marketing and communications work has helped us grow our audience of supporters seeing an increase in our priority social media following across all channels, including Instagram (+4,572), Facebook (+2,908) and TikTok (+471). We also saw our mailing list grow by 2,197 new subscribers.



## Ambassadors

Our Ambassadors play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve, and we are so grateful for their ongoing support. In 2023 we launched a new level of external support – Women for Women International *Champions*. Our Champions play a key role in helping us reach new audiences by using their platforms and influence to amplify our mission and the voices of the women we serve, particularly on social media, within their networks and at our events. By sharing information about our work, they help to grow our supporter base and welcome more people into our global community. In 2023 we announced 8 UK Champions:

- Amelia Windsor
- Christine Amour-Levar
- Eshita Kabra-Davies
- Hayley Nolan
- Lida Nasiri
- Maria Kastani
- Mimma Viglezio
- Scarlett V Clark

## Next year, we will focus on:

- **Raising £2.306M in unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2024
- **Using targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support.** 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.
- **Raise £2.4m in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31<sup>st</sup> December 2024.

## Strategic Objective 6: Raise Women for Women International (UK)'s profile / visibility through effective communications

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

- **Fundraising £636k** from Individuals, Sponsorship and Community Fundraising.
- **Growing our mailing list audience** to support fundraising recruitment by increasing the number of opted-in email subscribers by 30% year-on-year.
- **Increasing the number of people who 'see' and 'think' about Women for Women International (UK)** by engaging with our owned and paid channels (website, social media, and digital advertising) to increase unique website users and social media engagements by 15% year on year.
- **Data-led decision making** with the roll out of new platforms, such as Dataro, which will allow us to more effectively cultivate donors and segment our asks based on giving history and propensity to give scores, while also supporting our retention activities by scoring supporters risk of churn.

- **Expanding the breadth and types of fundraising offers** through our first-ever live mass community participation event (Q2), introduction of new lottery regular giving product (Q2), launch of new evergreen fundraising campaign (Q3), and global roll out of a reimagined version of sponsorship (Q4).

### Increasing the number of people who 'see' and 'think' about Women for Women International (UK)

In 2023, we launched our #PowerToChange campaign to spotlight the influence of women globally and offer supporters chances to engage in activities inspiring them through the efforts of change-makers worldwide. Amidst the Ukraine war, Afghanistan's humanitarian crisis, and the Syria-Turkey earthquakes, we urged the international community to invest in women in fragile and conflict-affected regions, recognising them as pivotal to a peaceful future.

During Women's History Month in March, our activities attracted over 1,997 new UK subscribers to our mailing list, with 22 corporate partners globally supporting our #PowerToChange campaign. Notably, top-tier partners Charlotte Tilbury and slip contributed to a social media giveaway, garnering over 100 entries and expanding our outreach. Additionally, six celebrity Ambassadors, including CNN Foreign Correspondent Clarissa Ward, participated in our digital campaign. Ward even joined our Managing Director, Sara Bowcutt, for an event, and her book was offered as a gift to new donors, resulting in 23 new sponsorships in March.

We gained media attention, being featured in 353 press pieces (58% growth year-on-year), reaching an estimated 8.46 million views. Coverage spanned various outlets such as BBC Radio 4, Sky News, Stylist, the New York Times, iNews, Vox, Elle, and The Guardian.

In 2023, we extended our external support network with the introduction of Women for Women International Champions. As part of their terms of reference, Champions agree to utilise their platforms and influence to amplify our mission and the voices of the women we serve, particularly on social media, within their networks and at our events. By sharing information about our work, they help expand our supporter base and welcome more individuals into our global community. Eight UK Champions were announced in 2023: Amelia Windsor, Christine Amour-Levar, Eshita Kabra-Davies, Hayley Nolan, Lida Nasiri, Maria Kastani, Mimma Viglezio, and Scarlett V Clark.

### Growing our mailing list audience

Our marketing and communications efforts facilitated audience growth, evident in increased social media followers across key platforms: Instagram (+4,572), Facebook (+2,908), and TikTok (+471). Furthermore, our mailing list expanded by a net total of 2,197 new subscribers (10% growth), accounting for churn rates.

### Expanding and diversifying our community and third-party fundraising

Since its launch in 2021, our Power Up Club has seen continuous growth, with supporters committing to a monthly donation of £7 or more. By the end of 2023, our membership reached 420, hosting four events including virtual dance and yoga classes, as well as an empowerment workshop with Scarlett V Clark. The highlight was an event featuring Ambassador Clarissa Ward, attracting 65 attendees as she discussed her memoir, *On All Fronts: The Education of a Journalist*. Looking forward to 2024, our rebranded sponsorship



programme, Stand With Her, will integrate the Power Up Club, welcoming all non-Stand With Her regular donors. By the end of 2023, our regular donors totalled 531, becoming our new Power Up Club.

In the UK, we ended 2023 with 1,120 sponsors supporting 1,335 sisters through our Stronger Women, Stronger Nations programme. Despite a decrease due to the cost-of-living crisis, our community continued their generous support, with over 950 donors contributing to our campaigns, totalling 1,100 donations. Crisis appeals focused on our Conflict Response Fund were successful, raising over £16,700 through 325 donations in response to conflicts in Sudan, Israel and Palestine, and earthquake relief efforts in Syria and Afghanistan.

Our #ShakeItInSisterhood Danceathon fundraiser exceeded expectations, raising over £21,000 with 37 guests. Fundraisers participating in events like the London and Brighton Marathons raised over £16,000, £5,000 more than 2022. Additionally, 24 individuals organised various fundraising events, from feminist festivals to office bake sales, collectively supporting our cause. We provide support to these donors, offering guidance, training, branded materials, and dedicated staff assistance.

In 2023, our partnerships with University Raising and Giving (RAG) associations continued, collaborating with societies like Leeds RAG, Edinburgh ESCA, and Durham DUCK. Together, they raised over £4,200 through activities such as the Three Peaks Trek Challenge and RAG Week.

Next year, we will focus on:

- Increasing number of people who make a one-off donation by 12% from 868 to 974 raising a total of £111,200 across all of community fundraising. Raise a further £494,336 via recurring gifts via recruiting a combined 456 donors across sponsorship and regular giving, while maintaining an average retention rate of 81.5%. 20% of recurring recruitment via cultivation and upgrading of one-off cash donors.
- Increasing the email mailing list to 27,000, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% and Twitter by 2%) and press mentions (by 5%) by 31<sup>st</sup> December 2024.
- Maintaining high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Twitter: 2%, Facebook: 3%, TikTok: 5%) by 31<sup>st</sup> December 2024.
- Be data lead and focused by continue to build on our use of tools such as Dataro to more effectively target supporter ask, as well as implementing new tracking and reporting mechanisms to monitor ROI of our comms.
- Updating our fundraising offers and frequency. In 2024 we will move away from monthly campaigns, instead to focus on larger quarterly activity. This is to support capacity, protect against donor fatigue and create space for emergency appeals. We will also be relaunching sponsorship and its new tiered giving structure under Stand With Her (Q1), launching our first Lottery product (Q2) and continue to build on the new evergreen campaign #SheDares.

Strategic Objective 7: Run an effective and financially sustainable organisation

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

- **Continuing to run an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty and risk in the external environment.
- **Maintaining and promoting an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location here in the UK and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic programme of personal development** with a focus on good mental health, psychological safety in the workplace and an inclusive and anti-racist culture.

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

We continued to deliver Our People Programme: a holistic curriculum of development and engagement opportunities focused on well-being, inclusion, equity, culture and values offered to all Women for Women International (UK) staff. In 2023 we added financial well-being to our programme, providing all our staff with 1-2-1 financial coaching.

All our staff also attended engaging and interactive training on Fostering a Positive Work Culture which considered behaviours aligned with our code of conduct and discussed how to respond to ethical dilemmas.

Following Mental Health Awareness training for all staff in 2022, we introduced five mental health first aiders to the team through comprehensive training from MHFA England.

We were thrilled to appoint a new Board Chair following an in-depth, robust recruitment process at the end of 2022. In early 2023, we welcomed Champa Patel with a comprehensive, thoughtful and inclusive onboarding programme.

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

Next year, we will focus on:

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

- **Align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.