



**W**  
WOMEN WIN

# PUSHING BOUNDARIES

ANNUAL REPORT 2015







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*Gregoria Apaza, Bolivia*

*Front cover: Pass It Back, Laos PDR & Viet Nam*





**Women Win is the global leader in girls' empowerment through sport. We leverage the power of play to help girls build leadership and become better equipped to exercise their rights.**

Sport is only our tool. Our end game is helping girls thrive as they face the most pressing issues of adolescence, including accessing sexual and reproductive health and rights, addressing gender-based violence and achieving economic empowerment.



# 1. LETTER FROM LEADERSHIP



Astrid Aafjes  
Founder



Maria Bobenrieth  
Executive Director



Ellen Sprenger  
Board Chair

Dear Friends,

For Women Win, 2015 was another remarkable year. It was a year of consciously pushing boundaries. Facing the end of two significant bi-lateral grants and a changing funding landscape, we were challenged to move out of our comfort zone. We braved the challenge by intentionally shifting into a forward-looking journey. This forced us to look both internally and externally to challenge our assumptions and expand the boundaries of what has historically felt secure to us. Although not easy, we understand fully well that the world has changed exponentially since our inception in 2007. We have learned a great deal from the 1.75 million girls we have impacted and know that only a highly resilient Women Win can continue improving and expanding our work to better serve many more adolescent girls and young women going forward. We shifted our approach in three important ways:

## 1. RETHINKING AND FURTHER DEEPENING OF OUR WORK

Since our inception in 2007, the primary sectors we work with have all moved forward in taking a gender approach towards sport and girls. We are happy to report that getting girls into sport and life skills programmes that fit their unique needs and empower them, has morphed into a mainstream approach for many organisations. However, simultaneously the perils of the double jeopardy of poverty and gender discrimination that many of the adolescent girls and young women we aim to serve, have not abated. We therefore challenged ourselves to be more dynamic in an ever-changing world and committed to a full strategic review in 2016 with a view towards a 2017-2020 implementation. In preparation, we conducted a comprehensive Partnership Survey to garner feedback on our strengths and areas of improvement, not only as a re-granter but also as an aspiring transformative partner, putting our commitment to equity, transparency and mutual benefit to the test. The results were very positive, giving us valuable feedback and acknowledging that several of our flagship partners are well placed to scale their work nationally or regionally. We are very committed to exploring and supporting the development of a more decentralised strategy with Women Win serving as a global hub of expertise for regional centres of excellence. We also agreed to put a spotlight on measuring and improving our capacity building activities, services and tools to better understand what is needed to continue advancing the playing field for adolescent girls to achieve and exercise their rights.

## 2. CURIOSITY AND CREATIVITY AS OUR CORE STRENGTH

As we embarked on this expansion of our current boundaries, we agreed that curiosity and creativity are core strengths of our organisation. Consequently, we embraced more explicitly the Human Centred Design approach. It's a process that includes both the adolescent girls and young women we are designing for as well as our partners, in order to create new and innovative solutions that are tailor made to suit their needs. We gave ourselves permission to move outside daily work and usual thinking to identify issues that affect adolescent girls and young women in 2015. These include scoping actors who excel in addressing climate change, water, technology, conflict, migration, etc. recognising our common interests and differentiated comparative advantage to build shared value through collaborations and partnerships.

We also fully embraced our opportunity to focus on supply chain work, customising our approach for that specific context, understanding that the young women who work in factories are change agents who can benefit from our work.

## 3. PERMISSION TO THINK BIG(GER)

Finally, in 2015 we challenged ourselves to think even bigger than we already had. With over 500 million adolescent girls and young women who can benefit from the power of sport and customised programmes to suit their distinctive needs, we are re-thinking our organisational model to engage more with big global players. We have a unique value add and are gathering a significant amount of data that can make important inroads into creating scale and simultaneously improving the quality of sport and play based approaches for adolescent girls and young women. Lastly, despite the fiscal challenges, we made the decision to invest in expanding our presence in the U.S., where we see an opportunity for long-term growth.

We remain very grateful for your support and excited about the future.

*Maria, Astrid and Ellen*

## 2. OUR PURPOSE

### MISSION:

To equip adolescent girls to exercise their rights through sport.

### VISION:

By 2018, 2 million adolescent girls realise their leadership potential through sport.

Innovation  
is our edge



### VALUES:

Girls  
are our  
purpose



Collaboration  
is our strength



Sport is  
our power



Change  
is our  
promise



*Girl Determined, Myanmar*





## WHY GIRLS AND SPORT?

### WHO WE ARE

Women Win is the global leader in girls' empowerment through sport. We leverage the power of play to help girls build leadership and become better equipped to exercise their rights. Sport is only our tool. Our end game is helping girls thrive as they face the most pressing issues of adolescence, including accessing sexual and reproductive health and rights, addressing gender-based violence and achieving economic empowerment.

Since 2007, we have impacted the lives of over 1.75 million adolescent girls in over 100 countries. This has been made possible by collaborating with a wide variety of grassroots women's organisations, corporates, development organisations, sport bodies and government agencies. Our work is strategically positioned at the intersection of development, sport and women's rights. We are positive, dynamic, playful, lean and forward looking.

### GIRLS MATTER

There are over 500 million girls aged 10-19 growing up in developing countries today. We at Women Win believe that every one of those girls has the potential to lead – herself, her peers and her community.

Research shows that investing in females produces effects far beyond the individual. A girl can multiply the impact of an investment made in her future by extending the benefits to the world around her: she builds a better life for her family, a stronger community, a more stable nation, and eventually – collectively – a more equal world.

However, girls' leadership is inhibited when gender inequity remains deeply entrenched and widely tolerated throughout the world. Gender discrimination, already present during childhood, often becomes more pronounced in the transition from girl to woman. Limitations placed upon adolescent girls restrain them from fulfilling their potential, leaving them generally less educated, less healthy and less free than their male counterparts. Living as an adolescent girl in much of the world means facing the life-changing realities of early marriage, premature pregnancy, denial of education (especially secondary school), social isolation, female genital mutilation and other forms of gender-based violence.

- Nearly half of all sexual assaults worldwide are against girls 15 and younger.
- 82 million girls in developing countries who are now between the ages of 10 and 17 will be married before their 18th birthday.
- 75 percent of all HIV infections in Sub-Saharan Africa amongst people ages 15 to 24 are young women.

Girls are systematically exposed to major rights violations that have a huge cost on individuals, families and societies.

Women Win believes that by improving the well-being of girls, we can deliver a measurable, positive impact with the distinct possibility of bringing exponential returns in addressing some of the world's most complex, omnipresent issues.

### THE SPORT STRATEGY: ONE WIN LEADS TO ANOTHER

Sport is an accelerator for leadership development. It provides girls with the opportunity to build their self-esteem, courage and self-efficacy. The ripple effect of that experience continues off the pitch and throughout a girl's life – athletes take initiative, raise their voices and have the courage to take risks, fall and get back up.

Through sport, girls can:

**Become physically stronger and healthier** and develop a greater ownership and understanding of their bodies. If a girl considers her body her own, she protects it, cherishes it and demands that it be respected.

**Develop critical life skills** transferable to other spheres of life such as teamwork, goal setting, resilience and communication through constant practice.

**Gain access to a safe space** to grow and explore, especially related to physical, social and emotional development.

**Connect with peers** for social support - a vital reference point and resource for dealing with the challenges that adolescence presents.

**Learn to challenge socio-cultural norms and gender stereotypes** at the community level, and society at large. When girls play, they transcend the gender limits set on females, which builds muscles to do this in other areas of life, such as in education and at work.



UN Women, Brazil

**Gain access to a positive female role model** in the form of a female coach or team leader. This provides girls with a caring, supportive mentor to help navigate adolescence and a vision of what is possible.

**Explore human difference** and get connected to others from a different class, race, caste, or religion, which in turn can promote mutual respect and a greater understanding of one another.

**Get the attention of the community.** When girls play in public, they have an instant awareness raising opportunity to advocate for their rights within the community. Victories, kits, and leadership positions can shift a girls' status within her community – from being perceived as a liability to source of pride.

**Have fun.** It's so simple, but the sheer distraction from the pressures of growing up is an essential experience that we're all entitled to.

In short, wins on the field translate into wins off the field – One Win Leads to Another.

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**“Through the sport activities, the girls learn how to work together, which has increased their confidence. Sport contributes to a goal-oriented psychology, which leads them to think that they can accomplish things both individually, and together. Without sport, the team building and empowering aspects would be absent, which would effect their lives in many ways.”**

*BRAC Bangladesh*

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## HOW WE WORK: OUR THEORY OF CHANGE

Women Win's theory of change is based on the conviction that all adolescent girls are born leaders whose capacities will become evident once recognised and nurtured. We believe that leadership is a set of skills, attitudes and behaviours that can be learned, and refined through experience and education. We have defined three stages of leadership development in adolescent girls that reflect their journey to becoming a leader and ultimately to driving social change in their lives and in their communities: Prepare, Practise, and Play.

### PREPARE (individual level)

A girl discovers and develops her skills and talents, and becomes aware of her leadership potential. She accumulates knowledge and information through her peers and coach. She finds the confidence to set challenging goals for herself and strives to live by her values. This includes being proud of where she came from as well as where she's going.

### PRACTISE (organisation level)

A girl connects and interacts with others, which means she learns to expand and strengthen her leadership potential and skills. Through interaction she learns how to team up, solve conflicts, and sustain healthy relationships. It's during this stage that her leadership abilities and confidence further develop and solidify.

### PLAY (community level)

A girl takes action and influences and motivates others by applying her skills. She creates change by contributing to her community. Girls can play at different levels, demonstrating leadership in their own lives, giving back to the community, making an international impact, or all three.



## HIGHLIGHT: THE GOAL PROGRAMME

Women Win and many of our partners use the Goal Programme as a key tool for empowering girls through sport. Goal is an award-winning development programme, which uses sport and life skills education to transform the lives of adolescent girls and young women. It was created by the Population Council and Standard Chartered and first piloted in 2006 in Delhi, India. Since 2011 Women Win has partnered with Standard Chartered to bring Goal to scale and increase sport and empowerment

opportunities for adolescent girls around the world. The Goal curriculum contains four modules that cover a variety of issues related to health, leadership development, gender, rights and financial literacy. A proven and practical tool for implementing sport and life skills programmes, Goal is available as a free download at [www.GoalProgramme.org](http://www.GoalProgramme.org).

**“The introduction of the Goal Programme by Women Win played an important role in addressing gender equality in the project locations. It ensured equal participation of girls at community level, promoted teamwork among adolescent girls, improved the social position of girls with disabilities and challenged socio-cultural stereotypes and norms on disability and gender issues.”**

*Rehabilitation and Development Agency, Sierra Leone*



FFAV, Vietnam



### 3. OUR IMPACT IN 2015:



**513,046** girls reached

**1,755,505** girls reached since 2007

**€732,048** granted to 33 programme partners in 26 countries



**€9.75** cost per direct beneficiary

**27** workshops delivered

**60,000** 60,000 online views of guidelines and curricula by 75 organisations

**587,000** of social media impressions



### IMPACT ON GIRLS

After participating in sport and life skills programmes:

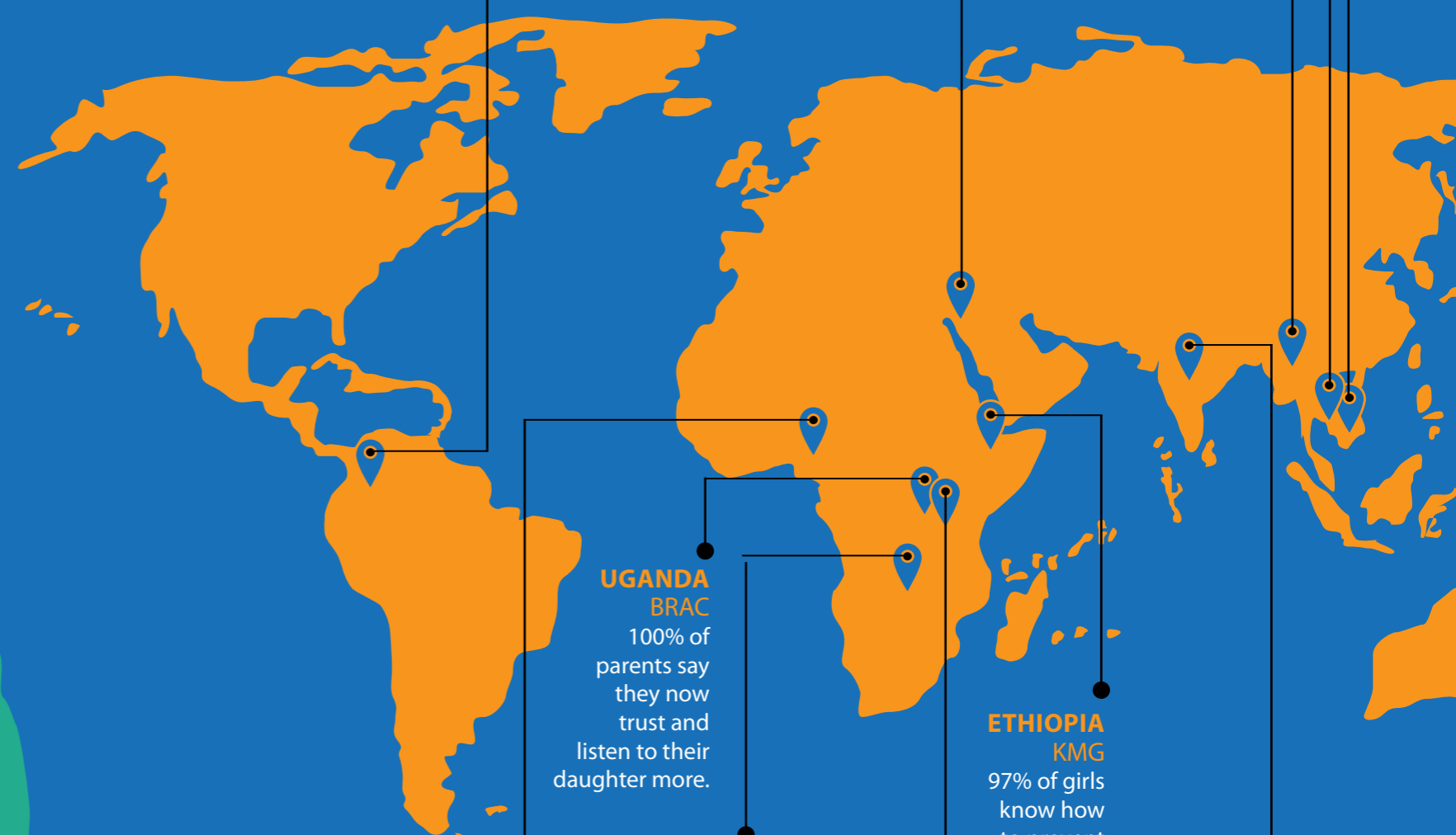
**COLOMBIA**  
**COLOMBIANITOS**  
97% of girls know a place in their community to go to report violence or abuse.

**JORDAN**  
**INJAZ**  
87% of girls disagree that a woman should tolerate beating by their husband.

**BANGLADESH**  
**BRAC**  
99% of girls agree that women should be able to decide how to spend the money that they earn themselves, compared to 59% before.

**VIETNAM**  
**FOOTBALL FOR ALL VIETNAM**  
69% of girls say that their community is now interested in what they have to say, compared with 47% at baseline.

**CAMBODIA**  
**SALT ACADEMY**  
75% of girls say they are a leader.



**UGANDA**  
**BRAC**  
100% of parents say they now trust and listen to their daughter more.

**NIGERIA**  
**Youth Empowerment Foundation**  
90% of girls know of a girl or woman who they look up to and inspires them.

**ZAMBIA**  
**NOWSPAR**  
85% of girls know where to get money to start a new business, compared to 16% before.

**KENYA**  
**Moving the Goalposts**  
74% of parents say they see a change in their daughter's self confidence.

**ETHIOPIA**  
**KMG**  
97% of girls know how to prevent pregnancy, compared to 24% before.

**INDIA**  
**The Naz Foundation Trust**  
78% of girls know how to keep their body healthy during menstruation, compared to 23% before.



## 4. OUR 2015 STRATEGY



HODI, Kenya

Through intra and cross-sector partnerships, we tackle global gender inequity by investing in localised, grassroots solutions. We deliver on our mission by employing a strategy with three unique pillars:

### **STRENGTHEN:**

We make the field of practice stronger. By financially investing in a small portfolio of organisations we build their capacity and learn from their work. With them, we build open-source tools such as guidelines and curricula to bring effective ideas and strategies to the global community. We achieve scale by sharing these tools and serving as technical service providers for larger organisations who have an interest in the growth of girls' sport and/or empowerment.

### **CATALYSE:**

We are building a movement of people that believe in sport as a lever for achieving more equitable societies. As thought leaders in the arenas of gender, development and sport, we are catalysing a conversation to generate ideas, energy, resources and attention. We do this by speaking out on issues that relate to girls' rights and sport, creating idea sharing communities and amplifying the voices of girls as advocates for their right to play and grow.

### **IMPACT:**

We prove that sport can build girls' leadership and improve the effectiveness of programmes through gathering, analysing and sharing robust data with our partners. Instead of the old fashioned, expensive and autonomous monitoring and evaluation approach, we use a cloud-based system called Salesforce to encourage a collective impact strategy; whereby we measure social change across many girls, partners, countries and interventions. We are putting data at the forefront of the case for girls' sport and using it to consistently prove and improve our work.

Partnerships and strategic alliances are essential to achieving the Women Win mission. The complexity and scale of gender inequity means that no one can effectively tackle it alone. Our collaborations allow us to increase impact and efficiency and, at their best, are rooted in the virtuous circle of exchange. In our partnerships that span continents and sectors, we put an uncompromising emphasis on three principles:

- Equity
- Transparency
- Mutual Benefit



## STRENGTHEN

We support partners directly and through the development and sharing of tools, which can be accessed and used by any organisation worldwide.

In 2015, we directly partnered with 33 organisations in 26 countries across Africa, Asia, Europe, Latin and North America and the Middle East. We re-granted a total of €732,048, with partners reaching an astounding 75,064 girls through their sport and life skills programmes. With our first ever Partnership Survey, we gathered feedback anonymously from these partners to help us continue improving our work

In order to help strengthen the capacity of our partners we held 27 workshops in 18 countries, ranging from training staff to better implement sport programmes, to training young women on Digital Storytelling. 413 participants from 85 organisations attended, strengthening their individual knowledge and organisational capacities. 98% of participants agreed that they had learned new information and skills and would be able to use what they learned in their programmes. Additionally, our online guidelines and curricula had 60,000 views and were downloaded by over 75 different organisations worldwide.



## WE INNOVATED

Gender-based violence is not confined to any particular political or economic system, but is prevalent in every society in the world. The Middle East and North Africa region is no exception. In 2015, Women Win, with support from the NoVo Foundation and in collaboration with Discover Football, convened a group of women's and girls' rights advocates and sport for development practitioners for a first-of-its-kind seminar to explore using sport as a strategy to address gender-based violence in the region. Attendees included women from Right To Play, The United Nations Development Programme, The World Health Organisation and The Jordan Society for Human Rights. The weeklong, Human Centred Design workshop gave Women Win and the participants an opportunity to scope the landscape of girls' rights and sport programmes in the region, develop partnerships and incubate new and creative solutions to girls' rights challenges.

Our work is positioned at the intersection of women's rights, sport and development, and as such we are in a unique position to collaborate with and bring together like-minded organisations across these areas. In 2015, we partnered with ChildFund Australia and Asia Rugby to launch a new sport and life skills programme in Laos and Vietnam. Pass It Back uses rugby to equip children and young people to overcome challenges, inspire positive social change and 'pass it back' to their communities. With a minimum of 50% female participants, this programme is reaching some of the most marginalised girls in South East Asia. Women Win developed the fully integrated rugby and life skills curriculum which emphasises new play-based approaches and provides important learning opportunities with a focus on leadership, gender and financial literacy. In its first year 1,376 participants were registered, including 746 girls (54%), and Women Win helped train over 63 coaches.

## WE COLLABORATED

Within the Strengthen pillar, one of the many ways in which we collaborate is through the convening of workshops where like-minded programme partners and staff share their expertise. In 2015, we held a number of gatherings with a strong cross-section of partners to encourage knowledge exchange and learning. The four workshops, held in Amsterdam and India, allowed practitioners working in the field to learn from one another's experiences and gather valuable tips to implement in their own programmes.

Additionally young female staff from our programme partners in Kenya, India and Zambia travelled abroad to co-facilitate workshops with Women Win, sharing their practical knowledge and giving them the opportunity to practise their own leadership skills. Creating these opportunities for cross-sector learning and collaborating closely with our partners on workshop delivery is essential to help share ideas and strengthen partnerships.

## WE WENT FURTHER

Successfully building girls' leadership and ability to exercise their rights is a victory in itself, but girls and young women also need to be afforded the chance to practise those skills and access leadership opportunities. Recognising this, Women Win began working with partners to develop a Leadership and Economic Empowerment Pathways (LEEP) Guideline and Toolkit, with the goal of working with organisations to create more opportunities for girls and young women to thrive after completing sport and life skills programmes as adolescents. The LEEP objectives are two-fold: to deepen the impact of the programme on girls through further enhancing employability and leadership skills; and to improve the sustainability of organisations by employing trainees and thus reducing costs. The guide will be further implemented with key partners in 2016, with the goal of building the capacity of those partners to increase leadership pathways through their sport programmes, ultimately giving adolescent girls and young women more opportunities to succeed.



## HIGHLIGHT: BEYOND THE LINE

Women Win is constantly looking for innovative partnerships and opportunities to empower girls' and young women through sport. This year, we conducted a groundbreaking pilot with a leading retailer in the garment-manufacturing industry in India. The aim of the programme was to increase the leadership capacity of female garment workers and assist them in understanding and exercising their rights.

With support from our partners, the Naz Foundation, women participated in a variety of sport, play and gender education activities throughout the year, including a card-based game to help identify the needs of the workers.

As with all pilot projects, the programme was rich with data-based insights and learning. The women showed significant improvements in a number of areas: knowledge of sexual and reproductive health and rights, increased self-perception as leaders, and improved relationships with friends.



*The Naz Foundation Trust, India*



## CATALYSE

Through our Catalyse pillar we drive forward the conversation and attitudes around girls' rights and sport. In 2015, we achieved this by speaking at key global events, publishing thought-provoking articles, growing our online network, and amplifying the voices of girls and young women to tell their own stories of sport and leadership. We are recognised as a leading voice on girls' sport issues and strive to push both sport and girls' rights to the forefront of the global development agenda.

## HIGHLIGHT: COMMISSION ON THE STATUS OF WOMEN

Executive Director of Women Win, Maria Bobenrieth, spoke as a key panellist at the 59th Session of the Commission on the Status of Women (CSW59) event, "Looking Ahead - the place of sport for women's empowerment post-2015". The event, co-hosted by the International Olympic Committee and UN Women, also featured UN Women Executive Director, Phumzile Mlambo-Ngcuka, and U.S. Olympic gold medallist in figure skating, Michelle Kwan, amongst others.

The lively discussion highlighted the opportunity of using sport to build leadership of women and girls. Bobenrieth's contribution focused on the importance of bringing girls and grassroots sport into the conversation on sport, gender and empowerment. She noted, "Girls are born leaders. Sport gives

them the opportunity to practise it."

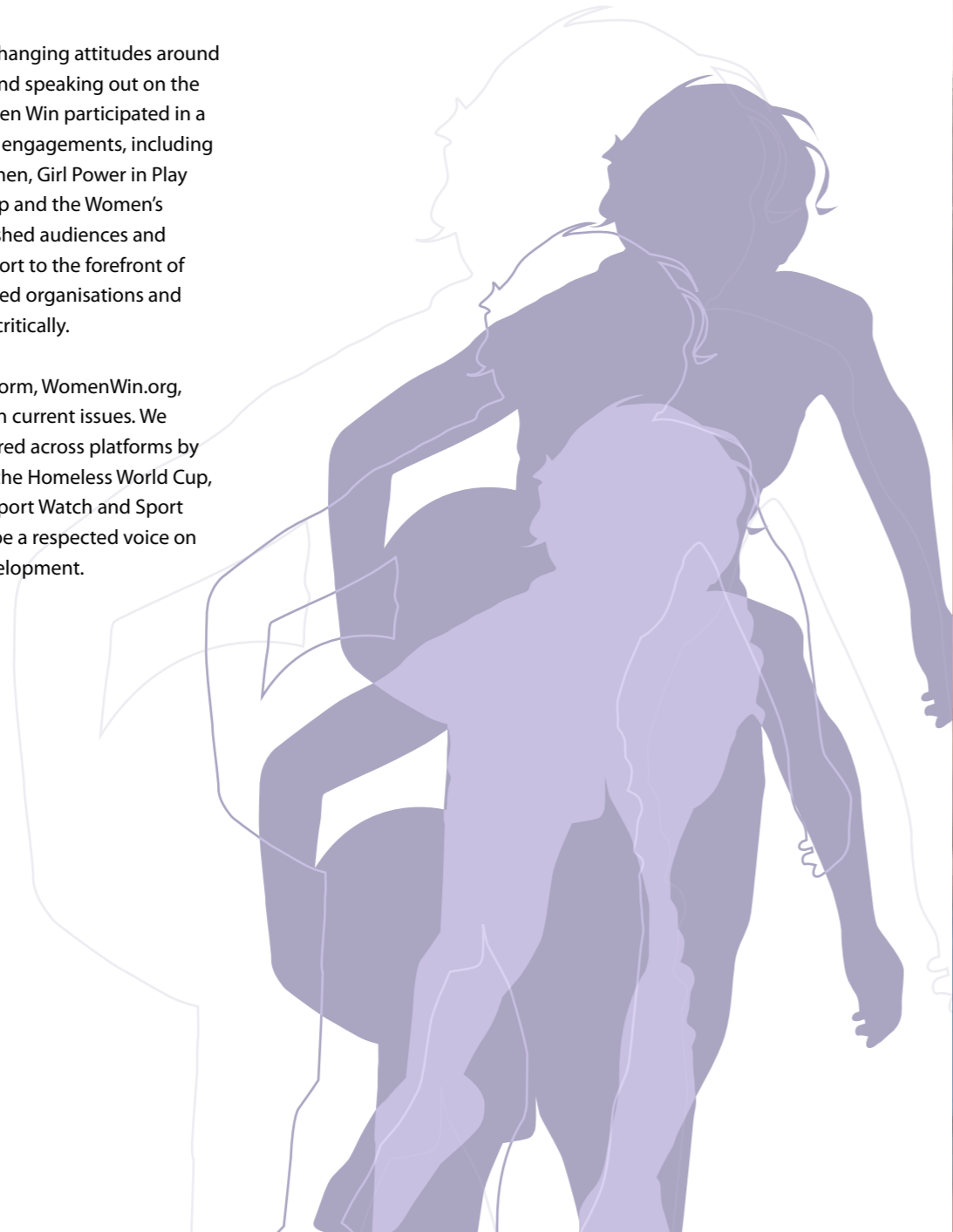
Several of the panellists highlighted how sport can help break some of the deeply entrenched stereotypes against women throughout the world. Mlambo-Ngcuka shared a personal testimony of how we can use sport to lift women's rights in saying "I've seen it in my own life. A father sees his daughter playing sport and just like that, he changes."

The opportunity to participate with such a distinguished panel was a true honour for Women Win, and provided an important platform for us to continue sharing the case for sport as a tool to empower girls and women.

## WE SPOKE OUT

Key to driving the conversation and changing attitudes around girls' rights and sport is standing up and speaking out on the issues that matter most. In 2015 Women Win participated in a number of conferences and speaking engagements, including the Commission on the Status of Women, Girl Power in Play Symposium at the Women's World Cup and the Women's Funding Network Conference. We pushed audiences and speakers alike to bring gender and sport to the forefront of development agendas, and encouraged organisations and individuals to think innovatively and critically.

Additionally, we used our online platform, WomenWin.org, to write thought-provoking articles on current issues. We published 19 articles, which were shared across platforms by organisations such as Laureus Sport, the Homeless World Cup, International Inspiration, Peace and Sport Watch and Sport Industry Group. We are honoured to be a respected voice on the topic of gender and sport for development.



CSW59, New York





LRF, Laos

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**“The Digital Storytelling (DST) technology has been a significant learning for Naz. The development of expertise in DST has allowed Naz to build very powerful testimonies of its participants which can be communicated with a wide and diverse audience.”**

*The Naz Foundation, India*

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## WE GREW

We know that in order to mobilise a global movement, you need a strong, engaged community of support. In 2015, we focused on growing our online community and creating networks of like-minded individuals and organisations. We saw a growth of 50% on our Facebook page and 34% on Twitter, launched our LinkedIn page and increased our email subscribers by 30%. Our followers actively engaged with our content and we committed to sharing thought-provoking articles and news, stories from our partners and the girls they work with, and celebrating the successes in the sport for development and girls' and women's rights sectors. Our community is passionate, outspoken, and determined to keep pushing the boundaries for girls and young women everywhere, inspiring us to continue growing this work.

## WE AMPLIFIED

Girls and young women are at the centre of everything we do, and we strive to amplify their voices, opinions and stories in our work. In 2015, we launched Push Play, a podcast featuring the stories of young women in sport from all around the world. The podcast focused on a different topic each episode, including young motherhood, gender identity and safety. Content was generated through a number of Digital and Audio Storytelling Workshops that we conducted with young women. During these workshops, young women build skills to craft, edit and publish their own digital stories of how sport has influenced them. In addition to the podcast, Women Win published 20 of these stories on our website, and many of our programme partners used these videos to promote and advocate for their work.



## IMPACT

Through our Impact pillar we prove that sport programmes can build girls' leadership and that sport itself improves the effectiveness of programmes. We know that it is essential to measure and analyse our data in order to continue growing and advancing the field. For many years we have done this by measuring the change seen in girls who participate in sport programmes – their behaviour, attitudes, conditions, knowledge and status. But we know that these changes cannot happen in isolation. There are many other influences and changes within families, communities, and organisations. This year we expanded our work to look at the broader impact of Women Win, specifically within communities and on organisations.

Women Win continues to promote a collective impact strategy to align evidence from our partners through a common set of indicators, a shared measurement system (Women Win's M&E Toolkit and Salesforce) and by promoting the sharing of best practices between partners and the community of practitioners.

**“Nowadays whenever we have to make an important decision as a family, my daughter expresses her opinion, and we listen. She has really changed and grown over the past year. There have been many early marriages in our family, but my daughter has said no to this. She knows better now. She is determined to finish her studies and have a career for herself.”**

*Mother, BRAC Bangladesh*

## WE LISTENED

Transparent and mutually beneficial partnerships are key to our working model, and in 2015 we undertook a thorough Partnership Survey to gather feedback from our programme partners on how Women Win is doing as a partner. The results were incredible and demonstrated how our partnerships have evolved over time whilst highlighting the key partnership areas Women Win can improve upon in the future.

- 94% of partners strongly agree that the partnership with Women Win contributes to the sustainability of their organisation with 91% agreeing that they gain access to other sources of funds because of their partnership with Women Win.
- 93% believe that they would not have had the same impact without Women Win.
- 90% agree that Women Win's monitoring and evaluation tools improve the quality of their programmes.

The feedback we received was also helpful in highlighting focus areas for future improvement:

- Partners have found the ambition of Women Win to monitor and evaluate so thoroughly to be challenging, however, they recognise the benefits of the approach.
- On a scale of 1 to 10, partners ranked that their organisations have sufficient resources (funds, staff, skills, experience, networks) to participate in this partnership as only a 7.72 on average.

## From our Partnership Survey:

**“As a team we win together for girls... Women Win has immensely helped improve how we do things as an organisation. Because the partnership has been more effective and efficient we use it as a basis to measure for other partners to respect our position and build a strong partnership.”**

**“Women Win has had a direct impact on our success by enabling us to clarify our vision then assisting us with the resources and the technical know-how to be able to see it through”**

## WE LOOKED DEEPER

Involving the community in the empowerment of adolescent girls and young women is crucial to ensuring that the goals and objectives of our sport and life skills programmes are relevant and successful. In 2015 we started the invaluable process of measuring Community Impact – how the community surrounding adolescent girls is impacted by their participation in a sport programme and how the community stakeholders' views change. In eight countries, independent consultants interviewed over 200 parents and guardians with an interview tool created collaboratively by Women Win and our programme partners. The interviews demonstrate that through observing changes in their daughters, parents and guardians shift their perception of their daughter's leadership and life skills, thus multiplying the impact of the programme beyond just the changes in girls.

After the participation of girls in the sport and life skills programme:

- **97%** of parents/guardians report an improved perception of their daughters as leaders.
- **96%** say that they trust and listen to their daughter more than they did 1 year ago.
- **87%** believe that the community trusts and listens to their daughter more than they did 1 year ago.

## WE STREAMLINED

With over 25 programme partners using Salesforce and over 80,000 adolescent girls' data in the system, it is essential that we ensure efficient and effective processes are in place for our partners. In 2015 we worked to ensure that all of our data collection points were digitised and connected to one another. This means that whether you are filling out a survey in Kilifi, Kenya, signing up for our newsletter in Rio de Janeiro, Brazil, or participating in a workshop in Dhaka, Bangladesh, the data will automatically populate our Salesforce system. Simplifying and streamlining our data collection systems are the first steps in ensuring timely, accurate and valid data is available as we strive to prove and improve girls' sport programmes.



## CHALLENGES AND NEXT STEPS

Ask any athlete and they will tell you that you don't often play a game where you don't face challenges – from your opponent, the environment, yourself. The same is true of pushing boundaries, and we proudly embrace our challenges and failures and use them to shape our future.

In 2015 we faced some notable challenges:

- The availability of unrestricted funding to support the growth of the organisation
- The ending of two of our major bi-lateral grants, meaning that we faced a large fiscal cliff and had to conclude two of our most successful programmes. With this came the need to move on from some strong local partnerships and put high energy into final reports and data analysis.

- Sourcing adequate funding to build our community and further grow our Catalyse work
- Creating monitoring and evaluation processes for our programme partners that work with their specific needs, while ensuring consistent measurement techniques to attain collective impact
- Reduced number of full-time staff while balancing a large portfolio of competing priorities
- Creating systems to measure the impact of Women Win on a broader level required extensive research, planning and technical implementation
- On-going challenge of integrating all of our pillars, to ensure that we are measuring and using the data effectively for partners, that we are communicating the work and impact regularly, and are providing the right resources to our networks

Each of those challenges has played a part in shaping our next steps. Women Win is looking to focus on the following key strategic priorities in 2016:

- Conduct strategic review and prepare to implement in 2017-2019
- Develop and execute regional flagship, decentralised partner Centre of Excellence approach
- Strengthen Women Win USA – with a comprehensive, aligned and strategic value-adding approach
- Seek new and innovative partnerships to better serve girls and young women through sport

- Invest in local implementing organisations who are focusing on girls, young women and sport
- Lead transformative thinking and innovation that create sustainable change
- Drive governance and operations excellence
- Deliver impact
- Mobilise resources to achieve our mission
- Communicate with excellence
- Have fun!



UN Women, Brazil



## 5. OUR ECOSYSTEM



### OUR PROGRAMME PARTNERS

In 2015, Women Win supported 33 programme partners across 26 countries in Africa, Asia, Europe, Latin and North America and the Middle East.

#### ALTUS SPORT, SOUTH AFRICA

Based in Pretoria, Altus Sport aims to accelerate the dissemination of successful ideas and programmes, while encouraging innovation, local ownership and entrepreneurship. The organisation stimulates youth empowerment through sport, with a special emphasis on empowering girls. Altus Sport also establishes youth sport leader forums in townships and builds the young leaders' capacity through monthly workshops on topics such as CV writing, public speaking, body language, interviews, event management, entrepreneurship, branding, etc. The youth sport leaders then go back to their communities where they implement sport and life skills activities with youth in the townships. In 2015, Women Win partnered with Altus Sport to implement the Goal Programme with adolescent girls in Mamelodi, Soshanguve, Hammanskraal, Stinkwater, Jakkalsdans, Penville, Temba and Mabopane. During this year, the organisation reached over 1000 girls through sport and life skills programming.

#### BRAC BANGLADESH

BRAC was founded in Bangladesh in 1972, and has become the largest development organisation in the world, impacting the lives of 138 million people in 12 countries. Working directly with adolescent girls through their Adolescent Development Programme, they establish 'Kishori' Clubs to provide the space for girls to participate in life skills based education, livelihoods training, games and other activities. Through the Goal Programme, BRAC has significantly expanded girls' sport activities in Kishori clubs as well as Secondary Schools. Additionally, BRAC has also developed a leadership pathway through the programme for Goal graduates to take on paid roles. By end of 2015, 20 Goal coaches (young women from the communities) have been trained and supported to work part-time on the programme. They supervise BRAC's 58 community sports instructors (CSCs) across several sites, and are responsible for reporting, data entry, community liaison etc. Many Goal

coaches and CSCs use their salaries and stipends to continue their study and support their families. In 2016 and beyond, BRAC hope to replicate these leadership pathways with the 300,000 adolescent girls in 9000 Kishori clubs in Bangladesh.

#### BRAC UGANDA

Starting from a modest launch in 2006, Uganda is the site of BRAC's largest and fastest scale-up in Africa. There are currently programmes operating in microfinance, small enterprises, agriculture, poultry and livestock, health, education, youth empowerment, and adolescent livelihoods. The programme's goal is to reach 4.2 million people by 2016, 12% of Uganda's population. In 2014 BRAC Uganda began implementing sport and life skills activities through the Goal Programme and uses sports like netball, indoor games and life skills sessions to empower large numbers of adolescent girls. Their Empowerment and Livelihood for Adolescents (ELA) programme targets adolescent girls between the ages of 13 and 21 and aims to assist the girls to achieve greater economic and social empowerment and become agents of change in their families and communities. By the end of 2015, BRAC Uganda had impacted 4700 adolescent girls in over 150 clubs.

#### COLOMBIANITOS, COLOMBIA

Founded in 2001, Colombianitos currently works directly with children in six communities who have been affected by guerrilla warfare, paramilitaries, violence, forced displacement, and extreme poverty. Colombianitos integrates education with structured, community-driven programmes focused on sport, cultural arts and recreational activities. This unique combination has inspired thousands of Colombia's affected children to leave behind the dangerous street life and gangs, attend school, meet academic requirements, and play, all while learning life-long values and positive social behaviour such as respect, honesty, friendship, tolerance and fair play. With support from Women Win, Colombianitos runs the Goal programme to integrate gender education and financial literacy into their work.

BRAC, Uganda





EWN, Nepal

#### **COMUNITÀ NUOVA, ITALY**

Founded in 1973 by a group of volunteers, Comunità Nuova is a non-profit organisation active in Italy and Romania. Comunità Nuova works in collaboration with the public and the private sector, including health and social services, schools, associations, churches, local authorities and businesses, to serve youth in dangerous situations. Target groups include former drug addicts, juvenile offenders and immigrants, who are supported in their personal and social development through (re)integration and/or rehabilitation programmes. The Sport Zone programme aims to promote social inclusion and non-discrimination amongst youth at risk, and has been successful in developing social cohesion and improving the well being of populations residing in urban areas.

#### **DEFENCE FOR CHILDREN INTERNATIONAL (DCI), LIBERIA**

DCI Liberia is an independent NGO that aims to ensure that on-going, practical and concerted international action is directed toward promoting and protecting children's rights. The organisation serves as a consultant to UNESCO, ECOSOC, UNICEF and the Council of Europe, and submits intervention plans to the UN. At the global level, the DCI movement is united in its commitment to addressing children's rights in juvenile justice. The organisation works to protect, defend and advocate for the rights of children and young people in conflict with the law. A member of the Girl Power Alliance, DCI Liberia implements programmes including sport and life skills activities in girls' clubs.

#### **EMPOWERING WOMEN OF NEPAL (EWN), NEPAL**

EWN, based in Pokhara, aims to improve the lives of Nepali women through adventure tourism. EWN offers education and skills training to young women in adventure guiding and trekking, which are strongly male-dominated fields in Nepal. EWN's trainings are designed to expand educational, empowerment and entrepreneurial opportunities to disadvantaged rural women and youth from all over

Nepal. More recently, with the implementation of the Goal Programme, EWN has incorporated girls' sport and life skills programming into their strategy. Through their programmes, EWN seeks to encourage the development of self-supporting, independent and decisive women.

#### **FONDO CENTROAMERICANO DE MUJERES (FCAM), NICARAGUA**

FCAM, created in 2003, is the Central American Women's Fund and focuses on strengthening the women's movements across Central America. Specifically, their efforts guarantee the right of Central American women to physical and emotional integrity and economic justice, and the promotion of their participation as leaders in their lives and communities. In addition to providing financial support to community-based organisations, FCAM shares knowledge and tools, and cultivates opportunities for the exchange and creation of networks and alliances. With Women Win, FCAM has incorporated into its portfolio partners from Nicaragua and El Salvador who use sport as a tool of empowerment and to create change in the community regarding the perception of young women.

#### **FOOTBALL FOR ALL VIETNAM (FFAV), VIETNAM**

FFAV establishes and supports football clubs in primary and secondary schools in Thua Thien Hue Province. Its main focus is to integrate life skills in football activities for children. FFAV forms clubs through close cooperation with schools, authorities and other community stakeholders. By 2015, over 5000 coaches have been trained and 175 clubs established, of which 50% of the registered players are girls. Additionally in 2015, for the first time, FFAV integrated specific adolescent girls' life skills activities (Goal Events) into their FFAV cup with 580 adolescent girls participating in the 3-day event. This added to their reach, with over 4,400 participants in all programmes. During 2016, FFAV plans to expand outside of Hue to Hanoi and Ho Chi Minh City to further the development of a sustainable football structure in Vietnam by establishing a large network of FFAV grassroots football clubs.





Girl Determined, Myanmar

**“Before there were no girl or women leaders and so we didn’t know that our rights were being violated and that we were facing such discrimination. Now we are learning ways to demand and secure our rights, at least at the level of our community. From there it can grow”**

*Participant, Girl Determined (Myanmar)*

**GIRL DETERMINED, MYANMAR**

Girl Determined, based in Myanmar, works in the field of adolescent girl leadership development. Their mission is to spark a movement of girls with leadership skills to advocate for their own rights and a future that does not re-create the risks they now face. Girl Determined’s programmes increase girls’ abilities to make strategic life decisions, exercise bargaining power and generate choices. At the core of their programming is the Colorful Girls Circles programme, a weekly, strengths-based life skills and leadership development project. In 2015 Girl Determined built regular sport activities into a selection of their Colourful Girls’ circles impacting over 800 adolescent girls.

**GREGORIA APAZA, BOLIVIA**

Gregoria Apaza (the Centre for the Promotion of Women) aims to decrease the vulnerability of young women in La Paz and El Alto by addressing gender-based violence and its related risks regarding sexual and reproductive health and rights. Gregoria Apaza has created several girls’ sport programmes, including martial arts, judo and football, to enhance self-esteem and educate on violence against women, women’s rights, economic empowerment and health. In addition, Gregoria Apaza is active in promoting and implementing mixed community sport events that provide a platform for advocating for important women’s rights issues.

**HORN OF AFRICA DEVELOPMENT INITIATIVE (HODI), KENYA**

HODI was originally founded in 2003 and seeks to address the escalating severity and frequency of conflicts and general human rights violations in Northern Kenya. Since its creation, HODI has worked on a variety of cross-related issues with community members in Northern Kenya, including involving children and young people in sport programmes. The girls’ programming particularly aims to break the silence around girls’ rights violations and draw attention to harmful traditional practices such as child marriage and FGM that deeply impact girls and their communities. In 2015, HODI impacted over 400 adolescent girls through the Goal Programme and won the Sport for Social Inclusion Award at Beyond Sport.







INJAZ, Jordan

#### **INJAZ, JORDAN**

INJAZ's mission is to inspire and prepare Jordanian female youth to become active members of their society, accelerating, in this way, the growth of the national economy, as gender inequality is considered one of the major obstacles for the development of the country. INJAZ is currently working in schools in the Amman and Irbid areas to implement the Goal Programme. Football and volleyball, together with life skills sessions, are used to empower girls, aged 14-17, to make informed choices about their health, education and future.

#### **KIDS AKTIEF, THE NETHERLANDS**

Based in the Netherlands, Kids Aktief is an organisation that aims to ensure that sports are included in children's busy lives. Their after-school programmes aim to engage children in sport activities in ways that stimulate their talent and help them develop their leadership skills, promoting at the same time a healthy lifestyle.

#### **KMG, ETHIOPIA**

KMG works to enable women in Ethiopia's marginalised rural communities to create environments where women's rights are observed. They seek to assist women in realising their socio-economic well being and advancement through integrated and sustainable development interventions that link economy, society and ecology. KMG is currently implementing sport as a strategy to address female genital mutilation by empowering members of their "Uncut Girls Clubs" who are trained in gender, women's rights and harmful cultural practices. Girls from the Clubs also reach out to other girls in their communities to pass on basic life skills information and conduct sport activities.

#### **LAO RUGBY FEDERATION (LRF), LAOS**

As the national governing body for all rugby activities in the Lao PDR under the Elite Sports Department of the Ministry of Education and Sport, LRF focuses its work on 4 main areas: youth and school rugby, club rugby, Lao national teams and providing sound, internationally standard administration to the sport. The LRF's mission is to provide opportunities for men and women, boys and girls, social and elite players and those in urban and rural areas to participate in rugby union, whilst ensuring that health benefits and personal development opportunities are realised to their fullest extent. Working with Lao, Hmong, and Khmu youth in Vientiane and Nonghet regions, LRF delivers rugby training combined with life skills sessions for adolescent girls, helping them to develop their leadership skills.

#### **MOVING THE GOALPOSTS (MTG), KENYA**

MTG is a community-based organisation located in the rural Kilifi district of the Coast Province, Kenya. It started as a sport and development project in 2001 with less than 100 girls; now, it has more than 5,500 adolescent girls participating in weekly leagues in which girls receive training on sexual and reproductive health and rights as well as football skills. Participants are encouraged to be active in leadership roles such as committee membership, coaching, refereeing, first-aid, peer educating and counselling. MTG utilises leadership award schemes to support girls' start-up businesses as well as pay for expenses as a means of keeping girls enrolled in school.





BRAC Bangladesh

**NARI UDDUG KENDRA (NUK), BANGLADESH**

NUK is a women's development organisation based in Bangladesh that promotes women's rights and personal and political empowerment. Advocates for the importance of sport in female development, NUK delivers karate training in parallel with gender training. NUK established football and cricket teams for rural girls as well as a boxing programme and in 2015 they introduced basketball to their portfolio of available sports. At every location, NUK seeks to create safe spaces where girls can gather, play and discuss issues in their lives.

**NATIONAL ORGANISATION FOR WOMEN IN SPORT, PHYSICAL ACTIVITY AND RECREATION (NOWSPAR), ZAMBIA**

NOWSPAR is a Zambian membership organisation comprised of women and men who believe that sport, physical activity and recreation have the power to foster social change and increase an individual's quality of life. It advocates, educates and increases participation of women and girls in sport. NOWSPAR aims to encourage and promote engagement of women and girls in all areas, levels and abilities of physical activity, sport and recreation for fun and excellence.

**THE NAZ FOUNDATION TRUST, INDIA**

The Naz Foundation Trust is a New Delhi-based NGO founded in 1994 to address HIV/AIDS and sexual health. Naz began implementing the Goal Programme in 2006 as a strategic effort to empower girls and young women in exercising their rights through netball. Each life skills session is paired with netball skills training, led by past participants selected and trained as Peer Leaders and Community Sport Coaches (CSC). Their roles in the programme provide opportunities for these young women to practice their leadership and develop important skills. At the same time, this leadership pathway strategy has enabled Naz to scale up the Goal programme significantly, impacting over 10,500 adolescent girls in 2015 in Mumbai, Delhi and Chennai.

**ONE FAMILY PEOPLE (OFP), SIERRA LEONE**

OFP is an NGO based in Freetown, Sierra Leone. The organisation was created in 2004 to generate support for the high population of people with disabilities resulting from the civil war. OFP envisions a society in which people with disabilities are respected and treated as equal, and granted equal participation in all sectors of social life. As a member of the Girl Power Alliance in Sierra Leone, OFP has been implementing the Goal Programme since 2011 to empower adolescent girls, with special attention to those with disabilities. Participants train in football, table tennis or other sports, and learn important life skills through the opportunity to play and grow in a safe space.

**PLAY 31, SIERRA LEONE**

Play31, founded in 2008, draws its name from the UN Convention on the Rights of the Child, in which article 31 stipulates that all children have the right to play. Play31 uses the unifying passion for football to bring together people and communities that have been torn apart by armed conflict. By facilitating community tournaments and workshops focused on human rights and conflict resolution, Play 31 contributes to the creation of peaceful societies in which children can fulfil their right to play. With Women Win's support, Play31 formed Girls Peace Clubs in select communities in Sierra Leone. Adolescent girls come together in these clubs to play football and discuss issues around health and hygiene, communication, conflict resolution, women's rights and financial literacy.





**POLYCOM DEVELOPMENT PROJECT (PDP), KENYA**

PDP is a community-based advocacy organisation based in the Kibera Slum in Nairobi, Kenya. PDP invests in women's and girls' transformation and envisions a society where skilled and empowered young women contribute positively to their community and country's development. PDP has been implementing a sport programme that involves volleyball and life skills education in addition to microfinance training and the provision of micro-loans. Within this programme, participants have been given the opportunity to practise leadership and important life skills including communication, teamwork, negotiation and decision-making on the sport field as well as in their micro-loan groups.

**REHABILITATION AND DEVELOPMENT AGENCY (RADA-SL), SIERRA LEONE**

RADA-SL is an NGO that supports community-driven initiatives in the areas of vocational skills training, peace education and women's empowerment. As young people remain the most marginalised group in society, one of RADA-SL's major focus areas is to enhance girl power. Through its partnership with Women Win, they are committed to protecting girls and young women against violence and to enhancing their capacity to participate politically and economically in their communities. RADA-SL employs sport as the entry point to deliver life skills education and achieve these aims.

**SADILI OVAL SPORTS ACADEMY, KENYA**

Sadili Oval Sports Academy is an indigenous, non-profit, community-driven sport centre, one of the few of its kind in eastern and central Africa. With Women Win's support, Sadili Oval Sports Academy has expanded its programming to develop a network of 'Girl Power Clubs' in slums and secondary schools in different parts of Nairobi, with emphasis on the most vulnerable groups. Through sport, Girl Power Clubs aim to help girls take action against violence, explore personal abilities, develop healthy lifestyles, build self-esteem, create role models and take leadership roles in the community.

**SOCCER WITHOUT BORDERS, U.S.**

Soccer Without Borders (SWB) uses soccer as a vehicle for positive change, providing under-served youth with a toolkit to overcome obstacles to growth, inclusion, and personal success. They provide free programs to some of the world's most marginalised populations: urban refugees, unaccompanied minors, newcomer immigrants, and under-served girls. In their 9 years of operation, SWB has directly implemented programs in 10 different countries serving youth from more than 65 countries, building an adaptable, team-based activity framework.

**SPORT AND LEADERSHIP TRAINING (SALT) ACADEMY, CAMBODIA**

SALT Academy is based in Cambodia and provides football training and other recreational activities to youth. SALT provides youth with the opportunity to develop their leadership skills through internships, voluntary work, mentoring and vocational training. Based in Battambang, the Mighty Girls Programme acts as a safety net for girls and young women who come from poor rural communities and are vulnerable to human trafficking, child labour, gender-based violence and sexual harassment. Selected Mighty Girls receive intensive football training and often go on to represent their organisation, district and country. In addition to sport training, the Mighty Girls also participate in life skills education and leadership training and receive scholarships to continue their education. These girls then use their skills and transfer them to the community teams they coach twice a week around Battambang, Poipet and Pailin.



## SEITENWECHSEL, GERMANY

Seitenwechsel is a sport club for all women and girls, aiming to help its members gain varied athletic experience, regardless of their skin colour, social and ethnic background, physical condition, age or sexual identity. The organisation offers diverse athletic groups in a wide variety of sports, often divided into different abilities or skill levels. Since 2005, Seitenwechsel has offered gender-specific educational projects in primary schools, encouraging social and motoric learning for girls who haven't participated in sport previously. In addition to their work in Berlin, Seitenwechsel is also active in promoting the rights of women/lesbians/trans in sport and to fight discrimination.

## SPORTS SANS FRONTIERES (SSF), FRANCE

SSF is an international solidarity association which implements development programmes using sport as an educational, therapeutic and awareness-raising tool. An apolitical, non-denominational and independent association, SSF has been declared a 'public interest' organisation and approved by the French Ministry of Health, Youth and Sport. Children in difficulty in France and around the world have been the main concern of the SSF since its inception with one principal objective: self-development of children through sport.

## STREET GAMES - US GIRLS, UNITED KINGDOM

Us Girls is an award-winning programme designed to increase and sustain women's participation in sport and physical activity in some of the nation's most disadvantaged communities. The programme started in 2011 as a two-year initiative to get 30,000 young females (aged 16-25 years) more active by providing them with fitness and sport opportunities within their local communities. After the official funding period ended in March 2013, the programme continued and was assimilated into the mainstream delivery of StreetGames. The growing programme is now actively involved with over 100 delivery partners including voluntary organisations, local authorities, leisure trusts, colleges and professional sport clubs.

## TIEMPO DE JUEGO, COLOMBIA

Since it began operating as a football school in Cazuca, Tiempo de Juego has worked to promote learning and build principles of coexistence through instilling values such as solidarity, fair play, team work and gender equity. Through sport, Tiempo de Juego teaches young people in Colombia to win with humility and defeat with dignity, tolerance and respect for others. This organisation uses sport as one strategy to engage and teach about peace building. The model seeks to promote gender mainstreaming by adopting rules that encourage the participation of women in sport. Tiempo de Juego has been implementing the Goal Programme since 2011.

## VIJANA AMANI PAMOJA (VAP), KENYA

VAP, meaning 'Peace Together Youth,' originated in 2000 as a football club and was founded as a charitable organisation in 2003. The mission of VAP is to integrate social and economic values through football by creating a pro-active health environment. VAP's girls' programme is called Mrembo, meaning "Inner Beauty" and works with girls aged 11-20 years to address issues related to sexual and reproductive health. The programme aims to create a platform where young women can discuss social issues, receive counselling, make informed choices, and gain empowerment on issues related to their sexuality. In 2015, VAP integrated Goal into the Mrembo programme, impacting over 2,500 adolescent girls in Nairobi. In addition, vocational training is provided to a selection of girls and thematic football tournaments held to engage community members.

## YOUTH EMPOWERMENT FOUNDATION (YEF), NIGERIA

YEF is a youth-focused, non-profit organisation established in 1995 in Nigeria that addresses the needs of young people by building their capacities through training on life skills, leadership development, reproductive health and HIV/AIDS. Through the Goal Programme, YEF trains Peer Educators through a combination of intensive classroom and football training sessions. Some Peer Educators are trained in Taekwondo and have seen some success in local competitions. The Peer Educators reach out to thousands of girls per year in Lagos, Abuja and Ibadan with life skills education as well as implementing their own community-based Service Learning Projects annually.

## SUPPORTERS

It's only through the generosity and partnership of our supporters that we are able to reach and support so many girls to realise their leadership potential through sport. We thank you all for the tremendous support you have provided, and look forward to continuing our work together.

## FUNDING PARTNERS



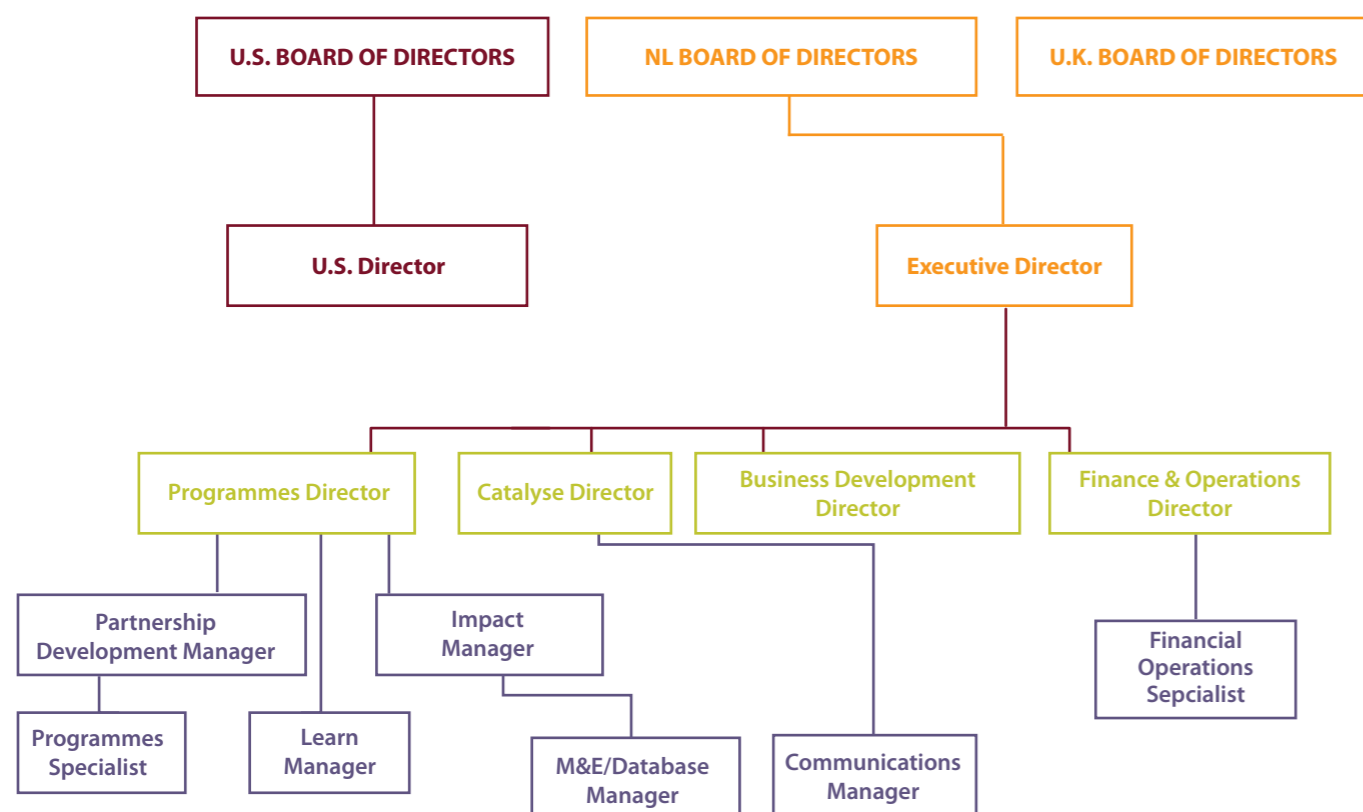
## IN-KIND SUPPORTERS



Thank you to all of our individual donors for their continued support and generous contributions.



## OUR TEAM



The passion and commitment of our talented staff at Women Win is unrivalled. We thank each individual for his or her dedication this year.

## STAFF

**Maria Bobenrieth**  
Executive Director

**Michael Brewe**  
Finance & Operations Director

**Clementine Klijberg**  
Business Development Director

**Sarah Murray**  
U.S. and Global Catalyse Director

**Meg Smith**  
Programmes Director

**Alan Guedes**  
M&E and Database Manager  
(until March 2015)

**Yvonne Henry**  
Partnership Development Manager

**Nicole Matuska**  
Learn Manager

**Tina Rogers**  
Communications Manager

**Tesora Veliscek**  
M&E and Database Manager

**Manu Wildschut**  
Impact Manager

**Liezel Castillo**  
Financial Operations Specialist

**Dominique Schaapveld**  
Programmes Specialist

## BOARD OF DIRECTORS

The Board of Directors of Stichting Women Win, in the Netherlands, was formally established by notary, qualified and registered as a non-profit entity in 2007 under Dutch Law (RJ650) with the Chamber of Commerce.

The primary purpose of the Board is to provide strategic direction that leverages the diverse and rich professional experiences of its members to advance the mission of Women Win.

Board Members do not receive remuneration for their role, however Women Win pays for travel costs incurred due to board meetings and/or other meetings where Board members represent Women Win.

### BOARD OF DIRECTORS THE NETHERLANDS

**Ellen Sprenger, Chair**  
Executive Director of Spring Strategies

**Astrid Aafjes, Trustee**  
Founder of Women Win

**Wieteke Graven, Trustee**  
Business Advisor, Royal Dutch Shell

**Irene Heemskerk, Treasurer**  
Senior Policy Advisor, Dutch Central Bank

**Leonie Kroon, Secretary**  
Senior Associate at DLA Piper

**Vera Pauw, Trustee**  
Former Coach of the Dutch Women's Football team and current Coach of South African Women's team.

### BOARD OF DIRECTORS UNITED KINGDOM

**Astrid Aafjes, Chair**  
Founder of Women Win

**Mandy Ayres, Trustee**  
Senior Director Access to Sport - Europe Nike

**Payal Dalal, Trustee**  
Head of Global Community Programmes: Standard Chartered

**Julia McCabe, Trustee**  
Associate at DLA Piper UK

**Alisha Fernandez Miranda, Treasurer**  
Director of TrustLaw

### BOARD OF DIRECTORS UNITED STATES

**Astrid Aafjes, Chair**  
Founder of Women Win

**Sara K. Andrews, Secretary**  
Programme Manager & International Pro Bono Counsel at DLA Piper

**Ziba Cranmer, Trustee**  
Executive Director, Demand Abolition

**Dale Needles, Treasurer**  
Non-profit Management Consultant

**Joanne Sandler, Trustee**  
Senior Associate of Gender@Work

**Tuti Scott, Trustee**  
Executive Director at Imagine Philanthropy

**Patrice Thramer, Trustee**  
Global Director of Community Impact, Nike

**Maria Bobenrieth, Trustee**  
Executive Director, Stichting Women Win



# 5. FINANCES



MTG, Kenya

## INCOME STATEMENT

Statement of income and expenses for the year ended 31 December 2015 (in euro)

	Actual 2015	Budget	Actual 2014	2015 as a % of 2014
<b>INCOME</b>				
Income from direct fundraising	768,321	796,758	865,126	89%
Income from third party campaign	414,745	150,000	0	0%
Grants from governments	939,795	936,742	1,105,423	85%
Other income	43,595	16,500	69,565	63%
<b>Total income</b>	<b>2,166,455</b>	<b>1,900,000</b>	<b>2,040,114</b>	<b>106%</b>
<b>Expenditures on objectives</b>				
Objectives strengthen	947,518	885,807	1,227,550	77%
Objectives impact	241,561	291,875	236,524	102%
Objectives catalyze & learn	426,796	423,568	558,671	76%
<b>Sub-total expenses on objectives</b>	<b>1,615,874</b>	<b>1,601,250</b>	<b>2,022,745</b>	<b>80%</b>
<b>Expenditures on fundraising</b>	<b>145,001</b>	<b>154,750</b>	<b>152,244</b>	<b>95%</b>
<b>Overhead and administration</b>	<b>142,569</b>	<b>144,000</b>	<b>101,597</b>	<b>140%</b>
<b>Total expenses</b>	<b>1,903,444</b>	<b>1,900,000</b>	<b>2,276,585</b>	<b>84%</b>
<b>Result (surplus/deficit)</b>	<b>263,011</b>	<b>0</b>	<b>-236,471</b>	



## EXPLANATION OF INCOME

In 2015, income increased by 6% when compared to 2014, from €2,040,114 to €2,166,455, an increase of €126,341 from the previous year. Income exceeded budget by €266,455.

Income from direct fundraising decreased by 11% when compared to 2014. Whilst overall income showed a significant increase (6%), the actual mix of income was different from the original budget plan.

The increase in overall income is directly related to the signing of two (2) new contracts with Comic Relief in 2015. This increase can be seen under third party campaign. The original budget plan called for €150,000 in income from third party campaign, however, this was exceeded by €264,745 due to the new contracts.

Income from government grants decreased by 15% when compared to 2014, from €1,105,423 to €939,795, a decrease of €165,628 from the previous year. When compared to the original budget plan, income exceeded plan by €3,053.

Other income decreased by €25,970 when compared to the previous year. This can be attributed to a mix of conditions; a decrease in earned interest due to the pre-financing of programme activities with less funds held in interest bearing accounts and a decrease in gains from foreign currency exchange rates.

## EXPLANATION OF EXPENSES

Overall expenditures decreased by 16% or €373,141, from €2,276,585 to €1,903,444 when compared to 2014. This was mainly due to a request from one specific donor in 2014, to bring forward a number of sub-grant payments originally scheduled for 2015, to 2014. This created significantly higher expenditure in 2014, than originally planned and lowered our expenditures in 2015.

Expenditures on programme objectives decreased by 20% or €406,871 from €2,022,745 to €1,615,874 when compared to 2014. Again, this was forecasted due to bring forward specific sub-grant payments in 2014 that were originally planned for 2015, at the request of a donor.

## EXPENDITURES FUNDRAISING

The costs of fundraising declined by 5% or €7,243 from €152,244 to €145,001, when compared to 2014. When compared to the budget there was a decline of €9,749 from €154,750 to €145,001. Decline in cost can be attributed to less staff time spent on fundraising activities in 2015, as cross-charged under model c allocation of expenses (see specification and cross-charge of expenses to objectives below).

The Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of its own fundraising income to fundraising activities. Women Win's internal policy is and has always been to keep this expense significantly lower. In 2015, the cost of own fundraising expenses amounted to 7% of total income, the same as the previous year.

## OVERHEAD & ADMINISTRATION

The cost for overhead and administration as a percentage to total cost is 7%. This is an increase of 3% from the previous year. Overhead and administration increased by 40% or € 40,972 from €101,597 to €142,569 when compared to 2014. Change year over year can be attributed to increased hours by the Director of Operations and more time spent by staff on non-programmatic tasks.

When the actual for overhead and administration is compared to the budget for 2015, the actual was €1,431 less than the planned €144,000.

## SPECIFICATION AND CROSS-CHARGE OF EXPENSES TO OBJECTIVES (IN EURO)

Objectives	Programmes			Fundraising	Overhead & admin	Total 2015	Budget 2015	Total 2014
	Strengthen	Impact	Catalyze & Learn					
Grants and contributions	758,245	27,707	242,588	0	0	1,028,540	954,191	1,375,532
Work done by third parties	7,101	0	65,400	10,352	0	82,853	145,809	119,539
Publicity and communication	0	0	0	0	0	0	0	0
Staff costs	142,044	166,747	92,637	104,989	111,165	617,582	625,000	603,167
Rent and accommodation	10,014	11,756	6,531	7,402	7,837	43,540	47,000	42,793
Office and general costs	29,702	34,868	19,371	21,954	23,245	129,141	124,000	131,646
Depreciation and interest	411	483	268	304	322	1,789	4,000	3,908
	947,518	241,561	426,796	145,001	142,569	1,903,444	1,900,000	2,276,585

Women Win allocates cost, based on percentages. We have used the estimated time spent per full time employee as the most important allocation percentages. The Board of Directors has approved these allocation percentages.



## BALANCE SHEET

Balance sheet as per 31 December 2015 (in euro)

(after proposed appropriation of results)

	31 Dec 2015	31 Dec 2014
<b>ASSETS</b>		
<b>Tangible fixed assets</b>		
Capital assets	2,487	4,203
<b>Current assets</b>		
Receivables and prepayment	480,731	503,863
Cash and cash equivalent	445,530	351,997
	<b>926,261</b>	<b>855,860</b>
	<b>928,748</b>	<b>860,063</b>
<b>RESERVES, FUNDS AND LIABILITIES</b>		
<b>Reserves</b>		
Continuity reserve	<b>300,511</b>	<b>256,278</b>
<b>Funds</b>		
Earmarked funds	<b>446,930</b>	<b>228,152</b>
<b>Current liabilities</b>		
Accounts payable	16,809	15,619
Taxes and social security payments	15,728	17,699
Accruals, provisions & other liabilities	148,770	342,314
	<b>181,307</b>	<b>375,633</b>
	<b>928,748</b>	<b>860,063</b>

## EXPLANATION OF BALANCE

The reserves of the organisation are spent in concordance with the designated purpose given to them with the establishment of the income. In the view of correct justification of the tied-up reserves, already, at the receipt of gifts, donations and grants, the earmarking of funds for projects is taken into account.

At the end of 2015, the reserves and funds were €747,441 (2014: €484,430), inclusive of a continuity reserve of €300,511.

### CONTINUITY RESERVE

The continuity reserve financially covers Women Win's short-term risk and ensures that Women Win can fulfil its obligations even if an unexpected gap in income arises. The Board of Directors strives to reach a minimum of 0.5 times the annual operational cost for the continuity reserve in order to minimise the short-term risk and to ensure that the on-going obligations of the organisation can be met in the future.

For the determination of the size of the continuity reserve, Women Win follows the guidelines of the Dutch Fundraising Institutions Association (VFI). The guidelines allow for a maximum reservation of 1.5 times the cost of the operational organisation. The operational organisation is defined according to the VFI code as cost own staff (for the recruitment as well as the execution of the objectives), housing costs, office and administration cost on behalf of the organisation, management costs, costs for fundraising as well as the costs of out-sourced services concerning the above-mentioned posts.

Women Win is not a member of the VFI. However, we can confirm that our continuity reserve falls within the range given in the VFI guidance for reserves. The continuity reserve is currently at 0.33 times the operational cost.

### EARMARKED FUNDS

When third parties, thus not Women Win, have given specific destinations to its funds, an earmark fund is created. At the close of 2015, Women Win earmarked €414,673 in income, to be spent in future years, for the specific purpose it had been granted for.

### FULL DISCLOSURE

For full disclosure of Women Win's finances, please see our "Statement of Annual Accounts 2015."



## RISK MANAGEMENT

Women Win's strategy requires multi-year financial commitments. The level of income can fluctuate year by year, while multi-year obligations have to be fulfilled. Women Win deals with the risk of fluctuating income and the implications of this on the continuity of projects by:

- Diversifying our income mix from multiple sources including individual donors, companies, institutional donors and government entities.
- Optimising the availability and balance of unrestricted income versus earmarked income.
- Striving to maintain a continuity reserve to cover at least six months of fixed operation so that activities can continue even when sources of income fluctuate.
- Recruitment of long-term, committed donors with multi-year contracts, to safeguard the mission and strategy over the long term.
- Strict cash management with renowned banks with no exposure to stocks and/or derivatives.

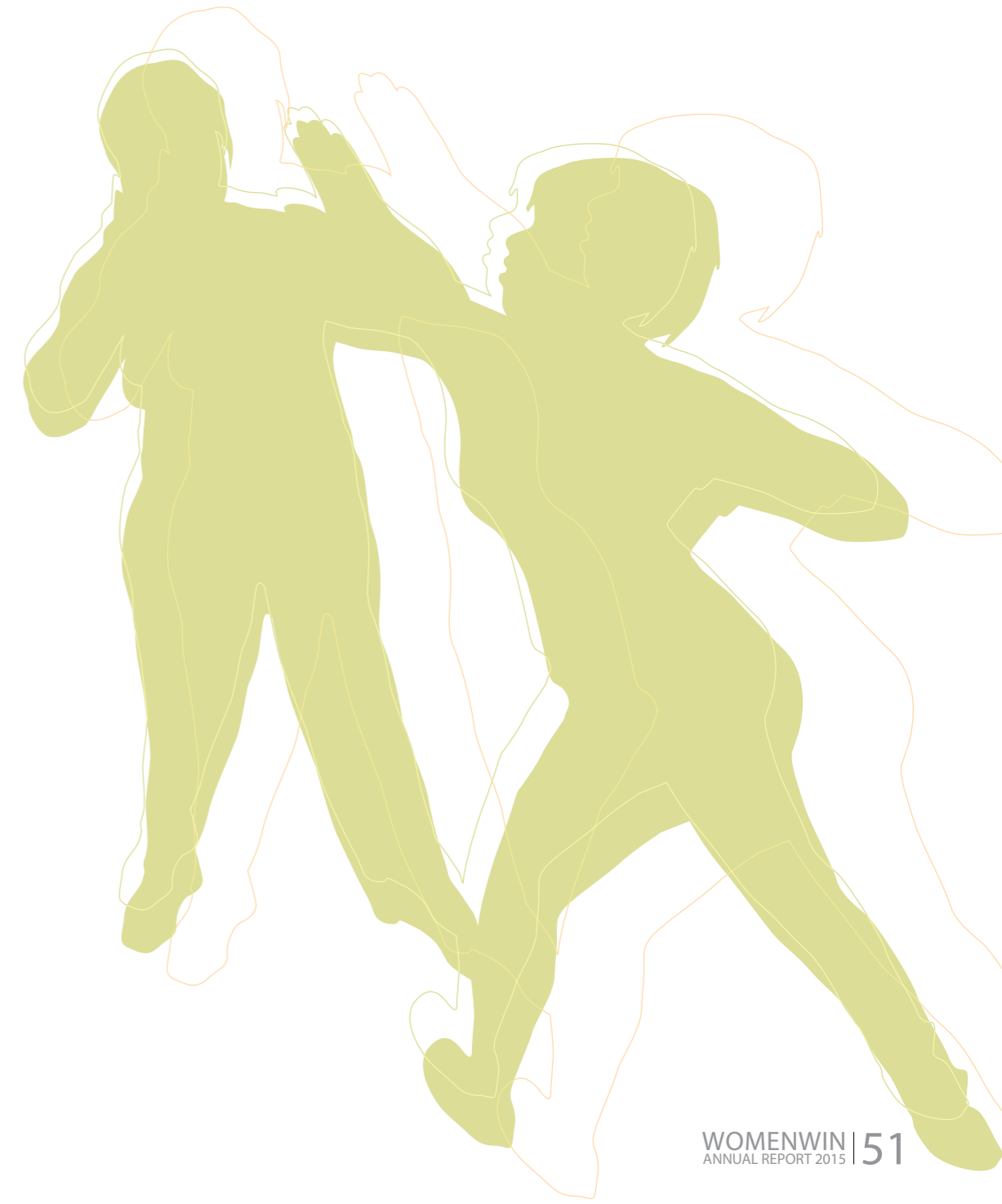
### Women Win achieves the best possible use of funds through:

- Monitoring and evaluating its long-term strategy, annual plan and budget.
- Internal compliance to regulations, guidelines, authorisation matrixes, operating manuals, policies and procedures and master agreements.
- Routine audits of the organisations functions, internal administration and financial condition.

- Routine audit of partners' financial accounts, as needed and/or required.
- Actively monitoring our partners for progress toward goals, key performance indicators and actual versus budget spending.
- Continuous evaluation of programme results with corrective actions taken when necessary.
- Actively encourage low-cost policies throughout organisation and with our partners.

Women Win has gained the trust of individuals, companies, governments and other institutions that donate funds. It has its responsibility to ensure that the funds donated are spent according to the agreed plan. Despite this, there is always the risk of fraud. Fraud can have implications on the implementation of programmes as well as Women Win's reputation and credibility. Women Win works to reduce the risk of fraud by:

- Monitoring compliance.
- Segregation of duties.
- Internal and external audits.
- Pre-assessment of partners.
- Implementation of fraud, anti-corruption and conflict of interest policies throughout the organisation, including partner organisations.







*FFAV, Vietnam*

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