

WOMEN WIN

Annual Report

2014







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Letter from Leadership

In 2010, we set a very ambitious goal for ourselves - to 'by 2016, equip 1 million adolescent girls and young women to achieve their rights through sports'. At that time, the goal seemed truly daunting - but we were determined. Today, we are very proud to share that our goal has been accomplished at almost 1.24 million girls and young women and almost one year early. The credit and congratulations for this belong to many. First and foremost, to the courageous girls who stood up for their right to sport, to the organisations (our partners) who created those opportunities, to the communities who supported this ambition and to the collective global Women Win team.

So, what was the key and what did we learn in achieving this ambitious goal?

One of the most important lessons we learned in this journey was experiencing successful failures and building resilience. Simply put, our work is too innovative and important not to fail. In a complex world, we must use an adaptive, experimental approach to succeed - this is particularly true when the task at hand is big, like our mission and vision. And as we innovate, we experience both wins and what we call, successful failures. In our view, failure is not the opposite of success but very much part of it and what has been key is our ability to learn, evolve, and adapt.

At Women Win, we continue to champion sport as a tool because it has the potential to help girls learn to overcome adversity and rebound in any setting. When combined with positive coaching, skills development and opportunities to apply leadership, being part of a sport programme can be a life changing experience.

Take Manu Gurung, a young woman from Nepal. Denied education. Married too early. Living in poverty. Manu's life in rural Nepal was, in her words, "nothing." But Manu would not accept the fate of so many women before her. Through our programme partner, Empowering Women of Nepal, she found an opportunity to become a trekking guide and pursued her goal relentlessly, despite pressure from her community to not take a "man's job." She found her resilience

through sport, and was able to create opportunities for herself. Take a look at her powerful and inspiring story in her own words at www.womenwin.org/manu.

For girls and young women, the importance of resisting helplessness after adversity or a painful experience, cannot be understated. Society often neglects to encourage girls and young women to build 'resilience muscles'; the message they receive is to accept their circumstances, give up control, and forget the fight. That is where participating in sports is truly unique. A resilient athlete is one who can let go of the foul or the miskick and return to the present; she uses the setback as an opportunity to learn and improve.

Especially as we have reached our ambitious goal, our ongoing aim is to continuously develop more innovative, evidence-based, integral approaches to building leadership through girl-centred sport programmes. In 2014, we looked closely at how we thrive as an organisation, both in the face of the many deep and complex challenges girls face and in our own journey towards organisational and financial sustainability.

What we learned is that the answer lies not in the plight for perfection, but in taking smart risks and celebrating resilience. With this report we proudly highlight for you our own building blocks of success, created out of the spirit of being a learning organisation.



Astrid Aafjes
Founder



Maria Bobenrieth
Executive Director



Ellen Sprenger
Board Chair



Alianza por Cartagena - Tiempo de Juego & Colombianitos, Colombia

OUR WORK

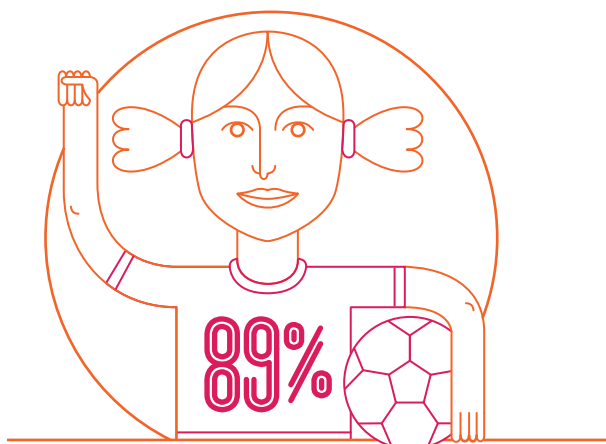
Mission, Vision, Values

MISSION

To equip adolescent girls to exercise their rights through sport.

VISION

One Win Leads To Another; by 2016, 1 million adolescent girls realise their leadership potential through sport.



89% – Number of girls who said they were a leader after participating in one of our partner programmes, compared to 46% before.

“Through this programme I learned how I can use this potential that is in me. Slowly at work, at home, in my thinking, decision-making skills, my work style, I have changed. Because now I am confident that yes, I am also important and I can do this.”

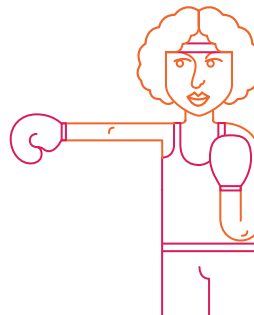
– Vrushali
Naz Foundation, India

VALUES

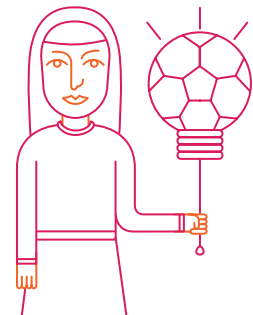
GIRLS ARE OUR PURPOSE



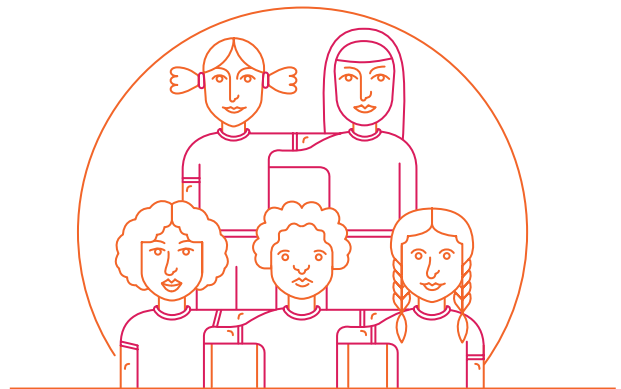
SPORT IS OUR POWER



INNOVATION IS OUR EDGE



COLLABORATION IS OUR STRENGTH



CHANGE IS OUR PROMISE





OUR WORK

About Women Win

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 1.24 million adolescent girls in over 100 countries. This has been made possible by collaborations 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.

OUR STRATEGY

Through 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 dimensions:

STRENGTHEN:

Women Win invests in and manages a diverse and balanced portfolio of global partners throughout Africa, Asia and Latin America. Through financial investment and organisational capacity building, we enable these partners to run high-quality sport and empowerment programmes.

LEARN:

We lead transformative thinking related to gender, sport and rights. Through thought-provoking dialogue with a broad base of organisations and influencers, we collate promising practices and identify innovations. With that information, we build tools and serve as a centre of excellence for advancing girls' rights through sport.

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 more traditional, costly, and siloed monitoring and evaluation approach, we use a cloud-based system called Salesforce to encourage a collective impact strategy;



Alianza por Cartagena - Tiempo de Juego & Colombianitos, Colombia

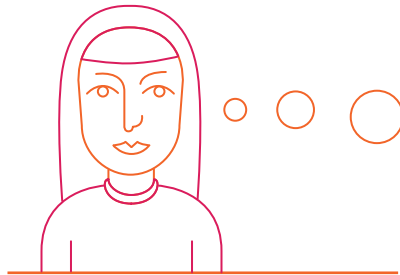
whereby we measure social change across many girls, partners, countries and interventions. We are putting data at the forefront of the case for girls' sport.

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:

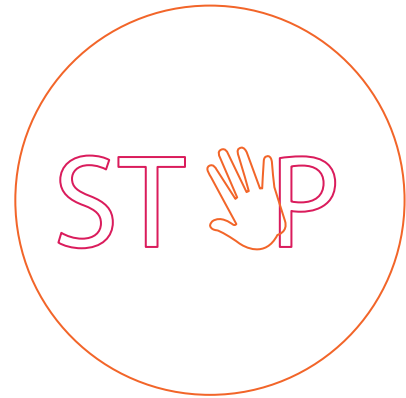
- **Equity**
 - **Transparency**
 - **Mutual Benefit**
-

After Participating in Our Partner Programmes:

68%



of girls have increased knowledge and understanding of gender based violence

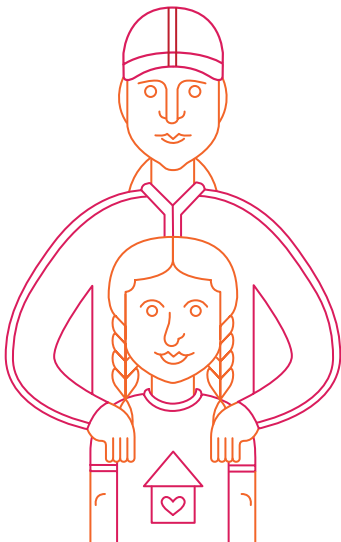


97%

knows of a place where she feels safe

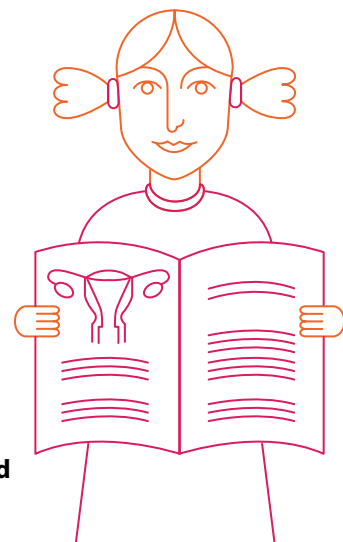
93%

know where to report violence



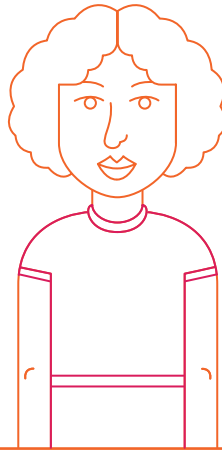
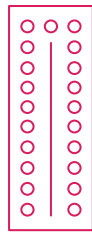
81%

of girls have an increased understanding of their sexual and reproductive health and rights



79%

now know how to prevent pregnancy, compared to 25% before

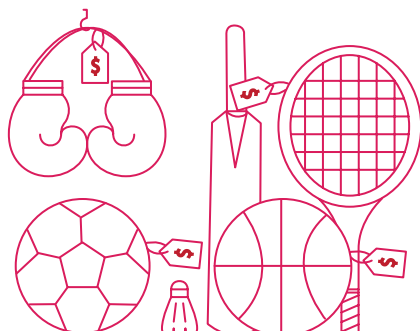
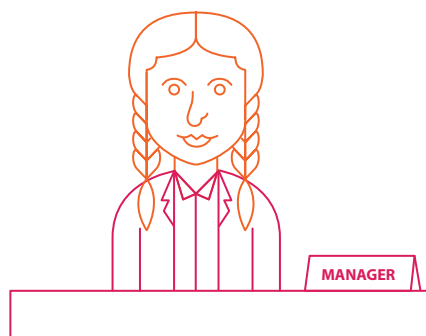


77%

now know how to prevent sexually transmitted infections, compared to 21% before

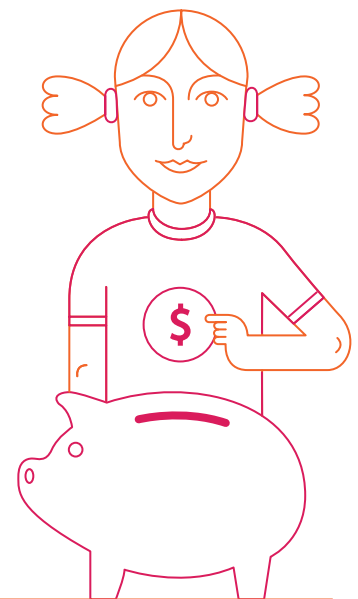
99%

believe that one day they will get a job



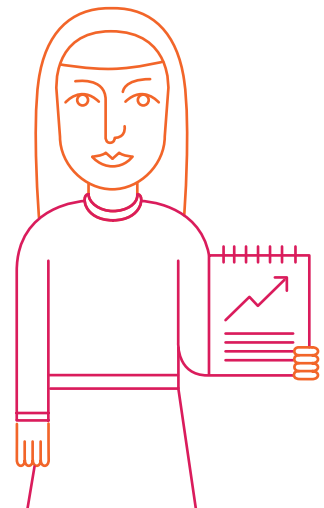
77%

of girls have a greater understanding of finances and their opportunities for economic empowerment



41%

have written or edited a budget



*Results are from comparing 2014 base and endline surveys across Women Win partners



BRAC, Bangladesh

OUR POINT

Girls Matter

There are more than 600 million girls ages 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 multiplies 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, that 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 child 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 aged 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 among 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 welfare 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.



NOWSPAR, Zambia

HIGHLIGHT

Women Win's work is based on "Girl Centred Programme Design"—meaning we and our partners strive to put girls at the centre of every programme decision—from identifying which sport to play to measuring results of the programme.



Lao Rugby Federation, Laos



Moving the Goalposts, Kenya

OUR SPORT STRATEGY:

One Win Leads to Another

Sport is an accelerator for leadership development. It's a powerful opportunity for girls 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 adolescence presents.

LEARN TO CHALLENGE SOCIO-CULTURAL NORMS AND GENDER STEREOTYPES at the community level, and society

at large. When girls play, they transcend gender limits placed on females, which builds muscles to do this in other areas of life, such as education and at a job.

GAIN ACCESS TO A POSITIVE FEMALE ROLE MODEL in a female coach or team leader. This gives girls a vision of what is possible and a caring, supportive mentor to help navigate adolescence.

EXPLORE HUMAN DIFFERENCE and get connected to others from a different class, race, caste, 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 girl's status within her community – from being a liability to a source of pride.

HAVE FUN. It's so simple, but the sheer distraction from the pressure 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.

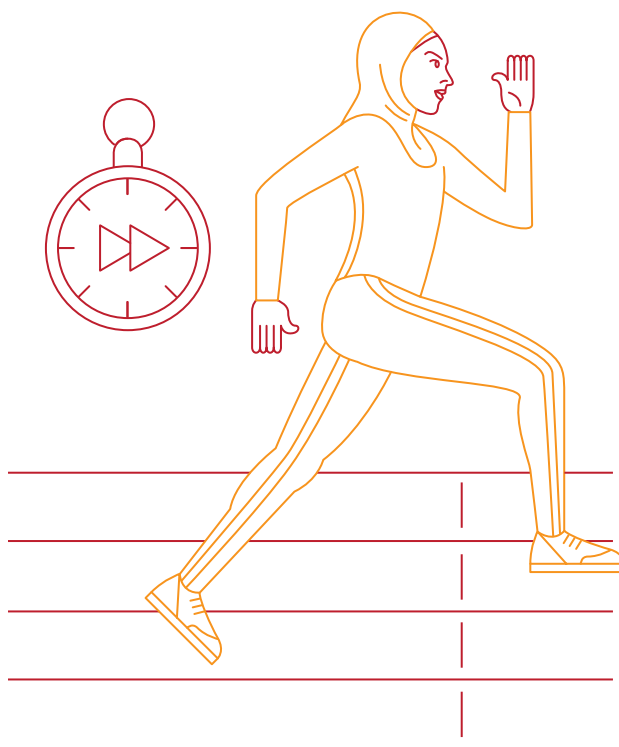
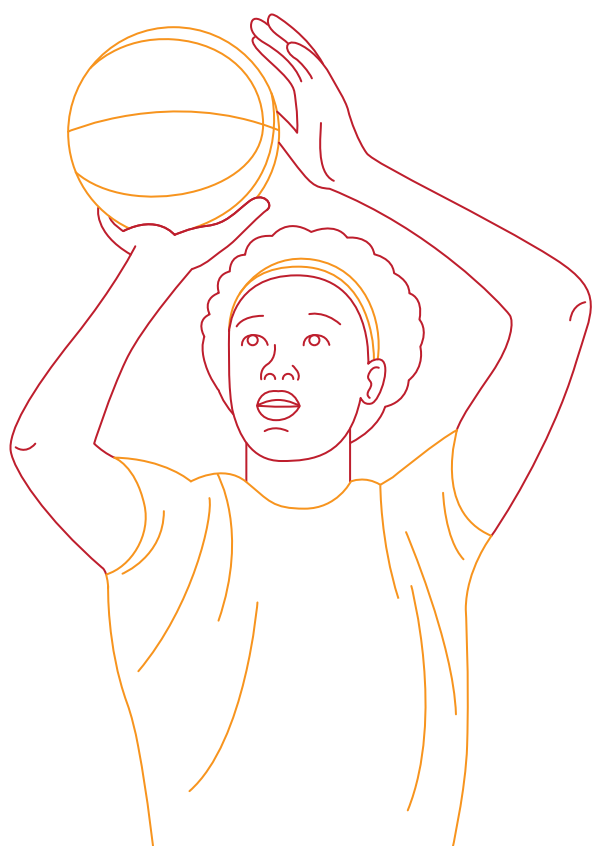
“When I reflect on our impact, I think of people like Dipa Rani Shaha, a member of the Jopurhat cricket team in Bangladesh. Sadly, she lost her father in 2011, but she managed to provide for her family and pay her school fees with earnings from playing in cricket tournaments. Girls like Dipa, who learn to play sport, tend to feel a greater sense of ownership of their own bodies, carry themselves more confidently, and learn the value of teamwork. We’re seeing more and more girls, like Dipa, getting the opportunity to continue education, join the workforce, start small businesses and make healthy choices when it comes to their own families – all because of sport.”

**- Susan Davis
President and CEO, BRAC USA**

Theory of Change

LEADERSHIP:

The ability of a girl or young woman to exercise her rights and drive change.



PRACTISE (organisation level)

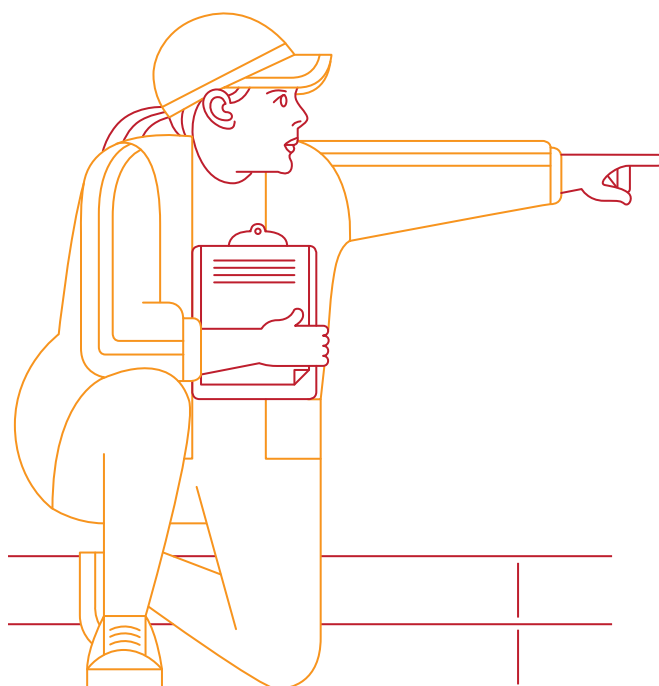
A girl connects and interacts with others, which means she learns to expand and strengthen her leadership potential and skills. Through interaction she learns how to team up, solve conflicts, and sustain healthy relationships. It's in this stage that her leadership abilities and confidence further develop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

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 and attitudes that can be learned, practised, and refined through experience, practice, mentorship, storytelling and education.

We have defined three stages of leadership development in adolescent girls that reflect their journey to becoming a leader and ultimately drive social change in their communities: Prepare, Practise, and Play.

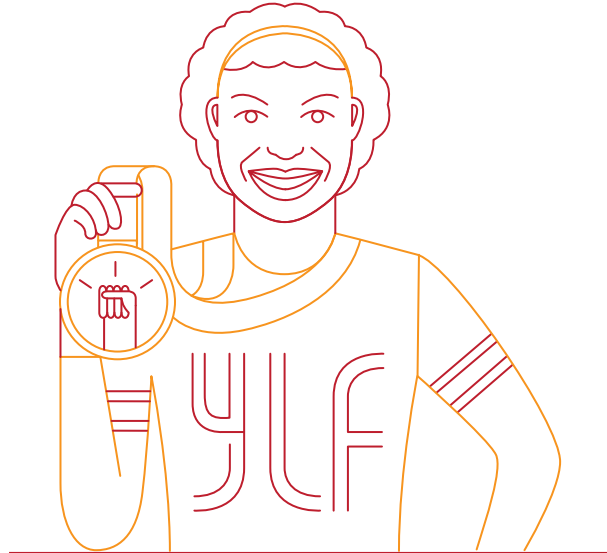
PREPARE (individual level)

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.



PLAY (community level)

A girl takes action and influences and motivates others by applying her skills. She creates change by doing and giving back 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.



THEORY OF CHANGE IN ACTION: NAZ

This example from the Naz Foundation shows how the Theory of Change works in actuality. Girls in their programme are continuously growing from the individual level of leadership to the community levels, influencing change even at international levels.

PREPARE

10,289 girls have participated in the sport and life skills programme. After 1 year in the programme : 54% of all girls believe they are leaders and 89% of all girls believe they can influence their own future.

PRACTISE

524 of these participants have gone on to become peer leaders and coaches in the programme. Laxmi says, "I believe now I can. Now I am confident...I have a story to tell and motivate others."

PLAY

Six of these young women have become Young Leader Fellows (YLFs), participating in the international mentorship programme, and have been able to amplify their voices locally, regionally, nationally and internationally. "I am a leader and inspire others. I am an agent of change, for myself, my peers, my family and my community," says Pallavi, who in 2013 spoke at the Clinton Global Initiative on behalf of the Naz Foundation.



Empowering Women of Nepal

LEADERSHIP COMPETENCIES

In each leadership development stage, adolescent girls and young women acquire leadership skills, attitudes and knowledge, and develop an array of important competencies. In order for adolescent girls to grasp leadership and apply it in their lives, Women Win created concrete concepts and skills of leadership that are central to the desired outcomes of our activities:

I AM SELF-CONFIDENT

- Identify strengths and celebrate successes
- Take risks and rise up to challenges
- Learn from mistakes and fail forward

I USE VOICE

- Develop and communicate own opinions and thoughts
- Speak in public
- Communicate and inspire others (storytelling, using social media, pitching an idea)

I HAVE VISION

- See the possibility for change
- Set goals
- Raise awareness and motivate others to action

I TAKE ACTION

- Make decisions
- Solve problems
- Create and seize opportunities



Learn: We Create and Share

Through the Learn pillar, we aim to be a globally recognised centre of excellence in identifying innovation, building tools and catalysing dialogue to help girls attain their rights through sport. We learn from partner organisations and develop free, open-source tools to advance the work of empowerment through sport across sectors.

In 2014, the key objectives of Learn were to:

- Lead transformative thinking
- Build effective tools and pollinate good practices

WE LEAD TRANSFORMATIVE THINKING

We believe that the more we engage with experts, grassroots organisations and other stakeholders in the field, the more we learn about issues affecting adolescent girls and how sport can be used as a strategy. With this in mind, we continue to lead this transformative thinking in the field by identifying and researching 'Long Tail' concepts (important and emerging issues affecting adolescent girls) and catalysing game-changing dialogues. In 2014, we created a series of digital campaigns for international events, attended and presented at various key global conferences, and engaged with international sport practitioners as well as leaders from different sectors and disciplines in important dialogues related to girls and sport.

Next Step 2014: Using Sport for Good

In February, Magic Bus, in partnership with the United Nations Office on Sport for Development and Peace, hosted Next Step Conference in India, which brought together

a range of stakeholders to promote the global Sport for Development agenda. As a recognised industry thought-leader, Women Win was invited to attend to speak in the plenary and run a workshop for practitioners. Participation in this and other conferences gives us a platform to speak about our innovative approaches and impact, as well as build partnerships and networks to strengthen our future work. Speaking on the relevance of Safeguarding Sport for Development, Women Win Executive Director Maria Bobenrieth highlighted how to understand the various dimensions involved in effective safeguarding, including how to make spaces safe for children, how to develop a policy and how to put implementation and monitoring systems in place.

WE BUILD TOOLS AND POLLINATE GOOD PRACTICES

At the heart of the Learn portfolio is the goal of sharing good practices. Women Win uses a customised product development process to continuously build, disseminate and improve tools that serve on-the-ground practitioners. These resources include collaboratively-authored international guidelines, free curricula, collaborative workshops, sample organisational policies, procedures and frameworks, and more. This past year, Women Win's aim was to revise and update current capacity building tools with new practitioner insights and promising practices, and to develop new tools based on practitioners' needs, particularly related to game based approaches for teaching life skills to adolescent girls.

After a year of interviewing practitioners and communities and gathering promising practices, Women Win launched the Community Engagement Guideline, a new section within the International Guide to Designing Sport Programmes for Girls. The guidelines found on the GirlSportsGuides.org resource website, provides valuable insights into how girls' sport programmes around the world are engaging their communities and creating more enabling environments for girls to develop leadership and exercise their rights.

Additionally, at the end of the year, we took on the complex project of migrating our website content management system to a new platform. This system, Drupal, will allow us to utilise a more sustainable and economical process of updating and maintaining our website. With improved data collection and reporting potential we will be better able to understand how the international community is using our tools, and the impact they have on girls and organisations around the world.





Moving the Goalposts, Kenya

In addition, we have formed innovative partnerships with the corporate sector to bring sport and life skills education to young women around the world. Two such partnerships include:

- Standard Chartered Bank, with whom we license, grow and measure the impact of the Goal Programme
- Primark, with whom Women Win and the Naz Foundation launched a pilot programme to bring sport and life skills to female workers in the garment manufacturing industry in Tamil Nadu, India.

HIGHLIGHT

In 2014, Women Win was commissioned by both Frida Fund, and Vital Voices to deliver Audio Storytelling workshops as part of their overall programmatic work.

Vital Voices, a global leader in social entrepreneurship programming for women, asked Women Win to lead the workshop as part of their VVLead Fellowship Programme, a programme that supports a global network of emerging and established women leaders.

Frida, The Young Feminist Fund, aims to provide accessible, strategic and responsive funding for young feminist-led initiatives. Women Win was asked to lead an audio storytelling workshop at their Annual Convening, a conference to strengthen capacity, knowledge and connections of young feminist leaders and their organisations.

In their post-conference report Frida commented that “Overall this workshop was a huge success, and built participants ability to communicate the work of their group, their confidence in public speaking, storytelling, understanding audiences and skills around audacity software. This will link to both advocacy and resource mobilisation efforts, as well as building their individual communications and leadership skills. Many participants outlined that this was the most useful session of the three days because they were able to share personal stories and reflect on their activism as well as create a tangible resource that they can now use for their group.”

CHALLENGES

One of our biggest challenges in 2014 was developing a framework for how Learn activities and tools were having an impact on the global practitioner organisations, businesses, federations, international bodies and individuals engaged in these activities or using our tools. Through feedback surveys from our online guides and curricula, updated workshop evaluations, programme questionnaires and online platform visit metrics, we will now be better able to capture how many organisations are impacted by our work and ultimately learn how they use the information to improve the sport programming for adolescent girls.

HIGHLIGHT

Now in its second year, the Young Women in Sport Mentoring Programme (part of the Building Leadership in Young Women Through Sport project funded by DFID) expanded this year with two more workshops held in Amsterdam, as well as graduating our first round of Young Leader Fellows in June.

The programme brings together young women from sport for development organisations in Africa and Asia who attend a two-week Leadership Camp where they build skills through Digital Storytelling and activities with international mentors. The young women then engage in year-long relationships with these mentors. The programme aims to not only develop individual leadership skills within the Young Leaders but also help support and build the capacity of their organisations by creating pathways for the next generation of leadership.

The impact being made through this project is evident: Through this programme, Women Win identified 33 Young Leader Fellows from 8 partner organisations and engaged 33 international mentors from a variety of sectors and industries. In 2014, young leaders developed the leadership of 39 of their peers through mentoring activities, engaged 88 girls in digital storytelling activities and reached 188 community members through projects for social change.



Young Women in Sport Mentoring Programme, Amsterdam

“The mentorship programme has taught me a lot. I learned about communication and organising meetings and events. Now I am very focused and confident to speak publicly, I can make decisions and I can communicate in English. I have seen my own development and improvement. The workshop in Amsterdam gave me the chance to get to know different people and find out how to work together. It made me think deeply about myself and others.”

- Pallavi

**Young Leader Fellow, Class of 2014
Current Programme Officer - Sport for
Development, Naz Foundation, India**



Nairi Uddug Kendra, Bangladesh.

Strengthen: We Strengthen the Field

Through the Strengthen pillar, we grant and build the capacity of organisations to successfully use sport as a strategy to address girls' rights.

In 2014 the key objectives of Strengthen were to:

- Invest in key implementing organisations
- Build partner capacities to achieve optimal impact
- Ensure accountability and value for investment in our portfolio

WE INVEST IN KEY ORGANISATIONS

In 2014, Women Win re-granted the largest amount of funds to the highest number of programme partners in our history, supporting 35 organisations across 26 countries in Asia, Africa, Latin America, Europe and the Middle East. We re-granted a total of EUR €1,051,826 to our partners and enabled them to reach a total of 30,112 direct beneficiaries in addition to 8,403 girls participating in peer-to-peer education programmes in Nigeria, India, Ethiopia and Bolivia. This represents a total of 38,515 girls who were impacted by partners' sport and life skills programmes.



Women Win expanded the Strengthen portfolio with 10 new programme partners in 9 different countries in 2014. The diversity of the new organisations represents the diversity of our portfolio as a whole; in addition to sport organisations, such as Football for All in Vietnam, our portfolio now includes large development organisations like BRAC Uganda, as well as women's rights organisations and volunteer-based organisations, such as INJAZ in Jordan.

HIGHLIGHT

In 2014, Women Win started a new partnership with Football for All in Vietnam (FFAV), an organisation that contributes to the development of a sustainable football structure in Vietnam by establishing a network of grassroots football clubs with an emphasis on life skills integration into club activities.

Following the launch of the Goal Programme, FFAV wrote an article about the new partnership, speaking of the anticipation and excitement around the new programme. The article describes the positive experience of several Goal girls at the programme launch in Ho Chi Minh City, "Since this is the first time we organise the mini fun football activity in Ho Chi Minh City, the new and different atmosphere made us even more excited to see how city young girls enjoy this activity. They are very confident, outgoing and active. My grade 6 students said this was their first time to participate in this kind of football activity. While having fun, they also can learn more knowledge about HIV/AIDS and gender."

After the launch FFAV quickly started activities under the Goal Programme, coming to the conclusion that it was a "step forward to even better our job in empowering female players... I believe with this programme, we will empower and transform adolescent girls' lives in our project."

Strategically partnering with strong community based organisations such as FFAV and building their capacity through new programmes allows us to continue striving towards our mission of empowering girls to exercise their rights through sport.

The increase in both size and quality of our partnerships and processes were made possible by the inclusion of an additional full time staff member – our Partnership Development Manager – as well as support from various



WADI, Kurdistan Iraq

interns and volunteers throughout the year.

WE HELP ACHIEVE OPTIMAL IMPACT

In addition to financially investing in a range of organisations, Women Win's Strengthen team helped programme partners to get "fit for purpose" in 2014, ensuring that they achieved optimal impact. We provided strong and specific programmatic support through workshops, field visits, networking, regular communication and making external support available.

A notable achievement from 2014 was the opportunities we created for collaboration between our partners, providing them the chance to interact, share experiences and learn from each other's expertise. These networking opportunities highlighted the benefits of a diverse portfolio as a way of enriching our collective understanding of how sport can be used most effectively as a tool for girls' and women's rights.

HIGHLIGHT

In 2014, many programme partners noted Women Win's influence in increasing investment in female leaders and staff, and improved capacity of these women to implement quality sport programmes.

Moving the Goalpost (MTG) in Kilifi, Kenya recognised Women Win's value in building women's leadership at all levels. Girls who participated in the programme were seen to gain confidence, not only within MTG but also outside, where they were able to participate more actively in important community activities. Young leaders within MTG who attended Women Win's Young Leaders Fellowship programme in Amsterdam returned to deliver workshops on what they had learned to other girls, especially Digital Storytelling. Unexpectedly, the Young Leader Fellowship programme has kick-started a vibrant internal mentorship project at MTG.

WE ENSURE VALUE FOR INVESTMENT

While working with the partners to strengthen their

capacities, we also developed our own granting procedures to ensure Women Win selects the most suitable partners with transparency and accountability. Improved scoping and due diligence processes were developed, and we took advantage of technical solutions to upgrade contracting and reporting processes to electronic systems, resulting in far greater efficiency.

As we support our partners to reach greater scale, the combined cost-per-girl decreases; allowing us to impact more girls with quality sport programmes. In 2014, Women Win's cost-per-girl was less than €35 per direct beneficiary.

CHALLENGES

An ongoing challenge to our work and that of our partners is the fact that many of them work in locations and communities where the security situation is a challenge, particularly for young women. For our partners in Nigeria, El Salvador, Bangladesh and some areas of Kenya, outreach visits, monitoring and evaluation activities and everyday implementation have been restricted by conflict, personal insecurity or political instability.

During 2014, our programme partners in Nigeria, Sierra Leone and Liberia have been affected by the Ebola outbreak. In these countries, schools were closed for much of the year and sport activities were banned for several months, due to the increased transmission risk of Ebola resulting from contact through sport. All of Women Win's programme partners in these countries have been actively involved with Ebola prevention activities and girls from the sport programmes have stepped into important leadership roles in their communities during this difficult period.

Impact: We Prove and Improve the Work

We are working to build a base of evidence that demonstrates the power of sport in girls' lives and the value of our work across sectors. In collaboration with our partners in the field we are committed to establishing collective impact through shared outcomes and evidence-based approaches.

In 2014, our strategy focused on:

- Driving a dynamic monitoring and evaluation strategy
- Promoting collective impact
- Engaging in an innovative research agenda

WE DRIVE A DYNAMIC MONITORING AND EVALUATION STRATEGY

Women Win has constructed a comprehensive monitoring and evaluation system to measure change and demonstrate impact at individual, organisational and community levels. Our system includes an innovative set of qualitative and quantitative tools and methods.

To measure the changes in leadership we have developed a framework called 'B.A.C.K.S.': Behaviour, Attitude, Condition, Knowledge, Status. This framework allows us to make concepts such as girls' empowerment and leadership specific, aligned and measurable. Additionally this model goes beyond the individual level and indicates how the position, opportunities and status of girls change in her community and society at large.

Involving the community in the empowerment of adolescent girls and young women is crucial to ensure that the goals and objectives of our sport and life skills programmes are relevant and successful. That is why in 2014, Women Win designed monitoring and evaluation tools that effectively engage community members, and assess impact of sport and life skills programmes on parents, and/or primary caregivers allowing us to measure WHY and HOW high quality sport programmes for girls contribute to positive change in their communities.

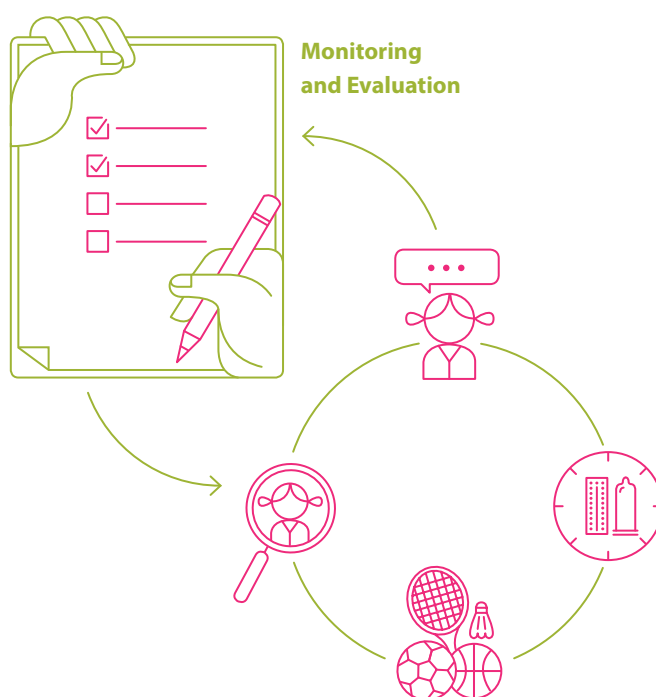
In order to better serve our programme partners we have developed a Data Analysis Guide and Online Training Course to build their capacity to analyse and effectively use monitoring and evaluation data. We actively consulted with both research institutes and programme partners to secure the best model, and together created the first online course with guidelines, videos and presentations that facilitate the learning of new monitoring and evaluation skills, as well as

"I really want to measure community impact because KMG always works with the community by social mobilisation, but we have never measured the impact. I can't wait to get the guidelines Women Win has developed and use it for my organisation."

KMG, Ethiopia

giving the tools to share these with their teams.

As a result of the monitoring and evaluation we have helped them develop, our partners have subsequently adapted programmes based on the evidence and results. They have modified training schedules based on the feedback of girls,





Moving the Goalposts, Kenya

included extra sessions on sexual and reproductive health and rights, inserted more play-based games to reiterate the learnings, created longer sessions on particular topics and increased focus on particular target groups of girls.

WE PROMOTE COLLECTIVE IMPACT

In order to create adequate solutions to complex social problems, organisations across sectors need to coordinate

their efforts and work together around a clearly defined goal. To promote collective impact, Women Win seeks to align the evidence from our partners by developing a common agenda, a shared measurement system (Salesforce®), and investing in mutually reinforcing activities and continuous communication.

Twice in 2014, we held collaborative Impact workshops with programme partners, in both Amsterdam and Latin



America. Throughout the workshops there were many inspiring and transformative learnings, driven by the sharing of best practices and obstacles to success. One participant said, “The most valuable learning is that we all face similar challenges to one another and the joint sharing helped sort of create a solution or road map to a possible solution for the next period.”

WE ENGAGE IN AN INNOVATIVE RESEARCH AGENDA

Many people believe that sport can have a positive impact

on the lives of young people. However, there is a lack of qualified research and evidence on the specific impact of sport on girls’ empowerment and leadership, and virtually none about the impact of sport on gender-based violence, sexual and reproductive health and rights or economic empowerment. Women Win actively studies, supports, and collaborates with a strong network of universities, independent researchers and institutes in an attempt to bridge this gap.

Narrating goals: a case study on the contribution of Digital Storytelling to cross-cultural leadership development

In order to gain a better understanding of the successes and challenges of the Digital Storytelling model, process and results, we analysed the process of storytelling and feminist transformative leadership. Through both empirical and theoretical research, we collected, connected, analysed and communicated the process and outcome of our programme. This resulted in the completion and publishing of an academic paper in December 2014, available at Taylor and Francis Online.

The abstract of this published paper gives a preview of some of the discoveries: “This case study and evaluation of a Digital Storytelling workshop for young women identifies the strengths, limits and challenges of transformational feminist leadership development within sport for development programmes (SDP). Based on postcolonial feminist approaches and empirical evidence, the findings demonstrate how leadership development for girls and young women from the Global South is possible through the technique of DST, but only if it is done while remaining mindful of power relations and cross-cultural differences.”

CHALLENGES

In addition to our successes this past year, 2014 also held some notable challenges which will help guide our future work in this area. Most notably we are working on addressing the challenge of implementing a collective model and shared system of measurement across our programme partners, while also allowing the particular and specific impacts per programme to be measured properly. Additionally, we are looking for ways to better communicate the impact of Women Win’s work with a larger and broader audience, to ensure that we are showcasing the successes of our programme partners and actively contribute to the global conversation and learnings in this field of work.



SALT Academy, Cambodia

Operations

As a fast growing organisation, Women Win continuously strives to improve and optimise our operations department.

The operations department at Women Win encompasses four key support areas:

- Finance
- Human Resource management
- Information Technology
- Facilities

FINANCE

To manage and improve the organisation's finances, we measure and report regularly on key performance indicators that are crucial to the financial success of the organisation. The finance team supports value creation by identifying opportunities and providing analysis to make well informed, strategic decisions, while ensuring transparency and compliance.

In 2014, we exceeded our income target by € 139,854 and the actual vs. budget expenses were according to plan. In order to ensure the long-term success and stability of the organisation, the Board of Directors has established a minimum amount to increase our continuity reserve each year; in 2014, we were able to add € 55,365 to this reserve.

Additionally 2014 saw us open a US dollar account with our Dutch bank. The account has allowed the organisation to hedge its foreign currency transactions where both our donors and partners conduct financial transactions in US dollars. Gains on exchange rates were used to offset general overhead and staff cost.

HUMAN RESOURCES

Our Human Resource department is devoted to supporting the overall organisational goals by implementing effective policies and procedures, people-friendly guidelines and by supporting Women Win employees, contractors, consultants, interns and volunteers.

Investing in our staff was a key objective of the organisation in 2014. We introduced a set of tools to ensure Human Resource Management excellence and throughout the year a number of new playbooks were rolled out to staff members to assist in performance excellence. Through these tools, and with clearly defined goals and outcomes, each staff member was challenged to maximise performance, develop themselves and deliver excellence across the organisation.

We continue to aim for excellence with our team and we continue to invest in our staff, with a long-term view. Just as important as our staff, volunteers and interns remain a significant human resource for Women Win. The time our volunteers dedicate to Women Win is equal to two full time employees which adds substantial value to the organisation. In addition to our volunteers, we have a number of interns on our staff, in association with surrounding universities and at no cost to the organisation. As with our volunteers, our interns are an integral resource to the organisation and were equivalent to two full time employees in 2014.

INFORMATION TECHNOLOGY

The IT team is responsible for ensuring that the information technology resources meet the needs and priorities of the organisation. The team is responsible for the network infrastructure, security, storage and backup, telecommunications, software and hardware systems and user support services. A key strategy of the IT department is to generate value through the use of technology - by reducing cost, improving services, providing standards and guidelines and improving the productivity of the organisation, while ensuring the security, quality and integrity of our data.

Automation is key to improving the organisation's efficiencies. Most notable in 2014 was the implementation of DocuSign, an electronic system used for contract management, and SRXP, an electronic expense report submission system for staff. With the addition of DocuSign, our contract signing process was shortened by several weeks, with improved accuracy in financial accounting and the ability to access pertinent information instantly and with direct linkage to our Customer Resource Management system (CRM), Salesforce. In addition we continued to improve, build upon and scale our IT systems for the future, specifically Salesforce, accounting (QuickBooks), data/cloud storage (The Box) and DocuSign.

FACILITIES

The facilities team at Women Win is devoted to the coordination and management of the Amsterdam office. The team manages health and fire safety, security, maintenance, cleaning, support contracts, space allocation and internal communications. In order to ensure our staff is working in the best possible environment, we strive for continuous innovation and developments that help reduce cost and add value to the organisation.



Girl Determined, Myanmar

The end of 2013 saw our relocation to new office space in Amsterdam. The new working space has proved to be a huge asset to the organisation in 2014. The space allowed us to accommodate growth of staff, provided additional meeting space, and improved the overall working atmosphere of the organisation.

CHALLENGES

While 2014 was another successful year, we still face challenges in terms of finding the right balance of long-term growth and financial sustainability of the organisation. One of the biggest hurdles faced year after year is the ability of the organisation to raise unrestricted funding. Securing significant long-term donor commitments is essential for

both the short and long term strategy of the organisation.

Volatility in currency fluctuations between the U.S. dollar, Euro and British pound were substantial in 2014. Women Win works in multiple currencies across the globe and runs the risk of major downsides if currencies continue to fluctuate at extreme rates. A robust and long-term treasury policy will be developed in the future, to help offset currency losses. In 2014, Women Win opened a U.S. dollar account as a start to avoiding currency losses.

There were a few outside factors that influenced deviations to the financial plan in 2014: Ebola, delayed donor reaction, and on-going programmes based on alternate fiscal years.

OUR ECOSYSTEM

Our Global Partners

GLOBAL PARTNER PROFILES

In 2014, Women Win supported 35 Programme Partners across 26 countries in Asia, Africa, Latin America, Europe and the Middle East. We are proud to introduce our 2014 programme partners, who directly implement empowerment and sport programmes for girls.



ASSOCIATION FOR KIGALI WOMEN IN SPORTS (AKWOS) RWANDA

Rwanda was torn apart by a destructive civil war and genocide in 1994. Founder of AKWOS, Felicite Rwemalika, saw football as a powerful instrument to re-engage and empower girls and women, and successfully introduced football to all provinces of Rwanda. Playing football on a team comprised of women from different ethnic groups, the women learn to depend on each other for success and find reconciliation in the camaraderie. AKWOS also focuses on reproductive health, economic empowerment, promotion of women's rights and addressing and overcoming the trauma of gender-based violence.

BOXGIRLS NAIROBI KENYA

Boxgirls Nairobi organises boxing and self-defence training for adolescent girls and young women from disadvantaged backgrounds in the slums of Nairobi, including Korogocho,

Kariobangi, Kibera, Huruma, Mathare and Dandora. Boxgirls' mission is to create a world where women and girls lead dignified lives in secure communities, are valued as equal members of society, and have control over their sexuality and economic development. Boxgirls uses boxing as a tool to build girls' confidence, self-esteem and leadership, as well as to enable them to achieve their aspirations and goals. Boxgirls is particularly successful at challenging gender norms and uses the ring as a platform for educating the community.

BRAC BANGLADESH

BRAC was founded in Bangladesh in 1972, and has developed to become the largest development organisation in the world, touching the lives of 135 million people in 11 countries. Working directly with adolescent girls through their Adolescent Development Programme, they establish Adolescent '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. Girls from the Goal Programme also have the chance to join the BRAC cricket and football teams, compete in sport tournaments, participate in festivals and receive other training opportunities.

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.

COLOMBIANITOS COLOMBIA

Founded in 2001, Colombianitos currently works directly with children in six communities who have been affected by guerrilla warfare, paramilitaries, violence and 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.

COMMUNITÀ 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 in Liberia, DCI Liberia implements programmes including sport and life skills activities in girls' clubs.

DISCOVER FOOTBALL GERMANY

Discover Football is the world's leading network using football as a tool to advocate for a world in which girls and women can participate in sport without being discriminated against for any reason. Founded by committed football enthusiasts, Discover Football organises international exchanges, conferences and tournaments where women and girls build skills and share knowledge that will help them gain autonomy, mobility and power. This non-profit organisation relies largely on the voluntary work of women, making it unique in the world of football.

EMPOWERING WOMEN OF NEPAL (EWN) NEPAL

Empowering Women of Nepal, 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 is the Central American Women's Fund, created in 2003. FCAM 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

Football for All Vietnam 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 form clubs through close cooperation with schools, authorities and other community stakeholders. By 2014, hundreds of school football clubs have been established by FFAV with thousands of coaches trained. In Hue Province, where there was no girls' football in 2013, there are now 167 football clubs of which 50% of the registered players are girls. During 2015, FFAV plans to expand outside of Hue to further their contribution to the development of a sustainable football structure in Vietnam by establishing a large network of FFAV grassroots football clubs.

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 program, a weekly, strengths-based life skills and leadership development project. In 2014, following the 2013 launch of the Goal Programme in Myanmar, Girl Determined built regular sport activities into a selection of their Colourful Girls' circles.

GIRLS & FOOTBALL SA SOUTH AFRICA

HIV/AIDS, teen pregnancy and violence against girls and women are highly prevalent in South Africa. Inspired by this fact and the need to provide girls with a positive platform to develop, Girls & Football SA uses football as a vehicle for education and a source of empowerment. The award-winning organisation encourages girls in South Africa to play football as a source of empowerment, while promoting body ownership, increasing self-esteem and using an educational media campaign to raise awareness on the

importance of sport for women.

GREGORIA APAZA BOLIVIA

Gregoria Apaza (the Center 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 sexual and reproductive health and rights. 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

The Horn of Africa Development Initiative (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. In 2014 HODI expanded their girls' sport and life skills programme to include hosting various tournaments with large numbers of participants. 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.

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 different schools in the Amman and Irbid areas to implement a 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, Laos

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 trainings combined with life skills sessions for adolescent girls, helping them to develop their leadership skills.

MOVING THE GOALPOSTS (MTG)

KENYA

Moving the Goalposts (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 5,000 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.

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 will add basketball to their portfolio of sports available. 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 and it is now implemented in Mumbai, Delhi and Chennai through secondary schools, community sites and peer education.

ONE FAMILY PEOPLE (OFP)

SIERRA LEONE

One Family People 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 initiated Girls Peace Clubs in target 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 young women's and girls' transformation and envisions the ability for skilled and empowered young women to contribute positively to their community and country's development. Polycom 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 new programme, participants have been given the opportunity to practice leadership and important life skills including communication, teamwork, negotiation and decision-making on the sport field as well as in their microloan 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 and abused group in the 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.

SPORT AND LEADERSHIP TRAINING (SALT) ACADEMY CAMBODIA

SALT Academy is based in Cambodia and provides football training and other recreational activities to youth in Cambodia. 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, 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 ability or skill levels. Since 2005, Seitenwechsel has offered gender specific educational projects in primary schools, encouraging social and motoric learning for girls who didn't partake in sport before. In addition to their work in Berlin, Seitenwechsel is also active in national and international organisations to promote the rights of women/lesbians/trans in sport and to fight discrimination.

SPORTS SANS FRONTIERES (SSF)

FRANCE

Sport Sans Frontières (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. Since 2011, Tiempo de Juego has been implementing the Goal Programme.

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 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 trainings 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.

WADI - ASSOCIATION FOR CRISIS ASSISTANCE AND

SOLIDARITY DEVELOPMENT COOPERATION

KURDISTAN IRAQ

Founded in 1992, WADI is a German-based NGO that has been promoting human rights and supporting the development of a democratic civil society in Iraq, Jordan and Israel. WADI implements programmes and projects that focus on empowering women and advancing their political and social equality, including work to combat violence against women and female genital mutilation (FGM). In Kurdistan, Iraq, one strategy for women's empowerment is through sport.

OUR ECOSYSTEM

Supporters

It's only through the generosity and partnership of our supporters that we were able to help 1.25 million girls to realise their leadership potential through sport. We thank you for all the support you have provided to us and look forward to continuing our work together.

FUNDING PARTNERS



IN- KIND SUPPORTERS

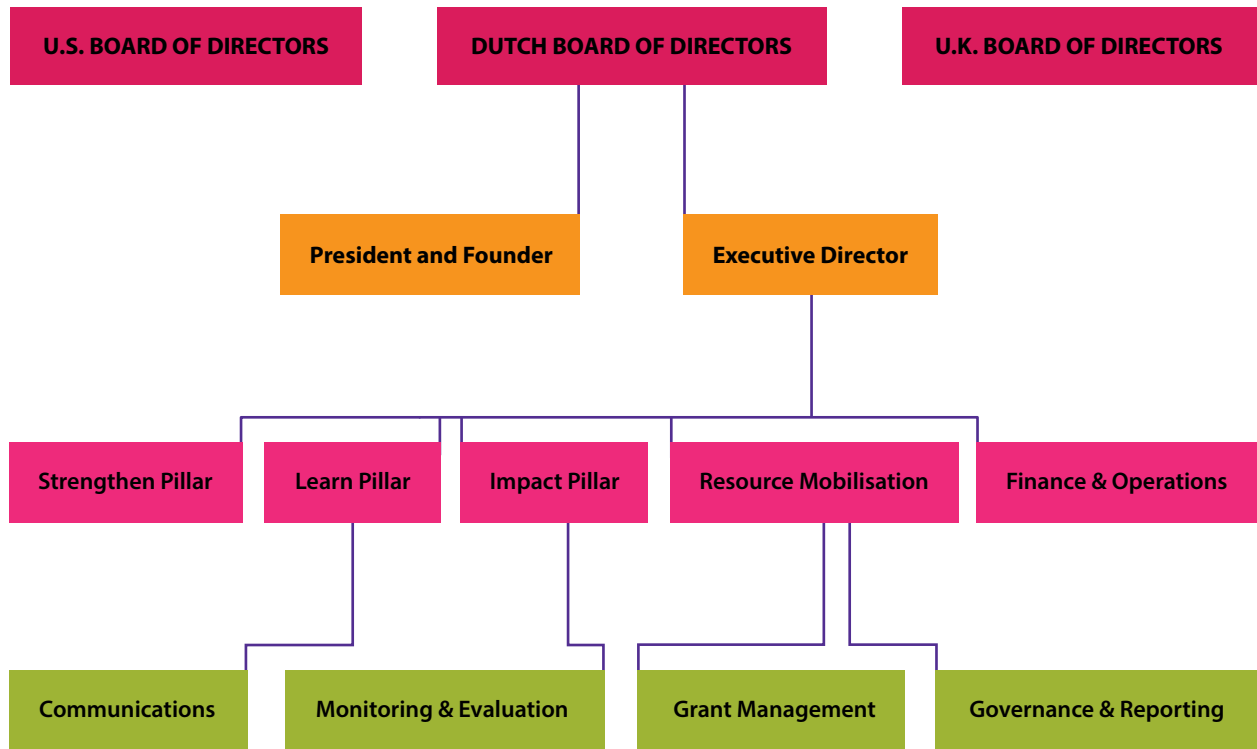


Thank you to all individual donors for their continued support and generous contributions.



SALT Academy, Cambodia

The Team: Staff and Boards



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

Astrid Aafjes
Founder and President

Maria Bobenrieth
Executive Director

Michael Brewe
Operations Director

Denise Go-Feij
Resource Mobilisation Director

Clementine Klijberg
Business Development Director

Sarah Murray
Programmes Director

Alan Guedes
M&E and Database Manager

Yvonne Henry
Partnership Development Manager

Nicole Matuska
Capacity Building Manager

Naomi Saelens
Resource Mobilisation Manager

Meg Smith
Strengthen Manager

Manu Wildschut
Impact Manager

Liesel Castillo
Financial Operations Specialist

Eleni Stergiopoulou
Learn Specialist

Tesora Veliscek
M&E and Database 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

Vera Pauw

Former Coach of the Dutch Women's Soccer Team

Leonie Kroon (Secretary)

Senior Associate at DLA Piper

Wieteke Graven

Business Advisor to Projects & Technology Director at Shell Oil Company

Irene Heemskerk (Treasurer)

Senior Policy Advisor, Dutch Central Bank

BOARD OF DIRECTORS UNITED KINGDOM

Astrid Aafjes (Chair)

Founder and President of Women Win

Mandy Ayres

Senior Director Access to Sport - Europe Nike

Julia McCabe (Treasurer)

Associate at DLA Piper UK

Kate Heljula (Secretary)

Associate at DLA Piper UK

Alisha Fernandez Miranda

Director of TrustLaw

Payal Dalal

Group Sustainability: Standard Chartered Bank

Alisa Swidler (until July 2014)

BOARD OF DIRECTORS UNITED STATES

Astrid Aafjes (Chair)

Founder and President of Women Win

Tuti Scott

Executive Director at Imagine Philanthropy

Ziba Cranmer

Director of Strategic Initiatives at Hunt Alternatives Fund

Dale Needles (Treasurer)

Nonprofit Management Consultant

Sara K. Andrews (Secretary)

Programme Manager & International Pro Bono Counsel at DLA Piper

Joanne Sandler

Senior Associate of Gender@Work

ADVISORY COUNCIL

Our advisory council supports the work of Women Win through non-binding strategic guidance and counsel. We are grateful to them for the knowledge, understanding and strategic thinking they provide to help us fulfil our vision.

Martha Brady

Senior Associate, Poverty, Gender, and Youth (PFY) Programme, Population Council, United States

Sarah Forde

Founder and Director of Moving the Goalposts, Kenya

Dr. Annelies Knoppers

Professor of Sports and Physical Education, University of Utrecht, the Netherlands

Claudia Makumbe

Coordinator, International Affairs at the Amsterdam School of Sports, Management and Business, Amsterdam, the Netherlands

Dr. Marianne Meier

Terre des Hommes International Federation, Switzerland

Geetanjali Misra

Co-Founder and Executive Director of CREA, India/USA

Overview of Financials

INCOME STATEMENT

Statement of income and expenses in 2014 (in euro)	Actual 2014	Budget	Actual 2013	2014 as a % of 2013
Income				
Income from direct fundraising	865,126	709,940	637,317	136%
Income from third party campaign	0	0	0	0%
Grants from governments	1,105,423	1,170,320	1,363,204	81%
Other income	69,565	20,000	21,856	318%
Total income	2,040,114	1,900,260	2,022,376	101%
Expenditures on objectives				
Objective strengthen	1,227,550	908,908	1,111,685	110%
Objective impact	236,524	220,599	193,780	122%
Objective catalyze & learn	558,671	500,169	489,854	114%
Sub-total expenses on objectives	2,022,744	1,629,676	1,795,319	113%
Expenditures on fundraising	152,244	159,374	184,009	83%
Overhead & administration	101,597	111,210	83,436	122%
Total expenses	2,276,585	1,900,260	2,062,765	110%
Result (surplus/deficit)	-236,471	0	-40,389	585%

EXPLANATION OF INCOME

In 2014, income increased by 1% when compared to 2013, from € 2,022,376 to € 2,040,114, an increase of € 17,738 from the previous year. Income exceeded budget by € 139,854.

Income from direct fundraising grew by 36% when compared to 2013. This was a result of higher than planned sponsoring grants from Standard Chartered Bank due to expansion of the Goal Programme in several new countries in 2014.

Women Win did not realise any income in 2014 from third party campaigns.

Income from government grants was € 64,897 less than budget in 2014, due to non-income realisation of expenses. Government grants are accounted for as income in the profit

and loss account, in the year in which the subsidised costs have been incurred or resulted in losses of revenue, or when a subsidised operating deficit occurred.

Due to Ebola in Liberia and Sierra Leone, Women Win could not fund certain activities in these stricken countries under the MFSII programme. In addition, certain activities with our government donors, DFID and the EU were extended into 2015, and income will be realised on the occurrence of expenditures.

Other income increased by € 49,565 when compared to the budget. 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 interesting bearing accounts and a significant increase in gains from foreign currency exchange rates. When compared to the

previous year, other income increased by 318% due to the favourable foreign exchange rates between the US dollar and Euro.

Two new donor contracts were realised in the 4th quarter of 2014, along with the new extension of two previous year contracts. Income from the four agreements was booked in 2014, according to RJ 650. However, the income was earmarked for expenditure in 2015, and is reflected in the reserves and funds.

EXPLANATION OF EXPENSES

Overall expenditures increased by 10% or € 213,820, from € 2,062,765 to € 2,276,585 when compared to 2013. This was forecasted due to the release of previously earmarked funds. The releases of the earmarked funds were not accounted for in the original budget preparation of 2014.

Expenditures on programme objectives increased by 13% when compared to 2013, from € 1,795,319 to €2,022,744, or € 227,425. Again, this was forecasted due to the release of previously earmarked funds. The releases of the earmarked funds were not accounted for in the original budget preparation of 2014.

EXPENDITURES FUNDRAISING

The costs of fundraising declined by 17% or € 31,765 from

€ 184,009 to € 147,320, when compared to 2013. When compared to budget there was a decline of € 7,130 from € 159,374 to € 152,244. Decline in cost can be attributed to the open position for three months of Resource Mobilisation Director in 2014. In addition, less time of other staff members were allocated under RJ650 to fundraising activities in 2014.

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 2014, fundraising expenses amount to 7%, down 2% when compared to 2013 (9%).

OVERHEAD & ADMINISTRATION

The cost for overhead and administration as a percentage to total cost is 4%, as in the previous year. Overhead and administration increased by 22% or € 18,161 from € 83,436 to € 101,597 when compared to 2013. Change year-over-year can be attributed to rental cost for the new office location where Women Win has been located since 2013.

When actual for overhead and administration is compared to the budget for 2014, the actual was €9,613 less than the plan of € 111,210.

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

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.

Objectives	Objectives			Fundraising	Overhead & admin	Total 2014	Budget 2014	Total 2013
	Strengthen	Impact	Learn					
Grants and contributions	1,024,356	48,960	302,215			1,375,532	903,059	1,254,348
Work done by third parties	0	0	92,338	27,201		119,539	141,736	1,66,598
Staff costs	156,823	144,760	126,665	96,507	78,412	603,167	680,456	470,120
Rent and accommodation	11,126	10,270	8,986	6,847	5,563	42,793	42,793	30,208
Office and general costs	34,228	31,595	27,646	21,063	17,114	131,646	128,299	137,148
Depreciation and interest	1,016	938	821	625	508	3,908	3,908	4,342
	1,227,550	236,524	558,671	152,244	101,597	2,276,585	1,900,260	2,062,765

BALANCE SHEET

Balance sheet as per 31 December 2014 (in euro) (after proposed appropriation of results)	31 Dec 2014	31 Dec 2013
ASSETS		
Tangible fixed assets		
Property, plant & equipment	4,203	6,680
Current assets		
Receivables and prepayment	503,863	727,323
Cash and cash equivalent	351,997	237,604
	855,860	964,927
TOTAL ASSETS	860,063	971,608
RESERVES, FUNDS AND LIABILITIES		
Reserves		
Continuity reserve	256,278	200,913
Funds		
Earmarked funds	228,152	519,988
Current liabilities		
Accounts payable	15,619	38,938
Taxes and social security payments	17,699	13,663
Accruals, provisions & other liabilities	342,314	198,107
	375,633	250,707
TOTAL RESERVES, FUNDS AND LIABILITIES	860,063	971,608

The reserves 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 2014, the reserves and funds were € 484,430 (2013: € 720,901), inclusive of a continuity reserve of € 256,278.

CONTINUITY RESERVE

The continuity reserve financially covers Women Win's short term risk and makes sure 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 ongoing 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 2014, Women Win earmarked € 194,041 in income, to be spent in future years, for the specific purpose it had been granted for.

Statutory Details

Name: Stichting Women Win
Address: Tolstraat 127 – 3
1074 VJ, Amsterdam
The Netherlands
Legal Status: Non-profit organisation
KvK Number: 34267612

BOARD COMPOSITION

As per the date of this report the composition of the Board is:

- **Ellen Sprenger** – Chairperson / Trustee
- **Astrid Aafjes** – Founder / President / Trustee
- **Leonie Kroon** – Secretary / Trustee
- **Irene Heemskerk** – Treasurer / Trustee
- **Vera Pauw** – Trustee
- **Wieteke Graven** – Trustee

Irene Heemskerk was appointed to the Board of Directors in July 2014, in the position of Treasurer and Trustee, for a three year term. Ms. Heemskerk fills the position vacated by the previous Treasurer / Trustee in August of 2013.

Astrid Aafjes, Founder and President of Stichting Women Win was appointed to the Board of Directors as a Trustee, with voting rights. Ms. Aafjes previously served in the position of advisor to the Board of Directors, with non-voting rights. Prior to her role on the Board of Directors, Ms. Aafjes was a paid member of the Women Win staff until July of 2013.

BOARD MEMBER ELECTION PROCEDURE

The Board of Directors is structured to ensure the continuity of membership while at the same time allowing continuous renewal. The Board upon nomination appoints the members of the Board of Directors. Board membership is for a term of three years. Board members are eligible for reappointment at the end of any membership term.

The Board adopts a term rotation schedule to ensure an adequate degree of continuity in the membership of the Board. The rotation schedule is reviewed annually at the Annual Meeting.

ACCOUNTABILITY STATEMENT

This annual report for 2014 is drawn up in accordance with the accounting guidelines for fundraising institutions, Directive 660, of the Dutch Accounting Standards Board (DASB).

PwC accountants audit the organisations functions, internal

administration and accounts annually. PwC has been Women Win's auditor for the past six years. PwC performs no other non-auditing tasks for Women Win. The findings of the annual audit are discussed with Board of Directors, together with the head of Operations and the Executive Director.

With the Annual Account for 2014, Women Win received a qualified audit opinion of PwC accountants. This declaration is included in the Annual Account of Women Win for 2014.

JURISDICTION AND TASKS OF THE BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR

The by-laws of Women Win clearly state the separation of duties, tasks and roles between management and supervision. In essence: the Board of Directors supervises challenges and stimulates management, whereas management steers the organisation in the right direction. In pursuing that role, the members of the Board of Directors maintain an up-to-date overview of developments in the organisation by having regular contacts with several people at Women Win.

BOARD MEETINGS

In 2014, the Board of Directors held three regular meetings and one informal meeting. All regular Board tasks were performed during the year. In addition to monitoring the progress of the annual plan, the main topics were:

- Annual accounts and annual report 2013
- Board of Directors composition
- Selection and appointment of new board members
- Changes to organisational by-laws and power of attorney
- Financial sustainability of the organisation
- Review of strategic plan 2014 – 2017
- Women Win work plan 2015
- Review and confirm Annual budget for 2015

BOARD EXPENSES

Board members work on a voluntary basis and are non-compensated for the position held. Board members are compensated for out-of-pocket travel and lodging expenses incurred to attend Board meetings or to carry out representative functions on behalf of the Board, provided in the last instance that these are agreed upon in advance with the Director.

EVALUATION OF OBJECTIVES, ACTIVITIES, EXECUTIVE DIRECTOR

The Executive Director is the leader of Women Win,



Tiempo de Juego, Colombia

responsible to the Board for all actions of the organisation. She is responsible to report all information necessary and relevant for Board decision-making to the Board in a timely manner, and to be fully transparent towards the Board with respect to matters affecting Women Win.

The Board grants a power of attorney to the Executive Director to carry out her responsibilities on behalf of Women Win. The Executive Director is responsible for leadership of the management team consisting of all directors and, directly or indirectly, for the leadership and management of all persons employed by or acting as consultants, volunteers or advisors to Women Win.

The responsibilities of the Executive Director are further described in the document: Executive Director Success Profile. The Executive Director is responsible for maintaining all records relating to Women Win as set out in the document: Summary of Record-Keeping Responsibilities. The Board of Directors recognises the many challenges of the organisation and they are pleased with the progress that was made in 2014 and were confident about the future. While the fundraising environment is difficult, our planning and control is being enhanced to help offset any unforeseeable events.

REMUNERATION OF THE EXECUTIVE DIRECTOR

Following Women Win's low-cost policy, remuneration is set below the maximum guidelines of the Dutch Fundraising

Institutions Associations (VFI) for management salaries of charitable organisations (Adviesregeling Beloning Directeuren van Goede Doelen), and the code of governance for charitable organisations (Code Wijffels, see www.vfi.nl). Through performance evaluations the Board of Directors determines management remuneration annually. The Board of Directors, in consultation with the Executive Director, has chosen a director's remuneration package under the maximum VFI scheme.

The annual remuneration in 2014 of the Executive Director was € 102,159 . This is in line with the VFI guideline, whereas the amount of remuneration comprises the gross salary, holiday allowance and 13th month. In the annual account, the amount and composition of management remuneration

Risk Management

FINANCIAL RISKS

Women Win's objectives require multi-year commitments. The level of income can fluctuate year by year, while multi-year obligations have to be fulfilled.

MANAGING FINANCIAL RISKS

Women Win deals with the risk of fluctuating income and the implications of this on the continuity of projects by:

- Diversifying income: income is obtained from multiple sources including individual donors, companies, institutional donors and government bodies
- Optimising the availability of freely disposable income: to anticipate changes within programmes and countries, Women Win seeks for a balance in earmarked and non-earmarked income. Earmarked funds have to be spent in a specific country or project, but by having sufficient non-earmarked funds available, Women Win is able to adapt quickly to changes
- Maintaining an appropriate continuity reserve: Women Win strives to achieve a reserve that is adequate and can maintain obligations for at least six months so that some activities can continue even if sources of income are lost
- Recruitment of long-term donors: corporate sponsors and governments are committed to Women Win through multi-year contracts, safeguarding a portion of Women Win's income on a longer term
- Strict cash management: funds are deposited in a renowned bank. Women Win has no stocks or derivatives

BEST USE OF FUNDS

Women Win achieves the best possible use of funds through:

- Monitoring and evaluating its long-term strategy, annual plan and budget
- Internal regulations and guidelines such as an authorisation matrix, staff operations manual, Human Resources manual, partnership policies and guidelines for Planning, Monitoring & Evaluation

FINANCIAL AUDITS

- In Amsterdam: Mid-term and annual audits of the organisations functioning, internal administration and accounts by PwC Accountants
- Women Win can also require larger partner organisations to conduct an annual audit of their accounts
- Women Win follows a monthly reporting cycle on the progress toward goals, key performance indicators and budget spending
- An active low-cost policy: By creating long-term

partnerships with corporate sponsors, Women Win produces structural support for its programmes. Furthermore, the efforts of our volunteers and interns in our Amsterdam office help to reduce programme cost

- Evaluation: Through the continuous evaluation of programmes according to planning, monitoring and evaluation cycle requirements, results and expenditures are closely monitored and improvements are made when necessary

VULNERABILITY TO FRAUD

Women Win has gained the trust of individuals, companies and other organisations that donate funds, and regards it as its responsibility to ensure that funds are spent properly. Despite this, there is always the risk of fraud, which would have implications for the implementation of projects as well as for Women Win's reputation and credibility.

Women Win reduces the risk of fraud by:

- Monitoring compliance and implementation of segregation of duties through internal and external audits
- Assessing partner organisations using strict criteria
- Implementing Women Win's anti-fraud and corruption policy throughout the organisation, including our partners

OPERATIONAL RISKS

POLITICAL SITUATION

Women Win works in politically unstable areas. Changes in local government policies and political relationships form major risks for Women Win programmes. To manage these risks as best as possible, Women Win includes the political situation in its analysis when selecting countries and regions for new operations. Excessively unsafe areas will not be selected for new operations. Women Win also implements and continuously updates its Risk Framework.

The safety of staff will always have the highest priority for Women Win. While Women Win clearly gives all staff the responsibility to contribute to their own and the organisation's safety and security, final responsibility lies with line management: Programmes Director.

WORKING WITH PARTNERS

Women Win works with partners in all its programmes including community-based organisations, youth groups, local NGOs, and schools and authorities. Women Win enters into agreements with partners based on the deliverables each partner will bring to the project. Part of the agreement is a plan for monitoring the project. Monitoring is done on



finance and administration, on activities and outputs and on overall quality of the project. Other essentials include signing Women Win's Child Protection policy. Evaluations are conducted at the end of each project, and when appropriate also at mid-term. The relationship between Women Win and its partners, including compliant procedures is governed by Women Win's partnership agreement.

In the event that a partner organisation performs below expectations, an assessment is made to identify areas and steps for improvement. In some cases the outcome is negative and the project and/or the relation with the partner is concluded. This does not happen frequently, as we try to carefully assess the capacity of partners at the start of the partnership.

REPUTATIONAL RISKS

Reputation is among the most valuable assets of a non-governmental organisation. Despite professionalism, transparency and legal compliance, a scandal in the media, a financial pitfall or a security incident can seriously affect the organisation's reputation.

Reputation is a concept in the minds of stakeholders. Women Win can influence it, but cannot control it. A public debate about the efficiency and accountability of other NGOs or the sector may easily harm public trust. The

organisation's reliability and credibility can be damaged for a significant period of time. Due to the democratisation of mass media, online and offline opinions, attitudes and facts are becoming more public, whether false or true. Women Win chooses to participate in the debate with an open and transparent communication policy.

MANAGING REPUTATIONAL RISKS

Women Win pays serious attention to safeguarding its reputation by monitoring stakeholder's perceptions. To guard against false statements about Women Win, the organisation monitors publications in off and online media. If appropriate, Women Win actively engages in discussions or debates. Interviews and other articles are checked prior to publication. If inaccuracies are published, Women Win will, where possible, ensure that the correct information is subsequently published. Other measures include:

- Women Win's Child Protection policy is also a tool to safeguard Women Win's reputation. All people who are involved in activities organised in the field and Netherlands sign a code of conduct
- Contractually ensuring that the mission and vision of corporate sponsors does not conflict with Women Win's mission and vision
- Ensuring that all communications regarding results are transparent, also mentioning failures and lessons learned





Women Win would like to thank all those who contributed to this report. The stories, comments and highlights throughout this report were shared from our global partners, including the very girls we serve.

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By Two Design

Copy editing

Louise Wilcocks



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 [@Women_Win](https://twitter.com/Women_Win)

Stichting Women Win
Tolstraat 127-3
1074 VJ Amsterdam
Tel. +31 20 221 7741
info@womenwin.org
