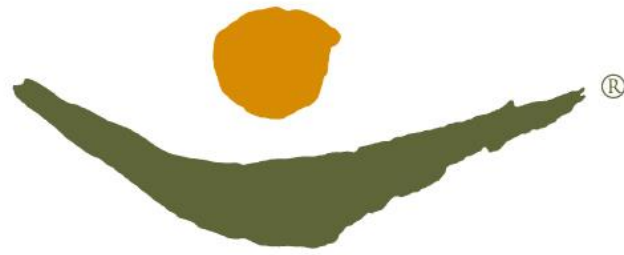


Company no. 05650155

Charity no. 1115109



WOMEN *for* WOMEN  
*International*

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

### **Report and Financial Statements**

**31 December 2017**

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## **Advisers**

### **Bankers**

Coutts & Co  
440 Strand  
London WC2R 0QS

Clydesdale Bank  
35 Regent Street  
London SW1Y 4ND

### **Auditor**

Buzzacott LLP  
130 Wood Street  
London EC2V 6DL

### **Solicitors (*pro bono*)**

Simmons & Simmons  
City Point  
One Ropemaker Street  
London EC2Y 9SS

Baker & McKenzie  
100 New Bridge Street  
London EC4V 6JA

**Women for Women International (UK)**  
**Report of the Trustees**  
**For the year ended 31 December 2017**

The Trustees present their report and the audited financial statements for the year ended 31 December 2017.

**Women for Women International (UK)**  
**Chair of the Board of Trustees**



**Martin Thomas**  
(pictured with Bukola Onyishi, Country Director,  
WfWI-Nigeria)

**Women for Women International (UK)**  
**Executive Director**



**Brita Fernandez Schmidt**

## **Welcome from the Chair**

2017 represented my first full year as Chair of the Board of Trustees for Women for Women International – UK. I am both pleased and proud to play a role in the successes and achievements you will read about in this document.

Most importantly, the hard work and incredible success of the team, achieving a 20.9% year-on-year increase in income, meant that Women for Women International (UK) was able to directly fund the participation of 5,000 women and almost 4,000 men in the charity’s training programmes in countries affected by conflict.

I observed for myself the efficacy of our year-long programme for women as well as the Men’s Engagement Programme when I visited Nigeria in February 2017. Funding from the Ministry of Foreign Affairs of the Netherlands, under the FLOW initiative, enabled 1,000 women and 997 men to participate in our training programme in Nigeria during 2017. The combined approach of training both women and men on women’s rights is having a demonstrable effect; one woman said “Women were not consulted by male family members when taking decisions at home in the past. Now, we are consulted before a decision is made on every issue.” Monitoring and evaluation data shows that sampled women in Nigeria reported a 45% increase in household decision-making involvement.

Fundraising success also enabled the UK team to contribute 63% of the funding needed to open a new office in the Kurdistan Region of Iraq (KRI) in 2017, to build on previous work delivered through partner organisations addressing the urgent need of Syrian refugees and displaced Iraqi and Kurdish women.

In July 2017, I had the opportunity to visit the KRI and meet some of the women supported by Women for Women International through our partners. I witnessed an overwhelming need for the programme we run,

**Women for Women International (UK)**

**Report of the Trustees**

**For the year ended 31 December 2017**

and for the women to be matched with sponsors and receive an affirmation that the world has not forgotten them.

In one art therapy class I visited, a young Yezidi woman had drawn a picture of her sister being hanged by ISIS. This image drawn simply in crayon, similar in many ways to the artwork drawn by my daughters and proudly displayed on our fridge, and yet with a subject matter that is worlds apart, has stuck with me ever since. The brutality and trauma she has experienced cannot be undone, but with our support she can start to rebuild her life and move towards a future of hope.

I celebrate the achievements of Women for Women International (UK) in 2017, but there is so much more to do. As we look ahead to 2018 and beyond, I am excited by the challenges that lie ahead: raising over £6 million, establishing a new entity in Germany to diversify our European funding base, and leading the organisation to pilot a Global Advocacy Strategy focusing on influencing relevant global political debate. These objectives will all help us to achieve our core aim of supporting women survivors of war to rebuild their lives.

I am very grateful for the support of my fellow trustees who give freely of their time and expertise to oversee the running of the charity. In particular, I would like to acknowledge the support of Emma Grede, who stood down as a trustee during 2017, and welcome Lady Alison Deighton and Laurie Adams, who joined as trustees during the year.

Thank you to all our supporters; individuals, companies, trusts and foundations, Patrons, Ambassadors, Emeritus Trustees, Special Advisors and volunteers. Without you, none of this would be possible. I would also like to thank the staff and Trustees, who work so hard to achieve the success you will read about in this report.

Martin Thomas

Chair of Board of Trustees, Women for Women International (UK)

***"Women for Women International has demonstrated over the past 20 years that when given the tools, resources and knowledge to access livelihoods and protect their rights, women can transform their families, communities – and ultimately help build more stable nations. I'm delighted to be able to lend my support, and hope to help Women for Women International reach many more women in need around the world."***

Dame Helen Mirren

## Our vision is a world in which all women determine the course of their lives and reach their full potential.



*“We learnt about the importance of working together. So, after graduation we decided to start a business together. We like working together, it’s better than working alone. We knit the clothes here in our workshop, and then sell them at local markets. I am saving the profits from the business, so we can invest in more knitting machines. In the future, I want to expand the business and hire more apprentices to work with us.”*

-- **Kyenret**, WfWI programme graduate in Nigeria

*“I’ve learned many things through my programme. I learned about nutrition, business planning, health, HIV prevention and savings and investments. The stipend has really helped – I bought a goat that had seven babies. I sold five of them. I have three goats now, which is good. I also make and sell baskets and bring the money home. I believe that my future is bright, and one day, I will be someone who empowers others.”*

-- **Denise**, WfWI programme graduate in Rwanda



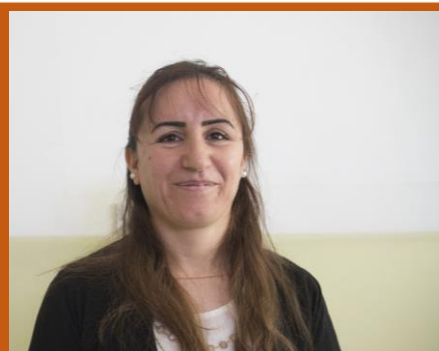
*“I told them that my daughter is a baby, I can’t accept your request. My husband also agreed with me. It is this kind of decision-making that I didn’t know about before the programme. I now understand not to give our daughters at a young age, and I have persuaded my other girls to get an education.”*

-- **Zarin**, WfWI programme graduate in Afghanistan when she declined to commit her two-year-old in marriage

*\* While this is a photo of a Women for Women International graduate, this photo is representative of the woman featured in the quote, for privacy or security concerns*

*“When I come here, I forget about being a stranger. Being among women who have been through similar experiences is a wonderful feeling of togetherness, hope and support.”*

-- **Sheiran**, WfWI programme participant in the Kurdistan Region of Iraq



## Our Work in a Challenging Global Context for Women – 2017 Highlights

- **40 ongoing conflicts spreading violence, poverty and rootlessness across the globe (IRIN 2017)**
- 65.6 million people forcibly displaced worldwide (UNHCR 2017)
- **Over 50% of refugees and internally displaced people are women (UNHCR 2017)**
- Globally, there are 122 women aged 25-34 living in extreme poverty for every 100 men of the same age group (UN Women 2018)
- **1 in 3 women worldwide face violence, including intimate partner and sexual violence (WHO 2013)**

In 2017, women across the world remained deeply vulnerable to poverty and violence and struggled to access their rights, even more so in countries where conflict has laid waste to lives, communities and the social and economic structures that anchor peace, security and stability. Against this daunting global backdrop, WfWI (UK) successfully delivered on the first year of its three-year plan (2017-2020), purposefully driving progress under seven objectives detailed on page 11 of this report. Progress against these objectives resulted in an increased impact via programming and advocacy, fundraising, awareness raising and organisational effectiveness.

Thus, WfWI (UK) was able to raise £4.45m against a target of £4.35m in 2017, versus £3.68m in 2016, a year on year increase of 20.9%. In keeping with our goal of ensuring that at least 75% of our expenditure is spent on charitable activities, WfWI (UK) invested £3.65m (82% of income) in our global programmes and advocacy - enabling the charity to make a vital contribution towards transforming the lives of the poorest and most disenfranchised women in some of the world's most devastated and difficult countries. Significant achievements during 2017 include:

### A. Enabled 5,050 women to participate in our results-based 12-month social and economic empowerment programme in 2017, measurably improving their individual lives

As a global organisation, WfWI seeks to reach 15,000 women annually via our core training that builds

#### WfWI Creates Measurable Change

In Nigeria, women reported that their average monthly earnings increased from \$14.81 at enrollment to \$41.61 at graduation (USD, purchasing power parity);

In Rwanda, women reported that their average current savings stock increased from \$40.41 at enrolment to \$63.05 at graduation (USD, purchasing power parity)

In Afghanistan, 93% of women reported involvement in household decisions about family planning methods at graduation, up from 56% at enrolment.

skills, knowledge and resources in four key areas – livelihoods; health and well-being; decision-making; and networks. **WfWI (UK) aimed to support the enrolment of 2,950 women in 2017 towards this global target, but we exceeded our goal, maintaining our success of previous years by funding a third of the 15,039 women who enrolled in Afghanistan, Democratic Republic of Congo, Iraq, Nigeria and Rwanda this year.**

WfWI's 2017 data show that WfWI (UK)'s support is vital to the achievement of our global mission, and to ensuring that the most vulnerable women, whose lives have been wrecked by conflict, have real opportunities for lasting progress. **Between enrolment and graduation, the share of Congolese women reporting a lack of food due to resource shortage reduces by 61% while Afghan women reported that their average monthly earnings increased from \$37.03 at enrollment to \$68.63 at graduation (USD, purchasing power parity). See box above and page 9 for other results<sup>1</sup>.**

<sup>1</sup> Data was provided by 3,195 participants who graduated from WfWI's core program between January and December 2017. This dataset only includes baseline and endline data for sampled graduates who were interviewed in both survey rounds. For data related to household decision-making, women whose responses were recorded as "N/A" are excluded from sample

**B. Supported 3,949 men to build positive attitudes on fostering women's rights and participation**

WfWI seeks positive change in traditional environments that constrain women by reaching a minimum of 5,000 men annually across target countries with our ground-breaking Men's Engagement Programme (MEP). **In 2017, WfWI (UK) intended to resource the participation of 1,400 male community leaders and members in the MEP. However, we more than doubled this target by supporting programming that reached close to 4,000 men in Afghanistan, Democratic Republic of the Congo and Nigeria.** 2017 data shows promising results on male graduates taking action to support women's equality: in Afghanistan and Nigeria, on average, we see a 73% increase in men's actions taken in support of women's rights and economic participation.

**C. Empowered a first cohort of 120 women as grassroots leaders and advocates**

In keeping with our 2017 plans, WfWI (UK) provided critical funds and technical support towards developing an innovative 'Change Agent' curriculum and programme. This equips women graduates of our core training with advanced leadership and advocacy skills to represent and organise around the issues and interests of women in their communities. A first group of 120 women were supported to gain new skills and knowledge via this programme in Afghanistan and Nigeria in 2017, with plans to expand the programme to Democratic Republic of the Congo, Rwanda and Kosovo in 2018. *See box for the experience of women Change Agents in Khoshgombad, Afghanistan.*

**D. Resourced country programmes to strengthen women's social and economic outcomes**

WfWI (UK) contributed to the budgets of each of our country programmes and facilitated innovative activities. Our donations comprised 63% of the £544,000 required to open a new office and programme in the **Kurdistan Region of Iraq** and continue two local partnerships, reaching 977 Syrian refugees, displaced Iraqi and Kurdish women with support and services. We facilitated pilot "Community Protection Committees" in **Afghanistan** as a form of community-based conflict resolution and prevention of violence against women and girls. Six committees, with graduates of the Men's Engagement Programme, were formed in 2017. In **Democratic Republic of the Congo**, we trialled a micro-health insurance scheme for women participants through their Village Saving and Loan Associations. Introduced in 2017, these projects are currently ongoing, and resultant learning will be used to further develop our overall approach, ultimately improving women's social and economic progress.

### The Power of Collective Change



In Afghanistan, following completion of their training, the 80 Change Agents have been meeting monthly, and showing enthusiasm for the opportunity to defend the rights of women in their communities.

In Khoshgombad village, they noticed that the local health clinic has very poor services for women and decided to act. **All 25 Change Agents from the village went to the clinic and asked to meet the director. At first, he did not respond, so the women waited. Eventually, he invited them to his office and the group explained the challenges and requests. The director committed to having a female doctor to treat women and distributing medicine to vulnerable women.**

This was a significant achievement for the Change Agents, and inspiring for other women in the community – even more so in this traditional context where women are largely isolated with their homes and have little access to voice and rights. Following this positive experience, the Change Agents went door-to-door to introduce themselves to women in the community and offer support should women face any violence.

## Introduction

Founded in 1993, Women for Women International<sup>2</sup> invests in the social and economic empowerment of marginalised women in conflict-affected countries. We provide women living with poverty and violence in grassroots communities with a 12-month training that equips them with knowledge of nutrition and hygiene, awareness of their rights, support from other women, and vital skills by which to sustain an income. Our approach to building women's self-reliance clearly follows a more long-term approach that is unique in these contexts where other agencies focus mainly on emergency relief. WfWI has reached over 477,448 women in Afghanistan, Bosnia-Herzegovina, Democratic Republic of the Congo, Kosovo, Iraq, Nigeria, Rwanda and South Sudan.

In 2005, WfWI established an independent UK-registered charity in London with two main purposes - to raise funds in support of WfWI's transformative programming, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning.

### Kabira's Story



Kabira lost everything when she fled the war in Syria with her family, making a hazardous escape to the KRI in 2013. She said: *"We were attacked by missiles targeting the minibus. There were explosions in the front and back, gun fire. The driver was replaced when he was injured, because the passengers were determined to leave. I was so worried about my daughter and made her sit under her seat because I thought if I die I want her to die with me too because I do not want my children to be taken by Daesh (ISIS).*

Enrolling in WfWI's project in the KRI has given her new hope: *"I now have the will to go on – to improve my life. I am learning about women's rights, health and well-being and how to prevent violence against women. I will learn how to do a market assessment and start my own business. We hope that we can return to where we lived before...We want to rebuild our lives and our country."*

#### A. Our Vision

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

#### B. Our Mission

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

#### C. The Women We Work With

WfWI has chosen to work with women in fragile and conflict affected states because these are the most dangerous countries in which to be female. Women face stark discrimination and lack access to rights, and this manifests in cycles of poverty and the absence of life chances; pervasive violence against women; and their exclusion from family and community decision-making.

#### D. The Women We Serve:

Many are widows, refugees, or survivors of violence – and their lives before they enrol in the programme are characterised by poverty and hardship. In Afghanistan, 91% of women have no formal education. In DRC, 62% cannot read or write any part of an example sentence. In Rwanda, 20% are heads of households.

<sup>2</sup> WfWI registered address: 2000 M Street, NW, Suite 200, Washington D.C. 20036, USA.



## Women for Women International (UK)

### Report of the Trustees

For the Year ended 31 December 2017

## Our Approach

WfWI's multi-dimensional programme approach responds to the many strands of discrimination faced by women and seeks to achieve four vital outcomes: (i) Women sustain income; (ii) Women are well; (iii) Women are decision-makers; and (iv) Women have social networks and safety nets. Through funding raised from a variety of sources, WfWI is instrumental in enabling the participation of marginalised women in our 12-month social and economic empowerment programme as well as supporting innovations and complementary programming to improve the services and support we provide. This ultimately contributes to the significant changes women are able to make in their lives.

Our data show:

- In Afghanistan, women reported that their average monthly earnings increased from \$37.03 at enrolment to \$68.63 at graduation (USD, purchasing power parity)
- In DRC, women reported that their average current savings stock increased from \$43.73 at enrolment to \$98.61 at graduation (USD, purchasing power parity)
- In Rwanda, 96% of women reported having used their trained vocational skill outside of training class hours in the past week
- By graduation, 81% of Nigerian women reported involvement in household decisions about having more children, up from 52% at enrolment

## Our Programmes

In alignment with this approach, WfWI delivers a unique mix of programming that provides rights education, skills development, social linkages and resources. Its broad components include:

### A. 12-month Social and Economic Empowerment Training

A cornerstone of WfWI's approach, our tested, year-long programme is tailored to specific country contexts to provide marginalised women with:

- **Basic life skills education** covering critical topics including reproductive health, hygiene and nutrition; rights and decision-making; saving and managing money; and group formation and grassroots advocacy;
- **Income generation skills** encompassing numeracy, business skills and a chosen vocation;
- **Resource provision** in the form of a small monthly cash stipend, savings mechanisms such as Village Savings and Loan Associations, and referrals to health and legal services; and connections to other women, via a safe space where women can learn together, speak openly about issues affecting their lives, and support one another to tackle problems and initiate change.

### B. Complementary Programming to Improve Women's Outcomes

WfWI programme graduates require additional mentoring and support, and an encouraging, enabling environment in order to consolidate the social and economic gains they are making as a result of the 12-month programme. Complementary programming includes:

## Women for Women International (UK)

### Report of the Trustees

#### For the Year ended 31 December 2017

- **Men's engagement:** Since alliances with men are vital to any transformative shifts towards gender equality, WfWI has been pioneering men's engagement activities for over 15 years, reaching over 25,000 men in Afghanistan, DRC, Nigeria, South Sudan, Rwanda and Kosovo. Our country-specific interventions target male community leaders and family members of women participants to build knowledge on issues of violence against women, the value of women's work, reproductive health, girls' education, and women's participation in community activities.
- **Capacity building and support for women-led businesses:** WfWI programme graduates establish micro-enterprises run by themselves or through self-help groups, business groups or pre-cooperatives. We continue to provide groups with intensive support for six to 12 months after graduation via advanced training, on-site visits, mentoring and hands-on practical exercises, as well as linkages to buyers, markets, larger networks, and grants to become successful.

#### C. Influencing and Advocacy

WfWI is committed to amplifying women's voices to ensure that decision-makers and practitioners are sensitive to the needs of marginalised, war-affected women in their policies, practice and allocation of aid. We have introduced a grassroots community advocacy approach to train women graduates as "Change Agents", equipping them with the skills and opportunities to become leaders and advocates for women's rights, violence prevention and economic opportunities.

#### Namban's Story



Namban lives in Pushit, Nigeria with her husband and five children. She joined the 12-month WfWI training after hearing about it from her church.

She chose piggery as her vocational skill and saved up her stipend to buy two pigs. ***"My plan is to fatten and breed the pigs so that I can produce lots of piglets, some of which I will give to other women. I want to help them the way I have been helped. This is the essence of what I learnt at Women for Women International. They taught us to help others."***

***"We used to be in the dark, but now we are more enlightened. We know how to come together as a community, we have learnt how to work together."***

Namban also learnt to save, and the importance of hygiene: *"I have passed on this knowledge to my neighbours, about the importance of keeping our environment clean. I arranged a big clean-up around our houses, with all the neighbours taking part."*

Namban has new skills that have changed her life: *"To my sponsor, I would say that I am so grateful for the support. The knowledge I have learnt is so valuable, even more important than the financial assistance I have received."*

## Women for Women International (UK)

### Report of the Trustees

For the Year ended 31 December 2017

### Progress against our objectives

In 2017, WfWI (UK) worked purposefully across seven strategic objectives that motivate our three-year vision (2017-2020). As detailed below, we successfully accomplished targets and progress in all key areas to achieve total income growth of 20.9% from the previous year. This raised urgently-needed funds to directly fund our result-based programmes, as well as building awareness of the voices and realities of women among diverse, global audiences through events and social media, and via targeted advocacy to decision-makers in the UK and in communities. We also made continued progress on strengthening the UK team through improved systems, processes and staffing – all of which are essential to our ability to deliver on our mission. WfWI (UK) Trustees were pleased with achievements under each objective in 2017. A summary:

#### A. Invest in the social and economic empowerment of marginalised women

- WfWI (UK) aimed to support the participation of 2,950 marginalised women in our transformative programmes in 2017, towards the annual global target of reaching 15,000 women. We exceeded our goal, funding 5,000 of the 15,039 women who enrolled in Afghanistan, Democratic Republic of Congo, Iraq, Nigeria and Rwanda this year. These investments enabled them to build tangible skills, knowledge and confidence to measurably change their lives. *Programme results on p.6 and 9.*
- In keeping with our aim to expand our response to the Syria crisis, WfWI (UK) provided 63% of the £544,000 required to open a new office and programme in the **Kurdistan Region of Iraq** and continue two local partnerships, reaching 977 Syrian refugee, displaced Iraqi and Kurdish women from the host community with essential support and services.

#### Ghulam Rabi, local leader and Men's Engagement Programme participant



**"I believe that Islam is an open, bright religion, and has good rights for women."**

During the MEP in Afghanistan, male leaders studied how the Qur'an supports the right of women to choose their own husbands, and how women should not be married as young girls. With this knowledge, he feels better informed to advise his community.

Shortly after Ghulam finished the programme, a neighbour came to him to ask for advice. He was poor, and struggling to support his family, so he wanted to sell his daughter in marriage. The money would enable him to provide for his remaining family members but would change his daughter's life forever. **"Before the training, I would have agreed with him. But instead I said, 'No, you should not sell your daughter for money.' And he listened to me."**

- Enabled programme innovations and graduate support, including advanced business training and equipment to 377 programme graduates in Rwanda; and a micro-health insurance scheme for women through their Village Saving and Loan Associations in Democratic Republic of the Congo. Introduced in 2017, these projects are currently ongoing, and resultant learning will be used to expand our programme model, ultimately improving women's social and economic progress

#### B. Work with men to change attitudes

- WfWI (UK) aimed to reach 1,400 male leaders and community members with our Men's Engagement Programme in 2017, towards the global organisation's annual target of a minimum of 5,000 men across all countries. We exceeded our aim by supporting 3,949 men to build vital awareness on women's rights via their participation in the Men's Engagement Programme.
- In keeping with our goal to improve our approach to engaging men, WfWI (UK) facilitated pilot "Community Protection Committees" as a form of targeted community-based conflict resolution and prevention of violence against women and girls. Six committees, with male graduates of the Men's Engagement Programme, were formed in 2017.

## Women for Women International (UK)

### Report of the Trustees

#### For the Year ended 31 December 2017

#### C. Support marginalised women survivors of conflict so that they influence decisions

- As per our 2017 plans to develop country-based advocacy programmes, WfWI (UK) provided critical funds and technical support towards developing an innovative 'Change Agent' curriculum and programme to equip women graduates of our core training with advanced leadership and advocacy skills to represent and organise around the issues and interests of women in their communities. Thus, a first group of 120 women gained new skills and knowledge via this programme in Afghanistan and Nigeria in 2017, with plans to expand the programme to Democratic Republic of the Congo, Rwanda and Kosovo in 2018.
- WfWI (UK) supported country office staff to develop joint advocacy strategies with local NGOs to address issues identified by the women we serve and complement the efforts of Change Agents, ensuring that advocacy efforts further amplified the voices of women and responded to their needs and priorities.

#### D. Influence the wider gender and developments and women, peace and security debates utilising our data, analysis and learning

- WfWI (UK) strengthened the global organisation's capacity for advocacy, including through the production of internal position papers, ensuring that our external engagement, in-country or at the global level, is consistent and grounded in evidence. This included the publication of the first of our report cards on the UN Global Goals for Sustainable Development that situated our data in the framework of the Global Goals to highlight the experiences of the marginalised women we serve; share indicators that are relevant to them; and share good practice for reaching vulnerable populations. This publication was also adapted for in-country use to support Country Offices colleagues' advocacy efforts and contribute to closing the data gap around the Global Goals with our evidence
- We also initiated the development of a global advocacy strategy and preparations for an integrated campaign in 2020, ensuring that the organisation has a clear direction for its global advocacy efforts going forward
- In keeping with our goals in this area, WfWI (UK) continued to work with strategic partners to increase influence on relevant issues. For instance, as a leading member of the UK's Gender Action for Peace and Security (GAPS) network (who we host), we worked collaboratively with the UK Government to develop its National Action Plan on Women, Peace and Security (launched January 2018)<sup>3</sup>, ensuring that it reflected the needs and voices of women. This included partnering with Medica-Afghanistan to lead in-country consultations with Afghan women's groups<sup>4</sup> and WfWI programme participants.

#### Successful advocacy with NGO partners in Democratic Republic of the Congo

WfWI-DRC is building partnerships with local and national partners, including the Congolese Women's Caucus for Peace who have twice visited communities where we work to meet with and hear directly from the women on the issues that most affect their lives. In 2017, via joint advocacy with partners, we managed to successfully advocate for the reduction or elimination of land rental prices for women, with landowners in Ciherano-Luciga granting women a five-year lease for 10 hectares, thereby guaranteeing them fair and safe access to land.

<sup>3</sup> <https://www.gov.uk/government/publications/uk-national-action-plan-on-women-peace-and-security-2018-to-2022>

<sup>4</sup> <http://gaps-uk.org/womens-voices-uk-national-action-plan-women-peace-security-afghanistan/>

## Women for Women International (UK)

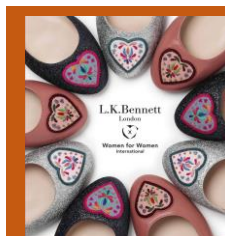
### Report of the Trustees

#### For the Year ended 31 December 2017

#### E. Raise £4.35 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships

- WfWI (UK) raised £4.45m against our 2017 fundraising target, compared to £3.68m in 2016, an increase of 20.9%. Charitable expenditure – comprising vital support to our overseas programmes plus policy and outreach – represented 84% of expenditure.
- Restricted grants, providing resources for programming, innovations and learning, increased year on year to £2.74m, representing 62% of our 2017 income versus £2.00m in 2016 (57% of income).
- Unrestricted income from corporate partnerships, grassroots contributions, major donors, events and sponsorship increased year on year to £1.71m against a target of £1.52m in 2017. This growing base of stable and flexible support is the bedrock of our ability deliver - enabling us to invest in essential staffing and system as well as deploy funds to programme areas of great need. Highlights from unrestricted funding streams include:

- Launched 17 corporate partnerships this year (target: 14), raising £156,000. This represents a significant increase in our corporate partnership income since last year (2016: £33,000). Influential partnerships include LK Bennett (*box*), Charlotte Tillbury, Elemis and Mint Velvet.



#### LK Bennet #Heartandsole

LK Bennett limited edition shoe, co-designed with our programme graduates in Kosovo, sold in aid of WfWI and supported by widespread press and social media coverage. To date, this special project raised £22,341 and achieved a PR circulation value of £5.1m as well as an editorial value of £325,924

- Raised £514,000 of unrestricted funds from Major Donors against a target of £415,000. This represents a 49% increase on Major Donor income raised in 2016.
- The #SheInspiresMe Car Boot Sale was our most successful event this year, bringing in over £160,000, against a budget of £137,000. This was an 119% increase on 2016, where the event raised £73,000. The number of guests increased by 50% from 800 in 2016 to 1,200, contributing to increased funds and awareness of our work among new audiences.
- Sponsorship of 'Sisters' in our programme by individuals, student societies, and corporates exceeded expectations, raising £355,000 against a target of £345,000. This represents an 11% increase in sponsorship income raised in 2016. In addition to our success in recruitment, our retention levels remained positive, with on average more than 75% of individual sponsors in 2017 choosing to sponsor again, following their sister's graduation.

#### F. Raise WfWI(UK)'s profile/visibility through effective communications

- In 2017, WfWI (UK) developed an effective approach to leveraging the support of influential women to help grow our profile and income, both of which are crucial to the delivery of our mission. Our projects in 2017 with patrons Dame Helen Mirren and Sophie Turner, where we launched a film with each, were disseminated widely on social media, with unprecedented reach.

For instance, the film that launched Sophie Turner as our new patron on March 8 has had over 80,000 views across the UK and US channels. On March 8, Sophie tweeted to her 1.23m followers to announce her new role at WfWI (UK) and a link to her Huffington Post blog about visiting our

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

### **Report of the Trustees**

#### **For the Year ended 31 December 2017**

programmes in Rwanda. Sophie's retweet of @womenforwomenUK's tweet on March 8 resulted in this tweet reaching 1.54m people. This is the largest reach of any single tweet from this account, representing a 131% increase on the reach of a tweet from March 9 2016 (previous highest reach).

- WfWI (UK) launched a new website in September that is built to take visitors on a journey, resulting in a donation or sponsorship. In the eight weeks post-launch, there was an 18% increase in number of sponsorships set up via the website, compared to the same time-period in 2016. There was also a 39% increase in the number of one-off gifts. Importantly, the average gift amount for regular gifts increased 40% and for one-off gifts increased 92%.
- WfWI (UK) achieved 287 pieces of quality media coverage in 2017, contributing to raising our profile and awareness of women's realities in war-affected countries among greater numbers. This is 23 pieces more than 2016. Although the volume of pieces of coverage did not increase greatly, the quality of coverage in 2017 was much higher - 5m higher print circulation, 9m higher estimated coverage views, 5m higher social shares of coverage and 10,000 higher YouTube views. We also had more print coverage with much higher circulation in 2017.
- WfWI (UK) secured high-profile media opportunities to talk about our work with women survivors of war throughout the year. Brita Fernandez Schmidt was on BBC Radio 4 Woman's Hour on 8 March, and also gave interviews to Al Jazeera and TRT World to mark International Women's Day. In September, Brita featured in BBC World 'The Conversation' with Winnie Byanyima, Executive Director of Oxfam International. This type of media coverage shows we are meeting the business objective of positioning Women for Women International as a go-to organisation on Women, Peace and Security.

#### **G. Run an effective and financially sustainable organisation.**

- During the year we worked with our US parent charity to build stronger ways of working to ensure that WfWI globally works together and efficiently to the benefit of the women we serve. The executive teams from both the UK & US organisations met on a monthly basis. The Boards of each organisation has cross-membership from both entities, and during June 2017 the Boards came together for a joint Board meeting.
- We are moving forward with registering WfWI in Germany, to build on the strength of support already in Germany, and to allow the work we are carrying out through European funders, including the EU, to continue whatever the outcome of the Brexit process brings.
- We have worked with our colleagues in the US to scope, identify and train on a new global accounting system which went live during January 2018.
- Our staff team is growing, and during the year we carried out a Board skills audit which will inform our trustee selection moving forwards.

## Women for Women International (UK)

### Report of the Trustees

#### For the Year ended 31 December 2017

### Financial Review

Women for Women International (UK) restructured during 2012 to create a stable base for future sustainable growth, by shifting our strategy from volatile sources of income (major gifts and events) towards more dependable, multi-year commitments (grants and sponsorships). The financial results for 2017 continue to show the benefits of this strategy.

- The Statement of Financial Activities for the year ended 31 December 2017 shows a net income for the year of £132k, a decrease of £121k from the previous year where a surplus of £253k was recorded. The surplus for the year was £285k higher than budgeted, on a total income which was 21% higher than the previous year.
- Income for the year of £4.45m was 21% higher than the £3.68m received in 2017. Grants contributed 63% of total income (2016: 58%).
- The rise in income was mainly due to a £158k increase in donations and gift aid to £1.31m, a £672k increase in grants received to £2.82m, £68k of other income (2016: £55k), net of a fall in events income to £256k (2016: £324k). Income from investments fell to £2k (2016: £7k).
- Expenditure for the year of £4.32m represents a 26% increase from the £3.43m shown in 2016. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts.
- Total direct contribution to programme amounted £2.44m (2016: £2.00m), this represented 55% of income, and 56% of expenditure.
- Charitable expenditure – being overseas programmes plus policy and outreach – represented 82% of income, and 84% of expenditure.
- Policy and Outreach expenditure amounted to £534k (2016: £326k) an increase of 64% representing our growing contribution to policy work globally.
- The increase in staff costs was the result of recruiting additional staff (the number of employees at year end increased by 50% from 2016, from 18 to 27).
- The investment in staff reflects the ambition of the charity to grow over the coming years in line with its strategy.
- As at 31 December 2017, Women for Women International (UK) had net assets of £1.42m, (2016: £1.29m). Of these funds £227k (2016: £51k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2018. Unrestricted funds amounted to £1.19m (2016: £1.24m). Unrestricted funds included £397k designated for programme development and UK/Germany office development leaving free reserves of £799k at year end. The free reserves balance is adequate to cover six months of budgeted 2018 unrestricted cost as required by the charity's reserves policy.

### Future Plans – Looking Ahead to 2018

WfWI (UK) is set to achieve a significant year of growth in 2018, where we will continue building on progress made in 2017 in the seven strategic areas outlined in our three-year vision. The 2020 vision focuses on seeing the increased impact of our programmes on women in target countries while ensuring that their voices are heard by decision-makers in communities, at national level and on the global stage. It combines a strong external focus on building a strong brand and donor base with internal priorities on developing the right team, strong internal processes and systems across business functions, and the right tools for the team to perform at the high level we expect. Strategic areas of work in 2018 include:

#### **A. Invest in the social and economic empowerment of marginalised women.**

Contribute towards the global organisation's goal of investing 60% of its resources in delivering the core programme to at least 15,000 women

annually, based on its proven efficacy in empowering women. We will seek new ways to serve the most marginalised women in line with our mission via technology, graduate networks, advocacy and community mobilisation, and

## Women for Women International (UK)

### Report of the Trustees

#### For the Year ended 31 December 2017

partnerships for innovation. We will also commit to expanding our immediate crisis response, continuing efforts to reach women who have fled the war in Syria. We will sustain local Women for Women chapters in Bosnia and Kosovo that have transitioned to independent entities and look at the evolution of Rwanda to a locally-governed chapter of Women for Women.

**B. Work with men to change attitudes.** Resource our global goal to deliver our Men's Engagement Programme across all country offices. We will continue to improve the programme, learning across countries to find the best approaches and ways to measure results and its link to women's empowerment.

**C. Support marginalised women survivors of conflict so that they influence decisions that determine the course of their lives.** Raise funds to support the global organisation's goal to provide 160 graduates of our 12-month programme with advanced advocacy training to help build their knowledge and skills to address issues in their communities. We will also build our organisation's knowledge and skills to effectively support country offices in their advocacy work with local governments and NGOs.

**D. Use the position as a go-to organisation on women's rights & development and Women, Peace and Security (and intersections between the two) to advocate at the global level for more enabling environments for marginalised women survivors of conflict.** Lead the global organisation to pilot a Global Advocacy Strategy that focusses on influencing relevant global political debate; building partnerships with influential organisations, networks and decision-makers; and draft a global campaign plan for 2020. We will continue to host Gender Action for Peace and Security (GAPS) network, a strategic partner, supporting them to realise their objectives on achieving financial sustainability, developing a three-year strategy, and growing its global and UK profile as an expert on women, peace and security issues.

**E. Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships.** Support country offices with local fundraising and capacity building as well as establish a new entity in Germany - WfWI (DE) - to diversify our European funding base. In this first phase of operations in Germany, we will complete registration in Germany; bring together a strong board of diverse and networked trustees; and develop a budget and plan to show the viability of our ongoing investment in Germany for a second phase.

**F. Raise profile/visibility through effective communications.** Ensure focussed and globally-aligned communications through agreement of a joint communications plan with WfWI-HQ, and preparation of assets, messaging and material six-months prior to launching projects and campaigns.

**G. Run an effective and financially sustainable organisation.** Ensure that the organisation has a robust control environment, adopts best practices in doing business, and prepares for anticipated growth by driving progress on governance, and human resources. Goals include strengthening ties with WfWI-HQ and inputting fully into global discussions; fostering the development of strong governance compliance models and a Board that aligns with sector best practice and brings together an appropriate mix of skills; and launching the WfWI entity in Germany. We will also review our management accounting systems to ensure that financial information is timely, relevant and accurate, and adopt an HR strategy that focusses on recruiting and retaining key talent through staff feedback and development as well as developing appropriate systems and policies. In 2018, we will move into a new office and ensure that IT is used effectively while promoting agile, remote working.



## Women for Women International (UK)

### Report of the Trustees

For the Year ended 31 December 2017

### A Special Thank You

The Board is extremely grateful to all supporters who have made our work possible in 2017. The commitment and dedication of so many individuals, trusts, foundations and institutions has inspired our work and has helped us reach women in countries affected by conflict. Our corporate partners have donated invaluable grants, gifts in kind and services, and have contributed generously by donating items and experiences to our auctions. We could not operate without their generous support and we wish to take this opportunity to thank them, on behalf of all the women whose lives they enhance.

With special thanks to those listed below, to our major donors, to those who wish to remain anonymous and to those who have remembered us with a gift in their wills. We really value your partnerships as we serve some of the world's most marginalised women.

The Adrian Swire Charitable Trust	The Gaudio Family Foundation (UK) Limited	NetJets
Alex Eagle	Gerber Spirits	Noor Fares
Alexandra Lawani	Goldman Sachs Gives (UK)	Penner Strubel
Alice Temperley	Guernsey Overseas Aid Commission	Phoebe Gormley
Alison Baskerville	Havaianas	Portas Agency
Amanda Wakeley	ITG	Posh Totty Designs
Avivah Wittenberg-Cox	Jade Parfitt	Postcode Equality Trust
The BACIT Foundation	Jane Epstein	Public Eye
The Brooke & Matthew Barzun Foundation	Jenna Barclay	Refinery29 UK
Bumble	Jo Manoukian	Rodial
Cathy Wills	Kim Whyte, Figgy Doo	The Rotary Club of Salisbury
Charlotte Olympia	L.K. Bennett Ltd	Rwanda Hope Foundation
Charlotte Tilbury	Lesley O'Mara	Samantha Rowe-Beddoe and Gregory Nasmyth
The Claude and Sofia Marion Foundation	Lyndsey Posner	Selfish Mother
Creating for Good	Maje	Stephanie Jakubiak
Creatures of Comfort	Mary Katrantzou	St Andrews University
Cristina Rossi	Massive Interactive	St Andrews Women for Women International Society
The Design Museum	The McLain Foundation	The Stanley Thomas Johnson Foundation
Diana Saghi Kawkabani	Mercedes Zobel	Swarovski Foundation
DTV	Mhairi Hendry	The Swedish Postcode Foundation
The Economist Group Charitable Trust	Michelle Yue	Sylviane Destribats
Elemis Ltd	The Millby Foundation	The Tudor Trust
Elizabeth and Kayhan Mirza	Ministry of Foreign Affairs, Government of the Netherlands	VANLELES Diamonds
Emma Grede	Mint Velvet	Venyx
Evan Cornish Foundation	Molly Gunn	The Vinyl Factory
Female Founders Present	Monreal	Women on a Mission
Foreign and Commonwealth Office	Natalie Tran	

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

### **Report of the Trustees**

**For the Year ended 31 December 2017**

### **How We Are Run**

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo and Bosnia these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the United States of America.

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

The staff department for managing these programmes is based in Washington DC. The primary activity of Women for Women International (UK) is fundraising for these programmes, managing multi-year programme grants, and policy & advocacy. The UK's Executive Team sits on the Global Leadership Team which makes decisions about programme direction and strategy.

In this report, the information given about the programmes relates to the programmes which are managed out of the US office. In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International US with the restriction that they must be spent on the implementation and management of those programmes. The US charity reports both formally and informally to the UK charity about how the monies it has donated are being spent. It is for that reason that it is appropriate for Women for Women International (UK) in this report to describe the activities of the programmes. This is also part of maintaining our responsibility to be accountable to our many generous donors.

### **Governing document**

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

### **Governing body**

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

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

The Board has agreed to use the new Charity Governance Code to benchmark its governance against sector best practice. To this end, a self-assessment of governance practices was carried out and presented to the Board, and during 2018 the Board will address areas which need development to ensure full compliance with the Code by the end of 2018. Through this review we will ensure that the values of the charity is reflected from Board level, through our staff and our programmes. We will also set diversity objectives at

## Women for Women International (UK)

### Report of the Trustees

#### For the Year ended 31 December 2017

Board level to ensure that our charity benefits from the strength and depth that a truly diverse organisation can offer.

#### Patrons

The charity is very grateful for the time and commitment given by our two patrons, Dame Helen Mirren and Sophie Turner. Through their engagement and activity on behalf of the charity we are able to engage a far wider audience for our work. We look forward to working closely with Dame Helen and Sophie in the future.

#### Ambassadors

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

Emma Grede	Thomasina Miers	Juliet Aubrey
Alice Temperley	Zara Martin	Charlotte Tilbury
Nadja Swarovski	Cherie Lunghi	Pippa Harris
June Sarpong	Charlotte Olympia Dellal	Jude Wanga
Arizona Muse	MyAnna Buring	

#### The Trustees

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

<b>Name</b>	<b>Date of appointment or retirement</b>
Laurie Adams	Appointed December 2017
Erik Berglof	Appointed December 2015
Lady Alison Deighton	Appointed February 2017
Alex Duncan	Appointed August 2015
Tony Gambino (US)	Appointed December 2015
Emma Grede	Appointed September 2015, retired May 2017
Lady Penelope Holmes	Appointed October 2012
Paula Laird	Appointed December 2014
Lyndsey Posner	Appointed May 2013
Martin Thomas (Chair)	Appointed July 2016
Amy Towers (US)	Appointed December 2015
Stephanie Wong (Vice Chair)	Appointed May 2014
Hikari Yokoyama	Appointed December 2014
Michelle Yue	Appointed May 2013

#### Board committees

The Board has the following sub-committees:

- The Executive Committee.
- The Nominations Committee.
- The Remuneration Committee.
- The Finance and Audit Committee (FAC).
- The Marketing and Fundraising Committee (MFC).

**Women for Women International (UK)**

**Report of the Trustees**

**For the Year ended 31 December 2017**

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

*Non-Trustee committee members*

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

Nicky Bullard (MFC)	Sonia Carpentier (MFC)
	Sylviane Destribats (MFC)

**Special advisers**

The Board would like to thank our Special Advisers:

Laurence Custot	Alex Eagle
Zoe Kuipers	Sylviane Destribats
Nadja Romain	Alexandra Meyers

**Other Key Management Personnel**

The Trustees delegate the day-to-day running of Women for Women International (UK) to an Executive Team comprising the Executive Director Brita Fernandez Schmidt, the Fundraising and Marketing Director Shivonne Graham, and the Finance and Operations Director Navjyot Johal (to September 2017) and Nick Waring (from September 2017). The team meets weekly to discuss upcoming activities and operational issues, and review management accounts and performance against key indicators. Their remuneration is considered annually by the Remuneration Committee, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the Remuneration Committee is then decided upon by the Board.

**Public benefit**

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

**Internal control and risk management policy**

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

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

Processes to manage risk include:

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

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

### **Report of the Trustees**

#### **For the Year ended 31 December 2017**

The Finance and Audit Committee (FAC) monitors the steps taken by the Executive Team to manage and mitigate organisational risk and reports regularly to the Board on this.

Key among the many challenges that Women for Women International (UK) successfully managed in 2017 in conjunction with Women for Women International (US) and its country offices are:

#### *Operating in war-affected countries*

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

#### *Building capacity to manage an increasing number of complex grants*

The rules of grants and other donations are carefully communicated to appropriate members of global staff. The grant management teams in the UK and US are experienced, skilful, and have a very good knowledge of the grant budgets and grantor rules and guidelines. Transactions are carefully reviewed each month and compared with approved budgets.

#### *Generating sufficient unrestricted funding to support a growing programme capacity in multiple locations*

Three-year budgets are prepared in terms of both restricted and unrestricted income and expenditure, and overheads are planned to fall comfortably within the income budgets. Sufficient unrestricted reserves are maintained to permit the organisation to continue its operations for a reasonable period in unforeseen circumstances.

#### *Attracting and retaining high-calibre staff in a competitive sector*

Weekly staff meetings keep staff informed, engaged and empowered, and weekly Executive Team meetings highlight any present or foreseeable staffing issues. All staff are involved and consulted in the budgeting and planning process. The organisation also has well-practised recruitment and induction procedures and regular appraisals, and every effort is made to keep rates of pay competitive with the market.

#### *Risk of loss of income due to Brexit*

The commencement of funding activity in Germany will protect the global organisation from possible barriers to the UK organisation's ability to fundraise in Europe post Brexit.

#### *Data Protection – GDPR compliance*

The charity has been focused on building on current data protection protocol to ensure full compliance by the GDPR go-live date in May 2018, and has sought professional support.

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

### **Safeguarding**

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

Women for Women International works with some of the most marginalised women who live in the world's most dangerous places. We know that some of these women have experienced sexual violence, intimate

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

### **Report of the Trustees**

#### **For the Year ended 31 December 2017**

partner violence and sexual harassment. We work to empower the women we serve, and to change the attitudes and behaviours of men in communities where we work.

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

Women for Women International staff are required to adhere to a strict Code of Conduct which governs both conduct towards the women and men we serve in countries affected by conflict as well as towards fellow employees. This is renewed and reaffirmed annually and continuously monitored as part of our performance management system. The basic right of living life free from discrimination, sexual harassment and abuse also applies within the workplace. We are committed to the safeguarding and well-being of all Women for Women International staff; the organisation takes a zero-tolerance approach to sexual harassment and all other forms of harassment. We foster an inclusive and respectful organisational culture, and have an active whistle-blowing policy in place to ensure that any potential instances of misconduct can be reported in confidence and dealt with appropriately and decisively with full disclosure.

We constantly strive to improve as an organisation on all fronts. We have policies and practices in place and we never stop thinking about what else we can do to safeguard the women we serve, the communities they live in and our staff around the world.

#### **Reserves policy**

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

At present, it is the Trustees' policy to hold net free reserves equal to approximately six months' worth of normal operating expenditure in the most recent forecast, which amounts to £799k.

At 31 December 2017, the charity held total funds/net assets of £1,423k. These can be sub-divided between a restricted fund of £227k, and unrestricted funds of £1,196k. Of the unrestricted funds £397k is designated for programme development and UK/Germany office development, leaving a general (free) reserve of £799k, which matches our reserve policy covering six months of 2018 normal operating expenditure.

#### **Cash management policy**

Women for Women International (UK) operates a cash management policy, which the Finance & Audit Committee oversees. The policy comprises investment guidelines, which require that any investment of excess cash be balanced to achieve zero risk of loss and to ensure that the organisation maintains enough cash to ensure continuous operations.

#### **Equal opportunities policy**

The charity is committed to the principle and practice of equal opportunities and aims to be an equal opportunities employer. Our employment policy seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, colour, ethnic origin, national origin, disability, age, sexual orientation, economic status, social background, religious belief, political opinion or any other grounds that are unjustifiable in terms of equality of opportunities for all.

#### **Subsidiary undertaking**

Women for Women International (UK) has one subsidiary, WfWI Services (UK) Ltd (company number 8527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over WfWI Services (UK) Ltd.

WfWI Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2017 the trading company generated a profit of

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

### **Report of the Trustees**

#### **For the Year ended 31 December 2017**

£4,110 on turnover of £6,765 (2016: Profit of £4,339 on turnover of £9,590). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

#### **Related parties and connected organisations**

Related party transactions are detailed in Note 14 to the financial statements.

#### **Fundraising**

Growing our income through fundraising is vital to enabling us to achieve our overall charitable goals at Women for Women International (UK).

Women for Women International (UK) are open, honest and respectful in our relationship with supporters. We are committed to best possible practices in all our fundraising activity. We are registered with the Fundraising Regulator and pay the voluntary annual levy to show our commitment to supporting better fundraising practice in the UK. Further to this we have also registered with their Fundraising Preference Service.

As members of The Fundraising Regulator we are committed to a self-regulatory scheme and all staff sign up to implementing the Fundraising Promise in their daily work. Additionally, we are committed to adhering to the Code of Fundraising Practice, which outlines the standards expected of all charitable fundraising organisations across the UK. The standards were developed by the fundraising community through the work of the Institute of Fundraising (IoF) and Public Fundraising Association (PFRA).

We are required to complete an annual complaints self-assessment. This requires us to submit the volumes for each type of fundraising we completed during the year and the corresponding volume and type of complaint we received against each.

We also do everything possible to meet the needs of potential supporters and protect vulnerable people in accordance with our Vulnerable Supporters Policy which was developed based on the principles in the IoF's Treating Donors Fairly guidance.

We are also dedicated to treating donor's data with the utmost respect. We are compliant with all relevant data protection laws and are currently preparing for the launch of the new General Data Protection Regulation.

We are always conscious of minimising the costs of our fundraising and benchmark our different fundraising channels to ensure that are competitive. We work hard to ensure we deliver value for money in all of our charitable activities, working closely with our programmes and policy teams.

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

### **Report of the Trustees**

**For the Year ended 31 December 2017**

#### **Statement of responsibilities of the Trustees**

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

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

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

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

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

Each of the Trustees confirms that:

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

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

Approved by the Trustees on 10 May 2018 and signed on their behalf by:

*Martin Thomas*  
Chair

*Paula Laird*  
Trustee and Chair of FAC



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

### Opinion

We have audited the financial statements of Women for Women International (the 'charitable company') for the year ended 31 December 2017 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2017 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The trustees are responsible for the other information. The other information comprises the information

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

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

#### **For the year ended 31 December 2016**

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

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

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

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

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

#### **Responsibilities of trustees**

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are

**Women for Women International (UK)**

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

**For the year ended 31 December 2016**

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

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

*Katharine Patel, Senior Statutory Auditor*

for and on behalf of Buzzacott LLP, Statutory Auditor

130 Wood Street

London EC2V 6DL

10 May 2018

**Women for Women International (UK)**

**Statement of financial activities (incorporating an income and expenditure account)**

**For the year ended 31 December 2017**

		2017	2017	2017	2016	2016	2016
	Note	Restricted £000	Unrestricted £000	Total £000	Restricted £000	Unrestricted £000	Total £000
<b>INCOME from:</b>							
Donations and legacies:							
. Donations and Gift Aid	2	92	1,213	<b>1,305</b>	82	1,065	<b>1,147</b>
. Grants	2	2,614	207	<b>2,821</b>	1,919	230	<b>2,149</b>
Other trading activities:							
. Events		-	256	<b>256</b>	-	324	<b>324</b>
Income from investments:		-	2	<b>2</b>	-	7	<b>7</b>
Other income		33	35	<b>68</b>	-	55	<b>55</b>
<b>Total income</b>		<b>2,739</b>	<b>1,713</b>	<b>4,452</b>	<b>2,001</b>	<b>1,681</b>	<b>3,682</b>
<b>EXPENDITURE on:</b>							
<b>Raising funds</b>							
	4	-	684	<b>684</b>	-	573	<b>573</b>
<b>Subtotal: Income available for application to charitable activities</b>							
		<b>2,739</b>	<b>1,029</b>	<b>3,768</b>	<b>2,001</b>	<b>1,108</b>	<b>3,109</b>
<i>Charitable activities:</i>							
. Policy and outreach	4	135	399	<b>534</b>	61	265	<b>326</b>
. Overseas programmes	4	2428	674	<b>3,102</b>	2,132	398	<b>2,530</b>
<b>Total expenditure on charitable activities</b>		<b>2563</b>	<b>1,073</b>	<b>3,636</b>	<b>2,193</b>	<b>663</b>	<b>2,856</b>
<b>Total expenditure</b>	4	<b>2563</b>	<b>1,757</b>	<b>4,320</b>	<b>2,193</b>	<b>1,236</b>	<b>3,429</b>
<b>Net (expenditure)/income for the year</b>		<b>176</b>	<b>(44)</b>	<b>132</b>	<b>(192)</b>	<b>445</b>	<b>253</b>
Transfers between funds	12	-	-	-	8	(8)	-
<b>Net movement in funds</b>		<b>176</b>	<b>(44)</b>	<b>132</b>	<b>(184)</b>	<b>437</b>	<b>253</b>
<b>Funds at beginning of year</b>		<b>51</b>	<b>1,240</b>	<b>1,291</b>	<b>235</b>	<b>803</b>	<b>1,038</b>
<b>Funds at end of year</b>	12	<b>227</b>	<b>1,196</b>	<b>1,423</b>	<b>51</b>	<b>1,240</b>	<b>1,291</b>

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

**Women for Women International (UK)****Balance sheet****31 December 2017**

	Note	<b>2017</b>	2016
		<b>£000</b>	£000
<b>Fixed assets</b>			
Tangible fixed assets	8	<u>16</u>	<u>12</u>
<b>Current assets</b>			
Debtors	10	224	340
Cash at bank and in hand		2,942	2,702
Short term deposits		<u>312</u>	<u>310</u>
		<b>3,478</b>	3,352
<b>Creditors: amounts due within 1 year</b>	11	<u>(2,071)</u>	<u>(2,073)</u>
<b>Net current assets</b>		<b>1,407</b>	1,279
<b>Net assets</b>	12	<u><b>1,423</b></u>	<u>1,291</u>
<b>Funds</b>			
<i>Income funds:</i>			
Restricted funds	12	227	51
Unrestricted funds:			
Designated funds	12	397	445
General funds	12	799	795
<b>Total funds</b>	12	<u><b>1,423</b></u>	<u>1,291</u>

Approved by the Trustees on 10 May 2018 and signed on their behalf by:

*Martin Thomas*

Chair

Women for Women International (UK)

Company Registration Number: 05650155 (England and Wales)

**Women for Women International (UK)**

**Statement of cash flows**

**31 December 2017**

	<b>2017</b>	2016
	<b>£000</b>	£000
<b>Cash flows from operating activities:</b>		
<b>Net income for the year</b>	<b>132</b>	253
Interest receivable	<b>(2)</b>	(7)
Depreciation of fixed assets	<b>9</b>	9
Decrease in debtors	<b>116</b>	85
(Decrease)/increase in creditors	<b>(2)</b>	256
<b>Net cash provided by operating activities</b>	<b>253</b>	596
<b>Cash flows from investing activities:</b>		
Bank interest received	<b>2</b>	7
Payments to acquire fixed assets	<b>(13)</b>	(11)
<b>Net cash used in investing activities</b>	<b>(11)</b>	(4)
<b>Increase in cash</b>	<b>242</b>	592
<b>Changes in the cash and cash equivalents in the reporting period</b>		
Balance at beginning of year	<b>3,012</b>	2,420
Increase in cash in year	<b>242</b>	592
<b>Balance at end of year</b>	<b>3,254</b>	3,012

***Analysis of cash and cash equivalents***

	<b>2017</b>	2016
	<b>£000</b>	£000
Cash in hand	<b>2,942</b>	2,702
Notice deposits (less than 3 months)	<b>312</b>	310
<b>Total</b>	<b>3,254</b>	3,012

**Women for Women International (UK)**

**Notes to the financial statements**

**For the year ended 31 December 2017**

**1. Accounting policies**

a) These accounts have been prepared for the year to 31 December 2017. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2018, and more summarised forecasts for 2019 and 2020. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations, and are satisfied that the charity has sufficient free reserves to cover a temporary shortage of income for a reasonable period.

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

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

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

Income derived from events is recognised as earned.

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

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

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

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

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

Overseas programmes	72%	(2016 – 74%)
Policy and outreach	12%	(2016 – 10%)
Cost of raising funds	16%	(2016 – 16%)

## Women for Women International (UK)

### Notes to the financial statements

#### For the year ended 31 December 2017

#### 1. Accounting policies (continued)

Monies raised for overseas programmes are paid as restricted grants to Women for Women International (US). Women for Women International (US) subsequently pays the monies to the overseas programmes in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

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

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

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

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the annual gala.

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

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Equipment	33%
Furniture and fittings	20%

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

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

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

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

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

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



**Women for Women International (UK)**

**Notes to the financial statements**

**For the year ended 31 December 2017**

**1. Accounting policies (continued)**

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

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

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

**2. Voluntary income**

<b>Year ended 31 December 2017</b>	Restricted £000	Unrestricted £000	<b>2017 Total £000</b>	2016 Total £000
<b>Donations and Gift Aid:</b>				
Donations from individuals and corporations	91	739	<b>830</b>	765
Sponsorship donations	-	355	<b>355</b>	320
Gift Aid	1	119	<b>120</b>	62
	<u>92</u>	<u>1,213</u>	<u><b>1,305</b></u>	<u>1,147</u>
<b>Grants receivable</b>				
DFID	-	-	-	448
States of Guernsey OADC	40	-	<b>40</b>	-
FCO	331	-	<b>331</b>	115
The Netherlands Ministry of Foreign Affairs	1,209	-	<b>1,209</b>	844
<b>Trusts and Foundations</b>				
The BACIT Foundation	-	102	<b>102</b>	116
The Brooke & Matthew Barzun Foundation	77	-	<b>77</b>	78
The Butters Foundation	-	74	<b>74</b>	65
The Cadbury Foundation	10	-	<b>10</b>	-
The Evan Cornish Foundation	10	-	<b>10</b>	-
The Economist Group of Charitable Trust	16	-	<b>16</b>	17
Allen & Nesta Ferguson Trust	-	-	-	25
The Lancashire Foundations	-	-	-	20
The Millby Foundation – WfWI	485	-	<b>485</b>	-
The Millby Foundation - GAPS	15	-	<b>15</b>	-
The Rowntree Foundation	33	-	<b>33</b>	-
The Rotary Club of Salisbury	16	-	<b>16</b>	-
Rwanda Hope Foundation	51	-	<b>51</b>	-
The Sacker Trust	-	30	<b>30</b>	25
Swedish Postcode Foundation	140	-	<b>140</b>	-
The Adrian Swire Charitable Trustee	15	-	<b>15</b>	-
Stanley Thomas Foundation	45	-	<b>45</b>	-
The Tudor Trust	50	-	<b>50</b>	50
Women of the Year Foundation	-	-	-	30
Grants from Major Donors	69	-	<b>69</b>	183
Other Trusts and Foundations	2	1	<b>3</b>	133
	<u>2,614</u>	<u>207</u>	<u><b>2,821</b></u>	<u>2,149</u>
<b>Total</b>	<u><u>2,706</u></u>	<u><u>1,420</u></u>	<u><u><b>4,126</b></u></u>	<u><u>3,296</u></u>

**Women for Women International (UK)**

**Notes to the financial statements**

**For the year ended 31 December 2017**

**3. Gifts in kind and donated services**

Support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2017 and the year ended 31 December 2016. The sum of £27,520 (2016: £2,920) has been recorded within the Statement of Financial Activities in estimate of the value of such invaluable support. This relates to the venue, food and drink provided at an event.

**Women for Women International (UK)**  
**Notes to the financial statements**  
**For the year ended 31 December 2017**

<b>4. Expenditure</b>	<b>Cost of Raising Funds</b>	<b>Policy &amp; Outreach</b>	<b>Overseas Programmes</b>	<b>Support costs</b>	<b>2017</b>	<b>2016</b>
<b>Year ended 31 December 2017</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>Total £000</b>	<b>Total £000</b>
Staff costs (Note 6)	245	368	215	217	<b>1,045</b>	786
Marketing and events	177	19	-	1	<b>197</b>	199
Consultancy	128	62	-	16	<b>206</b>	175
IT Expenditure	-	-	-	18	<b>18</b>	3
Legal and professional fees	-	-	-	7	<b>7</b>	1
Books and subscriptions	8	5	-	2	<b>15</b>	14
Travel	32	11	7	18	<b>68</b>	48
Other staff costs	13	-	-	34	<b>47</b>	29
Premises	-	6	-	143	<b>149</b>	108
Postage, stationery, telephone	3	2	-	2	<b>7</b>	7
Overseas Programmes funding	-	-	2,439	-	<b>2,439</b>	2,001
Depreciation	-	-	-	9	<b>9</b>	9
Bank charges	-	-	-	15	<b>15</b>	14
Audit fee	-	-	3	15	<b>18</b>	15
Exchange rate loss	-	-	-	62	<b>62</b>	-
Other costs	3	2	-	13	<b>18</b>	20
	<u>609</u>	<u>475</u>	<u>2,664</u>	<u>572</u>	<b><u>4,320</u></b>	<u>3,429</u>
Support costs allocated to grants management	-	-	96	(96)	-	-
	<u>609</u>	<u>475</u>	<u>2,760</u>	<u>476</u>	<b><u>4,320</u></b>	<u>3,429</u>
Support costs	75	59	342	(476)	-	-
<b>Total</b>	<u><u>684</u></u>	<u><u>534</u></u>	<u><u>3,102</u></u>	<u><u>-</u></u>	<b><u><u>4,320</u></u></b>	<u><u>3,429</u></u>

**Women for Women International (UK)**  
**Notes to the financial statements**  
**For the year ended 31 December 2017**

**5. Net income for the year**

This is stated after charging:

	<b>2017</b>	2016
	<b>£000</b>	£000
Depreciation	9	9
Auditor's remuneration:		
- Statutory audit	11	11
- Non-audit services	7	4
- Operating lease rentals: property	93	70
- Operating lease rentals: equipment	3	-
	<u>113</u>	<u>104</u>

**6. Staff costs and numbers**

Total staff costs were as follows:

	<b>2017</b>	2016
	<b>£000</b>	£000
Salaries and wages	911	693
Social security costs	97	69
Pension costs	37	23
Other benefits	-	1
	<u>1,045</u>	<u>786</u>

No Trustee received any remuneration in respect of their services as a Trustee during the year (2016: none).

Key management personnel during the year and the previous year were Executive Director Brita Fernandez-Schmidt; Fundraising & Marketing Director Shivonne Graham; and Finance & Operations Navjyot Johal (until September 2017) and Nick Waring (from September 2017). Their staff costs were as follows:

	<b>2017</b>	2016
	<b>£000</b>	£000
Salaries and wages	220	258
Social security costs	27	29
Pension costs	12	15
Other benefits	-	1
	<u>259</u>	<u>303</u>

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

	<b>2017</b>	2016
£60,001-£70,000	1	-
£70,001-£80,000	-	2
£80,001-£90,000	1	1
£100,001-£110,000	1	0
	<u>3</u>	<u>3</u>

The average weekly number of employees (headcount) during the year was as follows:

	<b>2017</b>	2016
	<b>No.</b>	No.
Raising funds	5.5	4.8
Charitable activities	15.6	8.5
Support	5.2	3.8
	<u>26.3</u>	<u>17.1</u>

## Women for Women International (UK)

### Notes to the financial statements

#### For the year ended 31 December 2017

#### 7. Taxation

Women for Women International (UK) is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

#### 8. Tangible fixed assets

As at 31 December 2017	Furniture & fittings £000	Equipment £000	Total £000
<b>Cost:</b>			
Beginning of year	4	61	65
Additions in year	-	13	13
Written off in year	(2)	(26)	(28)
End of year	2	48	50
<b>Depreciation:</b>			
Beginning of year	3	50	53
Written off in year	(2)	(26)	(28)
Charge for year	-	9	9
End of year	1	33	34
<b>Net book value:</b>			
Beginning of year	1	11	12
End of year	1	15	16

#### 9. Trading subsidiary

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

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position. The aggregate reserves of the company at 31 December 2017 and 31 December 2016 were £nil. A summary of the trading results of WfWI Services (UK) Ltd for the year ended 31 December 2017 is given below.

#### WfWI Services (UK) Ltd

##### Profit and loss account

	2017 £000	2016 £000
Turnover	7	9
Cost of sales	-	(2)
Gross profit	7	7
Administrative expenses	(3)	(3)
Profit on ordinary activities before taxation and charitable donation	4	4
Charitable donation	(4)	(4)
Retained profit for the year	-	-

Accounts of the company will be filed at Companies House. The registered office of the company is 32-36 Loman Street, London SE1 0EH.

**Women for Women International (UK)**  
**Notes to the financial statements**  
**For the year ended 31 December 2017**

**10. Debtors**

	<b>2017</b>	2016
	<b>£000</b>	£000
Grants receivable	51	165
Prepayments and rental deposit	64	55
Accrued income	89	98
Due from subsidiary undertaking		
- profit for the year (Note 9)	4	4
- other amounts due	16	18
	<u>224</u>	<u>340</u>

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

	<b>2017</b>	2016
	<b>£000</b>	£000
Trade creditors	47	49
Commitments to overseas programmes (Note 14)	322	588
Taxation and social security	28	18
Pension creditor	5	7
Accruals	28	111
Deferred income (Note 11a)	1,641	1,299
Other creditors	-	1
	<u>2,071</u>	<u>2,073</u>

Income has been deferred because the charity has not yet met the conditions for recognising the income. The movements on deferred income are analysed below.

**11a. Movement on deferred income**

<b>2017</b>	Beginning of year £000	Funds received £000	Income released £000	<b>End of year £000</b>
Grant - Funding Leadership and Opportunities for Women ("FLOW")	1,299	1,351	(1,209)	1,441
Postcode Equality Trust	-	200	-	200
	<u>1,299</u>	<u>1,551</u>	<u>(1,209)</u>	<u>1,641</u>

<b>2016</b>	Beginning of year £000	Funds received £000	Income released £000	<b>End of year £000</b>
Grant - Funding Leadership and Opportunities for Women ("FLOW")	935	1,299	(935)	1,299
	<u>935</u>	<u>1,299</u>	<u>(935)</u>	<u>1,299</u>

**Women for Women International (UK)**  
**Notes to the financial statements**  
**For the year ended 31 December 2017**

**12. Movements in funds**

<b>2017</b>	Beginning of year £000	Income £000	Expenditure £000	Transfers £000	End of year £000
<b>Restricted funds:</b>					
<i>Grants and donations with geographical restrictions</i>					
Afghanistan	-	286	(286)	-	-
DRC	-	187	(176)	-	11
Iraq	-	249	(249)	-	-
Kosovo	-	4	(4)	-	-
Nigeria	-	66	(66)	-	-
Rwanda	-	92	(75)	-	17
<i>Grants and donations with programme specific restrictions</i>					
FLOW	-	1,208	(1,208)	-	-
Millby Foundation	-	485	(364)	-	121
Millby Foundation - GAPS	-	15	(15)	-	-
Gender Action Peace & Security Network	51	122	(120)	-	53
WfWI Germany	-	25	-	-	25
<b>Total restricted funds</b>	<b>51</b>	<b>2,739</b>	<b>(2,563)</b>	<b>-</b>	<b>227</b>
<b>Unrestricted funds:</b>					
<i>Designated funds</i>					
Programme development	275	-	-	(128)	147
UK – Office Move	100	-	-	50	150
UK – Website Development	20	-	-	(20)	-
WfWI Germany	50	-	-	50	100
	<b>445</b>	<b>-</b>	<b>-</b>	<b>(48)</b>	<b>397</b>
<i>General reserve</i>	<b>795</b>	<b>1,713</b>	<b>(1,757)</b>	<b>48</b>	<b>799</b>
<b>Total unrestricted funds</b>	<b>1,240</b>	<b>1,713</b>	<b>(1,757)</b>	<b>-</b>	<b>1,196</b>
<b>Total funds</b>	<b>1,291</b>	<b>4,452</b>	<b>(4,320)</b>	<b>-</b>	<b>1,423</b>

***Information relating to funds***

**Restricted Funds**

**Afghanistan**

*Women on a Mission* supported 50 women to participate in our 12-month social and economic empowerment programme, equipping them with an understanding of their value in family and community life; awareness of their rights; information about nutrition, reproductive health, hygiene and other basic health care; and vital skills by which to sustain an income through individual micro businesses or self-help groups.

The UK Government's *Foreign and Commonwealth Office* supported our critical Men's Engagement Programme (MEP) in Afghanistan, directly training 600 male leaders with training on women's rights and economic empowerment, who provided step-down training for a further 600 men. During 2017, 1,000 women were also enrolled on our 12-month empowerment programme in Afghanistan.

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

### **Notes to the financial statements**

#### **For the year ended 31 December 2017**

#### **Democratic Republic of Congo**

The *Swedish Postcode Foundation* provided a one year grant to support 600 women through our core empowerment programme, 400 men to take part in our men's engagement programme, and the piloting of a micro-health insurance scheme for women participants through their Village Saving and Loan Associations.

In addition, WfWI received donations totalling £46,725 from *The Adrian Swire Charitable Trust*, *The Economist Charitable Trust* and the *Rotary Club of Salisbury*, to support three groups of 25 women each to participate in our programme.

#### **Iraq**

In 2017, we received donations totalling £249,000 to support our continued work in the Kurdistan Region of Iraq, including from: *Tudor Trust*, *the Brooke and Matthew Barzun Foundation*, *Goldman Sachs Foundation*, *Stanley Thomas Johnson Foundation* and *the Evan Cornish Foundation*. These funds have enabled WfWI to continue working with two local partners to provide women with psychosocial support to address trauma, as well as life skills and business skills training so that they can establish livelihoods. Furthermore, WfWI was able to establish our own office in the region, recruit local staff, and in November 2017 we began delivering our own social and economic empowerment programme to 300 marginalised women – both Syrian refugees and Kurdish host community women.

#### **Kosovo**

During 2017, £54,000 (£50,000 from unrestricted funds) was received to support the ongoing work of the newly independent Kosovo office – *Kosova Women 4 Women*.

#### **Nigeria**

*Swarovski Foundation's* grant in 2017 supported the participation of 175 marginalised Nigerian women in WfWI's 12-month social and economic empowerment programme, thereby enabling their access to vital tools, knowledge and resources to break free from poverty and participate with confidence in their families and communities.

#### **Rwanda**

We received two grants to provide advanced business support to graduates of our core programme in Rwanda. The *Rwanda Hope Foundation* grant has enabled advanced business skills training for 200 women and the organisations of a business plan competitions, with winners receiving inputs for their businesses. The *Guernsey Overseas Aid Commission* enabled the procurement of a range of equipment to help four women's cooperatives (with 137 members) to grow.

#### **Ministry of Foreign Affairs of the Netherlands**

Under the Ministry of Foreign Affairs of the Netherlands' *Funding Leadership and Opportunities for Women (FLOW)* 2016-2020 programme, WfWI received £1,208k towards engaging women as agents of change against poverty and violence in Afghanistan, the Democratic Republic of Congo and Nigeria.

#### **The Millby Foundation**

We began a new partnership with *The Millby Foundation* in January 2017, which aims to strengthen our global approach to organisational learning and advocacy in three key areas: 1) extending WfWI's monitoring and evaluation systems to dynamically collect and distribute high-quality quantitative and qualitative Data; 2) conducting analysis to anchor thought leadership; and 3) deepening our approach to evidence-based influencing and advocacy.

#### **WfWI Germany**

During the year we received funds restricted towards the setting up of WfWI Germany.



## Women for Women International (UK)

### Notes to the financial statements

#### For the year ended 31 December 2017

#### Designated Funds

**Programme Development fund:** £250,000 of the £275,000 set aside from the 2016 surplus and carried into 2017 was granted in year to support our country programmes, with £25,000 being released in year. Of the surplus funds over our reserve target as of the end of 2017, £147,000 has been allocated for transfer in 2018 against global priorities.

**UK development fund:** £100,000 has been allocated to cover WfWI expansion into Germany during 2018 & 2019, and a further £150,000 for the planned UK office move during 2018.

#### 12a. Analysis of net assets between funds

<b>2017</b>	Restricted funds £000	Designated funds £000	General funds £000	<b>Total funds £000</b>
Tangible fixed assets	-	-	16	<b>16</b>
Net current assets	227	175	1,005	<b>1,407</b>
<b>Net assets at end of year</b>	<b>227</b>	<b>175</b>	<b>1,021</b>	<b>1,423</b>
<b>2016</b>	Restricted funds £000	Designated funds £000	General funds £000	<b>Total funds £000</b>
Tangible fixed assets	-	-	12	<b>12</b>
Net current assets	51	445	783	<b>1,279</b>
<b>Net assets at end of year</b>	<b>51</b>	<b>445</b>	<b>795</b>	<b>1,291</b>

#### 13. Operating lease commitments

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

	<b>2017</b> <b>£000</b>	2016 £000
Property, less than 1 year	<b>30</b>	55
Other, less than 1 year	<b>3</b>	3
Other, 1 year – 2 years	<b>3</b>	6
	<b>36</b>	<b>64</b>

#### 14. Related parties

Women for Women International (US) (“**WfWI (US)**”) is the sole member of Women for Women International (UK) (“**WfWI (UK)**”). During the year:

- WfWI (US) collected grant income of £151,000 (2016: £222,000) on behalf of WfWI (UK);
- WfWI (US) collected donation income of £49,000 (2016: £46,000) on behalf of WfWI (UK);
- WfWI (US) charged programme costs of £2,373,000 (2016: £1,883,000) to WfWI (UK) in relation to UK grants;
- WfWI (US) charged operating expenses of £41,000 (2016: £6,000) to WfWI (UK);
- WfWI (UK) charged operating and programme expenses of £25,000 (2016: £32,000) to WfWI (US).

At year end the net amount due to WfWI (US), including commitments to overseas programmes, was £322,000 (2016: £588,000) (see Note 11).

Tony Gambino, Amy Towers, Paula Laird and Martin Thomas are Trustees of WfWI (UK) and Directors of WfWI (US). Laurie Adams is a Trustee of WfWI (UK) and the Chief Executive Officer of WfWI (US). Michelle Yue and Stephanie Wong are Trustees of both WfWI (UK) and the Millby Foundation. Millby Foundation granted WfWI (UK) £500,000 during the year (2016: £121,000). Martin Thomas was a Trustee of both WfWI (UK) and The BACIT Foundation. Mr Thomas resigned from The BACIT Foundation on the 1<sup>st</sup> April 2018. The BACIT Foundation granted WfWI (UK) £102,000 during the year (2016: £116,000)

The aggregate amount donated by the Trustees to WfWI (UK) during the year was £12,409 (2016: £38,615).