

Company no. 05650155

Charity no. 1115109



**Women for Women International- UK**  
**Annual Report and Financial Statements**

31<sup>st</sup> December 2020

## Our Global Values

### Empowerment

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

### Respect

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

### Integrity

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

### Resilience

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

## Trustees' Annual Report

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## Advisers

### Bankers

Coutts & Co  
440 Strand  
London WC2R 0QS

Clydesdale Bank  
35 Regent Street  
London SW1Y 4ND

### Solicitors (pro bono)

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

Baker McKenzie  
100 New Bridge Street  
London EC4V 6JA

### Auditor

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

### Solicitors

Farrer & Co  
66 Lincoln Inn Fields  
London  
WC2A 3LH

The Trustees of Women for Women International - UK present their report and audited financial statements for the year ended 31 December 2020.

## Welcome from the co-chairs of Women for Women International - UK

The years 2020/21 will be remembered by all for the impact the COVID-19 virus made on individual lives, but also for the long-term effect it has had on all humanity. For many just surviving will have been an achievement. For Women for Women International too this period has been a challenging time but we feel proud that we have been able to help so many of the women most at risk in the countries in which we work to protect themselves and, in turn, their communities from the effects of the pandemic.

2020 was set to be an important year for women's rights, marking the 25th Anniversary of the Beijing Declaration and Platform for Action, the most comprehensive international commitment to achieving gender equality. It articulated a vision of equal rights, freedom and opportunities for women everywhere, no matter what their circumstances, that continues to shape gender equality and women's movements worldwide. There was to be a major review process with the UN scheduling global gatherings to assess the advancement of women's rights and 160 countries submitting reports outlining their progress in line with the Beijing Agreement.

This critical moment was eclipsed by the global pandemic which has worsened the gender gap, amplifying pre-existing inequalities and disproportionately impacting the most vulnerable groups in society. For the women we serve, already marginalised and living in crisis situations, COVID-19 brought additional financial hardship and food insecurity, as well as spiraling rates of domestic violence and social isolation. This, combined with an escalation in conflicts across the world, means our work is more urgent and relevant than ever.

Our work has also been impacted. By increasing coordination with our partners and listening closely to women, we have contributed to preventing infection through the distribution of health and sanitation kits. In particular we have distributed 150,000 face masks, 22,000 cash stipends and 5,900 hygiene kits. We also adapted our training programmes to be delivered online, where possible.

Our centre in Kosovo hosted a clinical psychologist to support women's mental health; in Nigeria, graduates of our Change Agent programme led efforts to educate communities around the shadow-pandemic of gender-based violence; in the Democratic Republic of Congo (DRC) we completed a two-year research evaluation demonstrating that our Stronger Women, Stronger Nations programme increases women's savings, earnings, agency and more, with findings that we will use for greater impact in the future.

In these and other ways we have continued to provide essential services and solidarity to some of the most marginalised women in fragile countries worldwide. Building on our work in 2019, when we reached a milestone of half a million women since Women for Women International started its work, we had set out to reach a target of a further 15,000 in 2020. The difficult circumstances made this too ambitious, but we were nevertheless pleased to have enrolled over 12,000 women through our programmes and advocacy.

Our Women for Women teams globally have been involved since 2020 in a phased restructuring of the organisation that is intended to make us more streamlined and efficient and better able to reflect the diversity of the women we serve, enabling their voices to be heard even more clearly. We expect these changes to be completed during 2022. They are already impacting many corners of our organisation, including the Board of Trustees and the senior management of Women for Women

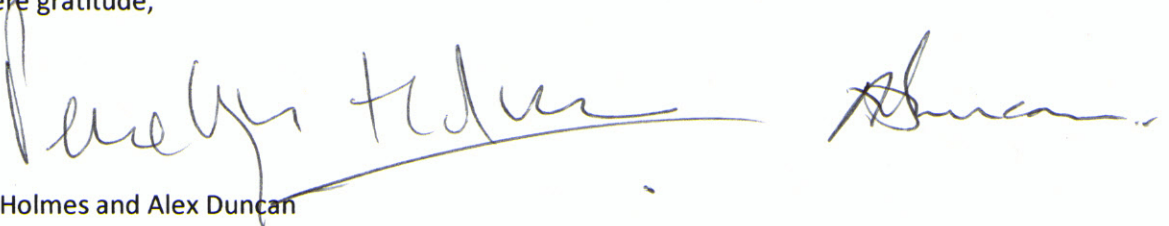
International - UK.

We bid farewell to two wonderful colleagues, the Executive Director, Brita Fernandez-Schmidt and the Managing Director, Shivonne Graham, who have decided to move on after 13 and 8 years, respectively. They feel that in the restructure, moving power to the countries where Women for Women International - UK works is key and never more appropriate, and so they both want to make space for new leaders and new voices in this process. We wish them luck and thank them for their dedication and hard work over the years. The Trustees would also like to acknowledge the excellent start made by the interim joint Managing Directors, Sara Bowcutt and Carrie Brownlee.

The Chairman of the Women for Women International - UK Board, Martin Thomas, has also decided to step down after 5 years. We would like to thank him warmly for all his hard work on behalf of, and service to, Women for Women International - UK.

Finally, we will remember 2020 as the year our supporters helped Women for Women International - UK to adapt under extreme pressure and choose to continue to support some of the most marginalised women in the world to achieve life-changing outcomes. The resolve and resilience of our staff, participants, supporters and partners are vital to our being able to achieve our ambitious goals. We would like to extend our thanks to all for the tenacity and dedication shown throughout this most difficult of years.

With sincere gratitude,

Handwritten signatures of Penelope Holmes and Alex Duncan. The signature on the left is 'Penelope Holmes' and the signature on the right is 'Alex Duncan'. Both signatures are written in blue ink.

Penelope Holmes and Alex Duncan

Co-Chairs, Women for Women International UK

## Introduction

### Our Vision

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

### Our Mission

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

### About Women for Women International

Women for Women International invests where inequality is greatest by helping women who are forgotten — the women survivors of war and conflict.

Through Women for Women International's Stronger Women Stronger Nations Programme, women learn the skills they need to rebuild their families and communities. In Afghanistan, Bosnia and Herzegovina, the Democratic Republic of the Congo, Iraq, Kosovo, Nigeria, Rwanda, and South Sudan, women who join the programme connect with each other to form support networks, learn to earn an income and save, and gain knowledge and resources to care for their families, and defend their rights. Women use their power together, passing it on to neighbours and their children for lasting change.

Since 1993, the organisation has invested in the power of over 500,000 women to use their voices and create a ripple effect that makes the world more equal, peaceful, and prosperous. To learn more about the power of women, for women, visit [www.womenforwomen.org.uk](http://www.womenforwomen.org.uk).

### Women for Women International in the UK

In 2005, Women for Women International established an independent UK-registered charity in London with two main purposes - to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International - UK is legally separate from, but closely affiliated with, Women for Women International, founded in 1993 and headquartered in Washington D.C., with programme offices and partners in eight countries.

Over sixteen years, Women for Women International - UK has grown to become an organisation raising £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Corporate partnerships have been a key area of growth, and building on our previous success, this area saw unprecedented engagement where we have gained more partners than ever before in 2020.

Women for Women International - UK leads the global organisation's global corporate partnership strategy, and Policy & Advocacy work, which is informed and guided by the global organisation's monitoring and evaluation data and is aimed at sharing learning, amplifying women's voices and influencing attitudes and policies.

## Daniella's story

*"Before joining the Women for Women International - UK programme, I used to work in the fields every day. Most days I started work at 5am and returned home at 3pm. The only time I could generate some income was at harvest time, which is only twice a year. Life was not easy at all. I heard about Women for Women International - UK from other women in our community who were part of the training programme. I saw how their lives changed after enrolling, and these changes inspired me to join.*

*After obtaining my graduation certificate from Women for Women International - UK, I have started practicing the vocational skill I chose -- tailoring. I work in a group with other women I met during training, and we currently rent a workshop. I am also involved in a savings group which I formed during the programme.*

*Through my participation in the programme I have made many more friends. Amida and Asifiwe are members of my group who I consider sisters. Whenever any of us has a problem we meet up to talk and support each other. They came to the maternity ward to visit me when I gave birth and they helped me financially, so I could pay for transport home from the hospital.*

*My future is assured because I have just opened my tailoring workshop. I have started applying the knowledge I gained from the training programme and am generating an income which is helping me to feed my family. I believe I have a bright future. I hope one day to be a Women for Women International - UK trainer, so I can teach and inspire other women in the community."*

Daniella, Women for Women International – Democratic Republic of Congo programme graduate



## Our Aims

Women for Women International - UK works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women.

From even greater barriers to accessing to healthcare to rising levels of violence, women in conflict affected settings have been disproportionately impacted by the additional pressures of the COVID-19 pandemic. This is supported by survey data and anecdotal evidence gathered from our programme participants during 2020, as well as our experience over the past 27 years working with women in crisis settings. In combination with our Agenda to Action, five critical priorities were identified to ensure the needs of marginalised women are prioritised in prevention, response and recovery.

### Make women visible

Understanding the impact caused to marginalised women requires collecting data that is nuanced, doesn't make one-size-fits-all assumptions, and offers a holistic view of individuals' situations. Using our context-specific data we have adapted our approach to become more inclusive by meeting programme participants where they are, rather than, as an example, taking for granted a shift to online processes. This approach avoids replicating inequalities and leaving already marginalised women – who lack access to basic technologies and other resources – even further behind.

### Address women's realities

Women living at the complex intersection of conflict, poverty, gender discrimination and COVID-19 face unimaginable challenges. Response to these needs must be coordinated at the global level across agencies and governments, and on the ground between coalitions and networks. Our critical role during the crisis is ensuring that actors are brought together to ensure coordination and collaboration. By continuing our holistic approach to deliver context-specific programming we are considering all of the various consequences that the pandemic might have, as well as the more obvious impact on women's health.

### Listen to women

Conflict affected women living in the most vulnerable communities are experts on what response is required to rebuild with more resilience. Our work ensures women are meaningfully engaged to inform our response to their specific situations by developing channels for listening to individuals' needs. Through our Change Agents programme, we provide advanced advocacy training, resources and mentoring support to a selected group women in each community who are nominated by their peers as emerging leaders. By developing important networks and relationships with key decision-makers in their communities, Change Agents are able to amplify marginalised women's voices and secure changes on the issues that affect them.

### Prioritise ending violence to women

Gender-based violence is prevalent in conflict settings and with the rise of job losses, economic pressures, resource scarcity and isolated households, violence is spiralling during the pandemic. Along with partner organisations, we are emphasising the prevention of gender-based violence through sharing information that promotes respect of women, sharing of responsibilities and reducing tensions during the crisis. Our work continues to signpost and map partner organisations and referral services in health, legal and psychological assistance.

### Invest in women's economic power

Women's livelihoods during the pandemic are being affected by the deep economic impacts of the pandemic. 60% of our participants work in the agricultural sector and with market spaces closed



many producers are struggling to earn an income. Food prices are spiking and several countries have restrictions on household items. This is causing resource scarcity and supply-chain disruption where the effects will be felt for a long time. Our work is continuing to provide economic support by putting cash into the hands of the women we serve, so that they can weather the crisis and keep their families and businesses afloat. Cash transfers such as the monthly training stipend we provide to our programme participants have been proven to boost resilience among the most vulnerable, particularly when bundled with other services. Maintaining this support has therefore been critical during the economic disruption of the pandemic. We are adapting and innovating where needed - exploring supplementary cash, distributing soap and hygiene kits, and encouraging sharing of resources to help ease the burden where it is needed most.

Despite many obstacles, the women we serve make critical contributions to their own livelihoods, households and communities during times of crisis, often stepping into new economic and leadership roles to keep their families afloat.

We know that when women have power and resources, they reinvest it in their families, their communities, and their countries to build a brighter future. Investing in women isn't just the right thing to do – it is a prerequisite to breaking cycles of poverty and violence.

*“My name is Kanyemba, I am a widow and mother of six, 5 girls and 1 boy. Being widow with 6 children to feed was not easy at all, and I did not have any job or occupation to support them. Since joining the programme, I feel strong because of the group dynamic and support I received. When we started getting our monthly training stipend, I decided to save it up so that I could improve my family’s living conditions. I rebuilt our house by buying cement, steel sheets and wooden plans.”*

Kanyemba, Women for Women International programme participant, DRC



## Our Approach

Our year-long Stronger Women Stronger Nations programme builds women's self-reliance in four key areas: earning and savings; rights and decision-making; health and wellness; and support networks. Results show that in one year, women can make significant and measurable improvements in their lives, and deliver lasting impact for their families and communities. The efficacy of our approach is supported by benchmarking, external evaluations, and our own Monitoring and Evaluation data. The combination of social and economic training, cash transfers, networking and support, provided to women in our one-year programme, is proven to be effective.

2020 opened new windows of opportunity for our staff, participants and supporters to creatively adapt programmes further due to COVID-19. Women for Women International - UK Change Agents in Nigeria and the Democratic Republic of Congo used their gender advocacy training to broadcast proper disease prevention through loudspeakers as they drove throughout surrounding communities. Change Agents in Afghanistan worked with local government officials to secure resources and trainings to combat COVID-19 and held awareness trainings to teach women about their rights and how to defend them.

In Iraq our in-person trainings were put on hold due to lockdowns and social distancing. The team began to brainstorm ideas to connect with participants immediately; as phone access is often intermittent for the women in our Iraq programme, they established phone trees and outreach plans through WhatsApp and Viber. Ultimately, each and every participant was contacted to ensure that she was well and had the psychosocial and health connections she needed.

Together, we helped to build a powerful and dynamic network of women living at the intersection of violent conflict, disease, poverty, and gender discrimination. Through so many conflicts and crises, we have witnessed women coming together to play a vital role in rebuilding shattered lives and communities. We know that investing in women's power, through providing skills, resources and emotional support, is vital to kickstart a sustainable recovery from the COVID-19 pandemic and create a more resilient, peaceful and equitable future.

### How is Women for Women International's approach transformative?

Five components for effectively supporting women's economic power in conflict:

1. Targeting women. Ensure that ultra-poor communities are reached and that there is inclusivity in the selection of participants to engage the most vulnerable and marginalised women survivors of conflict.
2. Training on rights, gender and health – including the value of women's work; health and wellness; gender equality, rights and decision-making; conflict, violence and peacebuilding; women's solidarity and networking; and leadership, citizenship and advocating for change.
3. Economic knowledge and skills, including numeracy; household financial planning; savings channels; goal-setting; business planning; and negotiation, leadership and effective communication.
4. Supporting social networks and connections through safe women-only spaces and sessions delivered in a group setting, bringing together groups of 25 women throughout the 12 months of the programme.
5. Tackling discriminatory gender norms by working with men – including community leaders and influencers – and transforming negative masculine norms.

## Our Programmes

### Stronger Women Stronger Nations Programme

Our Stronger Women Stronger Nations programme equips women to earn money, regain their confidence and actively participate in their communities.

When women join the programme, they come together in groups of 25, forming a tight support group that helps to break the isolation caused by war and insecurity.

Women learn a marketable job skill - such as tailoring, bread-making or poultry-keeping - as well as business training to turn their chosen skill into a stable income so they can support themselves and their family. Women participants begin to save money and receive support to establish cooperatives, associations, or Village Savings and Loan Associations (VSLAs) so they can make the most of their earnings and share benefits with the wider community.

Women also learn practical knowledge about their health, including reproductive health, stress management and the importance of good hygiene and nutrition so they can protect themselves and their families from preventable disease. We make sure women are connected to local healthcare providers.

Our participants also learn about their rights on key issues like voting, access to land, divorce, child custody and domestic abuse. When women know their rights, they are empowered and equipped to stand up for themselves and can share their knowledge with others in the community.

As well as our Stronger Women Stronger Nations programme, we offer complementary programmes which aim to create an encouraging, enabling environment for women to consolidate the social and economic gains they are making and offer selected graduates of the programme additional mentoring and support.

#### The Power of Many: Hanya

This is Hanya, a five-woman tailoring collective in Daratu, Iraq. As the group progressed through their programme, they found that they shared a dream: to open a formal tailoring business. After they graduated together, the women received a government grant to do just that. In a small shop above one member's home, Hanya was born—and business boomed immediately. In 2020, the pandemic enveloped the world, and Hanya knew they could use their health and business management skills to reach beyond their homes. They began making masks to distribute to their families and eventually their community.

Once, Shakiba, Rajaa, Najma, Amal, and Hasiba were considered vulnerable. Now, they are sharing their power, skill, and knowledge to protect their neighbours from yet another crisis.



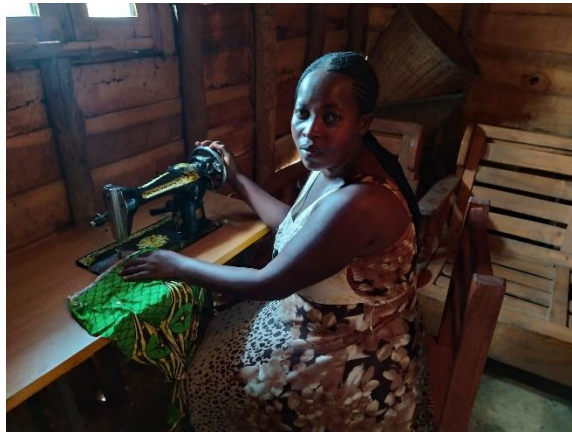
## Men's Engagement Programme

In order to help women to break through the stereotypes that limit their opportunities, we work with men to challenge discrimination and help them become allies in the fight for gender equality. Since 2002, we have worked with almost 30,000 men through our Men's Engagement Programme.

Gender inequality is rooted in the widely held construct that men are superior to women, and that men are entitled to be in control of women in their personal lives, their communities and in society as a whole. Our Men's Engagement Programme places a particular focus on training leaders in communities (including religious, traditional, military and civil society leaders) so that they can use their influence to help protect and promote women's rights and gender equality.

The activities vary between countries, but typically involve a 'training the trainers' approach. This means that men are trained on the content and then taught how to lead discussion groups about women's rights with men in their communities. This multiplies the reach of the initial training.

For example, in Afghanistan we engage influential male community and religious leaders through a three-month direct training programme with classes every fortnight, using the verses or "Surahs" of the Qur'an as a guide. The men discuss topics including women's property rights, violence against women, forced and early marriage, as well as women's right to education, work and political participation.



*"After my graduation I will keep using the skills I learned during the training programme, including tailoring and sewing. I want to learn how to sew new clothing designs and eventually purchase my own machine... In our group, we bonded together and always support each other when it is comes to life challenges. We continue to meet on the 30<sup>th</sup> day of every month to discuss our progress. The main change I am proud of during my time in the programme is the fact that I am no longer 100% financially dependent on my husband and we make decisions together. As a mother of 8 children, and 5 [of them] girls, I will ensure that they have a great education that I did not have, and that they are treated equally."*

Amie, Women for Women International, DRC Programme Participant

## Change Agents Programme

Our Change Agents programme builds on our Stronger Women Stronger Nations programme by supporting groups of graduates to strengthen their leadership and advocacy skills. It is a key part of our ongoing commitment to supporting women's participation in the decision-making that affects their lives. In particular, the programme helps women to identify barriers to women's participation and rights in their communities and create action plans to challenge these issues. After the training, Change Agents form small groups that collectively advocate for changes in their communities.

We also work with local partners to support the work of Change Agents in communities, for example, by facilitating access to local leaders or creating platforms for them to speak.

As active members of their community, Change Agents act as role models. By working with other community members, Change Agents can build networks and work together to challenge community practices that discriminate against women as well as share their knowledge, skills and experience with other women in their communities, creating an empowering environment for women.

### Change Agents engaging men as allies in Nigeria

In Nigeria, a partnership with the UK Government's Foreign Commonwealth and Development Office (FCDO) has involved convening a diverse group of women community leaders in Bauchi State, who will work with male graduates of our Men's Engagement Programme to conduct joint advocacy on women's rights.

In October, in partnership with local NGOs, 48 new Change Agents were trained. Alongside this, selected Male Champions from across four communities were provided with specialist training which looked to build their capacity to act as allies for women's rights and collaborate with Change Agents to advocate for positive change. The training enabled them to cushion communities' backlash in response to advocacy activities; engage them with positive messaging around their power to end violence against women in the community; demonstrate what they can do to support Change Agents in their communities by providing a platform that will address gender norms and perceptions; and identify ways that they can act outside dominant gender roles and behaviours in supporting change.

In November, Change Agents across four communities held a joint meeting with the Male Champions and Women for Women International - UK Advocacy staff where they discussed the implementation of their plans, ways to generate funds for transportation during advocacy visits, and the messages to be delivered. Since then, Change Agents and Male Champions have carried out a range of successful advocacy activities, visiting community stakeholders and advocating for change on issues relating to violence against women and economic empowerment which have been well received.

Commitments have since been made by local decision-makers to start building a block of three classrooms for their children's school and the officer in charge of the Primary Health Care Centre promised that he will ensure an appropriate report is written whenever a rape case is reported to their centre. Change Agents and Male Champions have also received pledges of practical support from these stakeholders for their activities, including a vehicle whenever they are travelling for advocacy activities, airtime for a radio programme for them to carry out community sensitisation and temporary office space for them to hold their monthly meetings.

## Our Impact



In 2020, Women for Women International (UK) enrolled **8,574** new women in our core programme

**12,889** participants graduated in the year 2020, resulting in a global graduation rate of **97%**

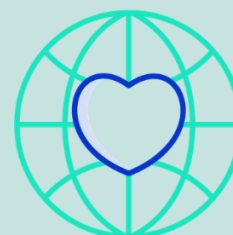


Women for Women International (UK) has reached a cumulative **519,714** women since inception

*Through a combination of our social and economic empowerment program, microcredit, and partners*

Women for Women International (UK) reached **3,255** men through men's engagement activities

*Husbands, other male family members, and male community leaders*



Women for Women International (UK) has reached a cumulative **38,170** men since inception

*\*Please note that Iraq did not have any graduations in 2020 due to COVID-19, which has delayed their graduations to 2021.*

We invest in rigorous research and evaluation to learn about our impact, improve programming based on results, advocate for evidence-based policy and practice, and influence decision-makers. We use continuous data collection and analysis to understand our work and its effect on women and their communities. We use a mix of research methods and evaluation types including large-sample surveys at the following milestones: programme enrolment, graduation, one-year and two-years post-graduation; qualitative life history interviews; and tracking the performance of women's savings groups. Our teams around the world collaborate to contribute to our body of data, helping each other learn through a real-time digital dashboard.

Our programme invests in four key outcomes to strengthen women's power. After 12 months of intensive training and support, women in our global programmes demonstrate progress in the following measures:

- **Earning and Saving Money**  
Women's net earnings nearly tripled, from an average of \$0.85 per day to \$2.17 per day, with more than three times as many earning at least \$1.90 per day at graduation than at enrolment.
- **Improving Health and Well-Being**  
41% more women reported practising family planning at graduation than at enrolment.
- **Influencing Decision-Making**  
66% more women reported being involved in household financial decisions, and 83% more reported being involved in decisions about whether they can work to earn money at graduation compared to at enrolment.
- **Connecting to Networks of Support**  
Women's participation in savings groups increased six-fold at graduation compared with enrolment, enabling women to have greater access to loans and a strong peer support system.

*NB: This data was collected from a sample of nearly 6,000 women across our countries, accounting for 41% of all women who graduated in 2019. Data points are weighted averages. Earnings data is presented in terms of purchasing power parity. Decision-making data excludes N/A responses.*

# Fundraising Statement

## Our Public Fundraising Approach

At Women for Women International - UK we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. This report covers the requirements charities must follow as set out in the Charities Act 2016.

We raised £4.93m in 2020, all of which is raised through fundraising initiatives.

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

This year, we ran our annual #SheInspiresMe Car Boot sale as a virtual auction event raising over £170,000 and successfully engaging our events audience in a new concept.





In the UK we have 1,430 individuals signed up to our sponsorship programme with a further 315 individuals donating to us on a regular basis. In 2020 approximately 1,032 individuals gave one-off donations towards our work. In addition, 70 people helped raise money through third party events and fundraising challenges.

During 3rd – 12th September 2020, we ran our Matched Giving fundraising campaign. This involved Women for Women International and some of our corporate partners asking the public for one-off donations, that would be matched by a pot donated by a group of our major individual supporters. We used a variety of methods to promote this including social media content and assets, our mailing list and the mailing lists of our partners. We received 285 donations during the campaign from existing and new donors.

We are also very proud to have some fantastic corporate and brand partners many of whom undertake fundraising activities for us, from selling products in aid of Women for Women International - UK, to asking their staff and customers to support us through donating to campaigns or undertaking challenges such as runs. In order to maintain fundraising standards and protect our reputation we ensure we have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign off deadlines to ensure these guidelines are met and maintained. We also sign legal agreements with partners to safeguard the charity and our partners.

We are lucky that many individuals and third parties choose to support us by raising vital funds through hosting their own fundraising events (such as dinners parties and student events) or undertaking sponsored challenges like half marathons that we have bought places for. During 2020 many of these fundraising events were done virtually. We have processes in place to support these donors, giving them advice on best practice, our brand guidelines and how to manage their fundraising as well as training guides, branded materials and a dedicated staff member from our Grassroots fundraising team to speak to if they need additional support.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We also track any Fundraising Preference Service requests, receiving 0 requests for no communications in 2020 which were actioned. We received 23 complaints in 2020. This is an increase on previous years with our new virtual event the Virtual Car Boot Sale accounting for 12 complaints resulting from either damaged items or incorrect sizes being received. These complaints were resolved by providing refunds or replacements.

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

## Strategic Report

### Achievements and Performance

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

Last year, we said we would aim to achieve the following during 2020:

- **Support the delivery of an expanded programme model that reaches at least 15,000 women** directly and contributes to the delivery of our 2020- 2030 strategy goal of **reaching 1 million women, directly or indirectly.**
- **Seek new ways** to serve the most marginalised women in line with our vision and mission **through: technology** (particularly mobile phones as a tool for doing business and accessing information); **graduate networks; new forms of advocacy and community mobilisations; partnering with businesses** which can strengthen economic outcomes for our women and enable us to innovate together.
- **Expand our immediate responses to the major crisis of the time:** notably Syria, and to other locations via our Conflict Response Fund. We commit to expand our immediate crisis response by continuing to invest in our office in Northern Iraq. We commit via our Conflict Response Fund to providing grants to grassroots partners in areas of crisis as we did in Yemen and Bangladesh in 2019.
- **Sustain and consolidate our legacy in Rwanda** once peace is sustained by supporting the evolution of an independent, nationally governed affiliate organisation of Women for Women International.

#### Programme impact in figures

As the COVID-19 pandemic unfolded around the world, our staff, partners and supporters were quick to adapt to find alternative ways of maintaining our programme delivery to reach our long-term strategic goals. We became a lot more dependent on technology during COVID-19 and so the second objective above has had a head start.

A total of 11,829 new programme participants were reached throughout the year to include: 8,574 women enrolled, and 3,255 men were reached in 2020. Additionally, 12,889 women graduated from our programmes in 2020. COVID-19 lockdowns mean that we ended the year slightly under target for number of women reached directly. We have, however, already begun work on scaling our reach through partnership, technology and internet platforms.

By coming together, our stakeholders enabled specific COVID-19 support to prevent disease spread and mitigate further damage to the livelihoods of women, their families and community by:

- Distributing more than 150,000 masks to help protect people from disease,
- Distributing more than 5,900 hygiene kits,
- Distributing cash stipends to 22,621 women, and
- Reaching more than 18,000 women when they needed support the most.

#### New routes to supporting marginalised women

Like the rest of the world, Women for Women International - UK spent months working remotely and physically distant from those we care about. As the pandemic spread globally, in-person classes in all our country programmes were suspended to protect the health of the women we serve and their families. Aside from immediate threats to their health, women are at risk of other COVID-19 related perils. Many women are the primary caretakers in their households, and under lockdown,

are at greater risk of losing their livelihoods and experiencing domestic violence. As classes were dismissed and dispersed, our staff remained committed to reaching women, no matter where they were.

Staff provided accurate health and hygiene information and established automated phone trees through which women could get in touch with peers, trainers, and health officials and access other resources. **Our staff in Iraq checked in on all 1,000 participants** via mobile apps and phone calls when lockdowns were first introduced. In South Sudan, the Democratic Republic of the Congo (DRC), and Nigeria, our teams took to the radio airwaves, one of the most trusted forms of communication in remote communities, to continue delivering updates and health information about the pandemic.

A global pandemic and consequent lockdown caused deep economic consequences. Besides staying connected, we helped women access resources to protect themselves and their families. Where women had reliable access to mobile phones, teams set up mobile money transfers so that participants would continue receiving their stipends. In countries where women couldn't access mobile money, teams set up safe, socially distanced, masked stipend distribution centres.

The Afghanistan team organised a large effort to distribute hygiene kits, and many women who were beginning to work in agriculture received crops to cultivate at home. In DRC, where the Ebola crisis has made many people familiar with highly infectious disease, women received support to produce soap so that communities could practice proper hand-washing habits.

Still, many people in the communities we serve still struggle to access accurate health information and live with low literacy rates, disabilities, and circulation of misinformation. Teams in all countries worked to continuously spread clear information about COVID-19 and prevention. By responding quickly to reduce the spread of COVID-19, our national teams found collaborative and creative ways to act and ensure the most marginalised women had the support they needed.

#### Responding to urgent crises – supporting women in Syria

In 2018, Women for Women International - UK launched a Conflict Response Fund, which allows us to be agile, flexible and innovative with our delivery. In times of volatility and crisis, entering immediately with all components of our Stronger Women Stronger Nations programme is not possible. With this Fund, we can quickly initiate activities with a local partner to respond to urgent, unmet needs of women survivors of war.

Starting in July 2020, through our Conflict Response Fund, we partnered with Women Now for Development in Syria, where continued fighting has left even more women and girls displaced, disempowered, and vulnerable to exploitation and abuse. Our investment is helping women living in the midst of the Syrian crisis to learn marketable skills and access grants to start small businesses, so they can earn a stable income and support their families. Online courses develop women and girls' literacy, numeracy, IT and English language skills, so they can further their education and employment prospects, and protect their rights.

#### Sustaining our legacy – Transitioning to an independent entity in Rwanda

In July 2020, the first ever General Assembly Meeting and Founding Moment of Women for Women - Rwanda was held in Kigali and via Zoom. The assembly approved the Rwanda team's one year action plan and elected Committees and a Board of Directors.

As an independent, nationally registered organisation, Women for Women International - Rwanda will be able to access localised funding opportunities and innovate in their specific national context, so they can support even more marginalised women and be responsive to their evolving needs. Areas of planned programmatic expansion include a focus on working with adolescent girls and

deepening financial inclusion and advocacy activities. Like our independent affiliates in Kosovo and Bosnia and Herzegovina, the Rwanda entity will continue to contribute to global learning and sharing and remain networked with the rest of the Women for Women International family to scale impact.

#### Economic advancement during the pandemic – Virtual learning in Iraq

When lockdowns and social distancing became facets of our everyday life, in-person trainings were put on hold. Previously, these trainings offered an escape from the household for many women; now confined to their homes, many women struggled in isolation.

Ultimately, each and every participant was contacted to ensure that she was well and had the psychosocial and health connections she needed. In June, using an innovative online methodology, the Iraq team restarted trainings that had been paused since mid-March. Social and economic empowerment trainers used social apps to deliver training content to women with access to internet or smartphones. In total, 495 women in Shawa and Shekhan were able to regularly access online training and stay on track with programming during lockdown.

By October, the situation had improved, and women continued learning virtually, but also were able to visit the training centres for safe, socially distant vocational training. Women who had been unable to participate regularly in online courses due to lack of internet or smartphone access picked up where they left off with socially distant, in-person training. All women whose programming was paused in March 2020 are on track to graduate in March 2021.

Next year, we will focus on:

- **Strengthen the Stronger Woman Programme** and increase impact on the lives of women by applying the learning from Randomised Control Trials and our internal Measurement and Evaluation frameworks and strengthening innovation hub.
- **Increase revenue from grants to support Stronger Woman Programme** - mutually beneficial partnerships, more visibility and influence through advocacy and external engagement, and building stronger relationships with funders.
- **Increase impact at household and community level** by revising our Men's Engagement Programme, investing in Change Agents and increasing support for graduates.
- **Power Locally, Streamline Globally** – build up/transfer skills to Country Offices to lead the work at every level.
- **Contribute to aligned organisations in the midst of extreme conflict** through Conflict Relief Fund both support and co-learning.

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

Last year, we said we would aim to achieve the following during 2020:

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

Prioritising ending violence against women.

*"As our husbands lost their jobs due to COVID-19, they are staying at home and we cannot afford daily expenses. It has brought about violence among family members and we witness it on daily basis."* - Shireen, Iraq

In collaboration with our partners, we have placed a special emphasis on prevention of gender-based violence during the COVID-19 pandemic. Prevention efforts included sharing positive messages about reducing tensions, promoting respect and sharing household work during the

confinement period. Similarly to our women's programmes, adaptations have been made to continue delivery of our Men's Engagement Programme whilst navigating COVID-19. We have shared this information via phone-trees, mobile apps, social media, radio programmes, and at Friday prayers in local mosques with women in the community.

Next year, we will focus on:

- **Continuing to support the delivery of the Men's Engagement Programmes** in all country offices and **continue to improving and expanding, learning across countries** to find the best approaches and **ways to measure the results** of this work and its link to women's empowerment.

#### We are All Allies: Men's Engagement

*"My name is Francine. I live in Kasika, DRC with my husband and my five children. I knew about the Women for Women International-UK programme through other women who were enrolled. I saw changes in how they lived with their families and in society, how they ran small businesses to generate income, and how they saved. I was very interested, so I made the decision to gather the courage to enroll."*



*"Before joining the programme...finding food or money was a serious problem in my family... And while living a life of poverty, my husband and I were not even legally married or recognized by the registry office in Kasika. But since enrolling in the programme and participating in its different trainings, I've chosen cutting and sewing as a profession. A good change in my life began to take place thanks to my VSLA and training in areas like women's rights, decision making, and women's empowerment."*

*"After some time, I started to make my savings in the Village Savings and Loans (VSLA) group, and I saved more than 120,000 FC (60 USD). With this amount, I bought a goat and started selling bread. And as my husband was interested in seeing changes in the household, he quickly proposed to me to regularise the situation of our marriage with my family and at the civil registry office [a process which provides women with legal protection of their rights within marriage]. Today, we are now legally married and recognized by the civil registry office thanks to the training received in the Women for Women International - UK programme. Today, my husband and I are very happy for this achievement thanks to the support of the Women for Women International - UK programme here in Kasika."*

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

Last year we said we would focus on the following in 2020:

- **Training and providing follow up support to core graduates in advanced advocacy training** to help build their knowledge and skills to address issues in their communities.
- **Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work by country office staff**, including advocacy partnerships with local NGOs.

After the unexpected challenges that the COVID-19 pandemic has presented, we remain greatly encouraged by the progress made in 2020 by our staff, partners and the women we serve. Despite inevitable delays to initial plans – at all levels of our advocacy work – we have been able to meet these challenges with innovative solutions to maintain our support to country offices in implementing grassroots advocacy work and to continue to build our internal advocacy capacity.

#### Training and providing follow up support to core graduates in advanced advocacy

Our Global Advocacy Team continued to provide ongoing technical support to country offices advocacy leads in their implementation of the Change Agents programme and associated grassroots advocacy work. This included acting quickly to support Change Agents to safely utilise the networks and relationships with decision-makers they had already developed to raise awareness of COVID-19 and ensure that the voices and needs of marginalised women were heard in community prevention and response efforts. Once COVID-19 prevention measures were slightly lifted, we were able to resume some of our initial plans including working in partnership with local NGOs to train 48 new Change Agents in Bauchi State, Nigeria and piloting a new approach to supporting women's leadership and grassroots advocacy by forming an Advocacy Alliance with civil society organisations in South Kivu, Democratic Republic of the Congo.

#### Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work

The Global Advocacy Team has continued to build our advocacy capacity, knowledge and skills. For example, in 2020, as we came to the end of a five-year project funded by the Dutch Government, we decided to use the opportunity to review the various 'national' Change Agent curricula across Women for Women International country offices and pull together the 'best bits' into one global curriculum. In November 2020, we recruited a specialist in curriculum design with advocacy expertise who conducted a thorough review process, in consultation with the country teams. This has enabled us to develop a new and improved Global Change Agents curriculum which incorporates all the learnings identified so far through the delivery of the Change Agent programme over the past three years. We are now in a really strong position to be ready to implement an improved version of the Change Agent curriculum once future funding is secured to roll it out further. We have also continued to build partnerships with civil society and women's rights organisations to share learnings and provide consultation and development opportunities for Change Agents to amplify their voices with community, state and national decision-makers.

## Change Agent involvement in COVID-19 response and awareness raising in Nigeria and Afghanistan

Participants in our Change Agents programme in Nigeria have been working closely with the Deputy Chairman of Pankshin Local Government to form a COVID-19 response committee, along with representatives of the Ministry of Health and religious leaders. The aims were to raise awareness of preventative measures such as hand washing and social distancing in an effort to contribute to 'flattening the curve' and preventing transmission. This is a recognition of their trusted position in the community, which is particularly important for dispelling myths and misinformation around the virus. In Afghanistan, Change Agents recognised the risks that COVID-19 was posing to their communities, already living the consequences of poverty, food insecurity and lack of access to health resources. In the Has-e-Down district of Kapisa province, Change Agents met with the district leader. In their meeting, they stressed the need to promote awareness of COVID-19 and its prevention within the community. The leader agreed and helped Change Agents to secure and distribute 500 masks and gloves to people in the province. In Nangarhar province, Change Agents cultivated relationships with leaders to secure sustained support for women which resulted in clinics providing people with soap.

Next year, we will focus on:

**Fostering strong internal knowledge, processes and capacities** towards the effective delivery and monitoring of advocacy activities at all levels, through:

- Continue **ongoing, technical support** to country office teams.
- Working to **finalise a cohesive Theory of Change** for Advocacy and monitoring, evaluation, research and learning (MERL) framework for our advocacy that enables us to monitor and measure the progress we are making in key areas.

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

Last year we said we would achieve the following in 2020:

- **Increasing the organisation's profile, credibility and influence** with key global stakeholders, networks and coalitions - including UN agencies, policy makers and other international organisations.
- **Ensuring timely, tailored and strategic technical support and advice is provided to country offices** around the development, implementation and monitoring of their advocacy plans/strategies.
- **Disseminating the organisational 'Agenda for Action'** at key moments throughout 2020, focussing on influencing relevant global political debates and build strategic partnerships for advocacy.

Despite COVID-19, Women for Women International - UK has continued to make great strides throughout 2020 using advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict.

## Increasing the organisation's profile, credibility and influence

We have continued to focus on amplifying the voices of women we serve through raising our profile, credibility and influence with key stakeholders, networks and coalitions.

Throughout 2020, as global events moved online, we were able to take advantage of a number of high-profile external engagement opportunities – with a focus on amplifying the voices and experiences of marginalised women affected by conflict, raising our profile and pushing forward the priority areas identified in our Agenda for Action:

- In September, the Global Advocacy Team supported Women for Women International's CEO with her participation in the World Humanitarian Forum's online event which took place in the fringes of the United Nations General Assembly.
- In October, we were able to work closely with Gender Action for Peace and Security (GAPS) on a high-level virtual event hosted by UN Women and the UN Development Programme (UNDP), where the heads of both UN agencies gave remarks. We supported the Executive Director of the Women Advocates Resource and Documentation Centre (WARDC) – our national partner in Nigeria - with preparation and speaking points, and she referenced the partnership with Women for Women International twice.
- In October, we were also invited to partner with the UN75 campaign for an online event to mark the 20th anniversary of UN Security Council Resolution 1325. Our Senior Global Policy and Advocacy Advisor moderated the event with high profile speakers such as H.E. Ameerah Haq (former UN Under-Secretary-General for the Department of Field Support) and Ambassador Melanne Verwee (Executive Director of the Georgetown Institute for Women, Peace and Security at Georgetown University and former US Ambassador for Global Women's Issues).

Women for Women International - UK has also worked to engage a wide range and type of formal and informal partnerships to enable us to expand the scope, breadth and reach of our advocacy to maximise our influence and impact. During 2020, we continued to work closely with networks and strategic partners to advance our advocacy objectives. We have maintained our strong position as part of GAPS and Bond. For example, towards the end of 2020, we joined other GAPS members to deliver a multi-country project across the network, using the [Beyond Consultations tool](#) to develop gender-conflict analysis across 10 countries and provide national governments and international community with recommendations to address the impact of COVID-19, future global pandemics and crises on gender inequality, peace and security. Women for Women International led this project in Nigeria and Afghanistan, working closely with national partner organisations, enabling us to influence policy and build our profile in both countries, improve our relationships across national civil society networks and expand our analysis and understanding of the context-specific impacts of COVID-19. The Nigeria report launch took place at a virtual event in February 2021, hosted in partnership with UN Women and the governments of the UK and Norway.

## Ensuring timely, tailored and strategic technical support and advice is provided to country offices

Throughout the year, the Global Advocacy Team has been providing timely, tailored and strategic technical support to colleagues across the global organisation offices around the development, implementation and monitoring of their advocacy plans and strategies – including, strengthening Change Agents' Advocacy and improving the participation of marginalised women in the decisions



that impact their lives, as highlighted in Strategic Objective 3. This has ensured that country-based advocacy work has met its objectives, despite the challenges that COVID-19 brought. This has been delivered through regular calls as well as more in-depth and specialist virtual workshops.

For example, throughout 2020, Women for Women International went through the exciting internal process of developing the first ever Country Strategies. During this time, in addition to ongoing technical support (mainly to the Advocacy Coordinator in each country office), the team provided support at senior levels across the organisation – including to Country Directors – in the form of a training presentation around the key things to consider when developing a wider strategy that includes a pillar on advocacy. Detailed feedback on draft versions of strategies was also provided. This is developing an organisational culture that prioritises advocacy – and we were pleased to see advocacy was identified as a key priority area in every single country strategy. Moving forward, in 2021, the Global Advocacy Team will play a pivotal role in advising country teams as they finalise and develop operational plans for implementing these strategies, as well as feeding into proposals to obtain funding to invest in this area.

#### Disseminating the organisational ‘Agenda for Action’

In March 2020, on what should have been the first day of the annual UN Commission on the Status of Women (which was cancelled due to COVID-19), we launched our [Agenda for Action](#) - a flagship policy report which sets out what we believe are the five key action areas that need to be prioritised by global leaders in 2020 and beyond. This was our first policy report of this scale and will be critical in advancing our advocacy globally, including by increasing and strengthening opportunities for engagement in global debates and collaboration with influential stakeholders.

This piece of work was to be our key contribution to the key political milestones and moments for gender equality taking place throughout 2020, including UN Women’s Generation Equality Forum to mark the 25th anniversary of the Beijing Declaration and Platform for Action, as well as the 20th anniversary of UN Security Council Resolution 1325 and 5 years into the Sustainable Development Goals – but unfortunately many of these key moments (including the Generation Equality Forum) were postponed due to COVID-19. We did, however, successfully move forward with our dissemination activities digitally. We published the Agenda for Action [policy report](#) with an [accompanying digestible communications handout](#) and have used both of these to shape our global advocacy activities throughout 2020.

As the international community turned its attention to the global pandemic, it was clear to us that our Agenda for Action was even more relevant than it had been before - we were hearing from our global colleagues and programme participants how the impacts of COVID-19 were deeply gendered and already clearly amplifying inequalities and insecurities. It was essential for us to highlight the continued urgency of our Agenda for Action within the current crisis – and the heightened needs of those already being left behind. We conducted a rapid analysis, including through interviews with programme participants and Change Agents, which fed [into an additional briefing situating our five key action areas in the context of COVID-19](#) and setting out a recommended approach to COVID-19 prevention, response and recovery that would truly integrate the needs and rights of the most marginalised women already living in some of the most challenging circumstances. We published this on 7<sup>th</sup> May – what should have been the first day of the Generation Equality Forum in Mexico City and secured [an opinion-piece from the Executive Director in Thomson Reuters News](#) and our

Senior Global Policy and Advocacy Advisor [wrote a blog piece for Bond](#) which was shared as the top blog in their newsletter which went out to 15,000 inboxes across the sector.

This caught the attention of many of our key stakeholders, who agreed that marginalised women affected by conflict were being left out of many of the conversations happening at the national and global level around COVID-19. Throughout the rest of 2020, we continued to have ongoing discussions with decision-makers, particularly from within donor governments and UN agencies, to provide them with the evidence and recommendations they needed in this fast-moving situation. Notably, in June, we were able to share our insights and recommendations – and fulfil our commitment to act as a policy convener, set out in the Agenda for Action, by hosting a high-level virtual roundtable. This roundtable brought together around 35 senior representatives from across governments, UN agencies, civil society and academia to explore some of the key factors that are compounding the invisibility and exclusion of marginalised women in decision-making around COVID-19 prevention, response and recovery, with a particular focus on violence against women and economic insecurity.

Next year, we will focus on:

Empowering and **supporting women-led and collective grassroots advocacy** to influence change in their communities and beyond, particularly through:

- the **implementation of the Change Agents programme** and associated grassroots advocacy work.
- continuing to **focus on building the self-sufficiency and sustainability** of existing Change Agents .
- looking to **trial new ways of supporting women’s leadership and mobilising communities** for positive action, for example through the newly formed Advocacy Alliance in the DRC which will open up space for community dialogue, action and accountability.

**Raising the voices of marginalised women** and make visible our experience and learning to influence, including by:

- **raising our profile and increasing our visibility** through external engagement opportunities and strategic partnerships.
- **maximising on key political moments** (for example, the postponed UN Women Generation Equality Forum) to advocate for changes and deliver on our key commitments related to the priority areas set out by our Agenda for Action.
- **prioritising increased external representation from our Country Offices** and share spaces and platforms with other partners based in the Global South to share their insights and expertise from working on the frontlines on the issues on which we advocate for change.

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

Last year we said we would achieve the following in 2020:

- **Raise £6 million** from grants, major donors & events, sponsorship & individual contributions, community fundraising, and corporate partnerships.
- Successfully **roll out our International Women’s Day campaign** with strong brand partnership with NET-A-PORTER.
- Work with our Communications team to **maximise opportunities to engage supporters** and prospective supporters through a calendar of regular, virtual/digital engagements to **build a community of supporters willing to undertake fundraising activities and challenges and commit to regularly donating to our work** either via sponsorship or regular giving.
- **Review our Special Events portfolio** in light of the COVID-19 pandemic and pivot our #SheInspiresMe Car Boot Sale to a digital event.
- **Support country offices** with local fundraising and capacity building, working closely with Rwanda team on their transition as a fundraising proposition.
- **Work with Country Office teams** through the UK Grants team on in country proposals and new business via our research capacity and our expertise in this area.
- Ensure we **continue to have a solid mix of grant funding** from across a spectrum of grantors and employ a strong multi layered stewardship strategy.

In facing the challenges that the COVID-19 pandemic has presented, we have been greatly inspired by the talent, commitment, and tenacity of our fundraising teams. While we were not able to reach our target of raising £6 million across our income streams, in this most difficult of years, we are so proud to have maintained our total income levels in line with 2019.

### Grants

Restricted grants, providing resources for programming, totalled £3.12 million this year which was slightly below that of 2019. As with most organisations, the impact of COVID-19 was felt in terms of delayed programming combined with delayed decision making on grant proposals, some cuts to existing grants and a reflection of reduced income across the sector. We were extremely proud therefore to be able to maintain our portfolio relatively close to 2019 levels in this difficult year and for the support and partnership with our funders. This allowed us to repurpose funds where needed, to provide unrestricted funding in some cases, to expedite annual grants and to continue to provide the stipend to our participants even while our programmes were suspended – a lifeline to the most marginalised women whom we serve. Our particular thanks go to players of the People’s Postcode Lottery for their continued support via the Postcode Equality Trust and via the organisation’s COVID-19 rapid response fund, helping to support the salaries of the Programme Funding Team as we look to drive forward growth in our 2021-2025 plans.

Our Innovation Fund partnership with the McClain Foundation proved even more important in this time of uncertainty where the team were able to pivot and proactively take opportunities to deepen structural innovation to help build resilience within our programming. While our five-year partnership with the Ministry of Foreign Affairs of the Netherlands comes to a close this year, we are deeply grateful for the incredible partnership and learning opportunities we have shared over this period and for the support and flexibility during this difficult final year of the partnership.

### Corporate partnerships

Income from corporate partnerships in 2020 was £654,536 (2019: £432,156), which is a 51% increase. Key highlights in 2020 included the third year of our global campaign with Net-A-Porter for International Women's Day as well as 3 new additional fundraising activities with them; and the announcement and launch of a new partnership with British accessories designer Jimmy Choo.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year and had 11 partners fundraising for us. We raised £58,983 and counting, more than double 2019's total.

### Grassroots

Given the challenges of Covid-19 to grassroots fundraiser we are proud to have raised £94,449 from this area from a number of virtual fundraising initiatives which gave our grassroots supporters the chance to continue raising money for our work despite Covid-19 restrictions. Key highlights include taking part in #GivingTuesdayNow and the 2.6 Challenge which, combined raised over £11,000 for our work.

### Major Donors and Events

In 2020 we raised £327,592 through events and major donors (2019: £487,368).

Our flagship live event the #SheInspiresMe Car Boot Sale was unable to take place and so the team pivoted to a virtual version in May which raised £88,606, achieved an ROI of 1:8 and received 21 pieces of press coverage. After its success and the engagement from supporters we held a second Virtual Car Boot sale in November which raised £88,514 and saw an increase to the number of pieces donated to the sale of 71%.

### Sponsorship and Regular Giving

In 2020 we raised £422,918 through sponsorship and regular giving (2019: £469,493). A key focus during 2020 was to ensure existing sponsors felt as connected to our work and to their sponsorship of women they sponsor as possible during the suspension of in-person training. We also focused our donor recruitment work on key dates, events and campaigns and are proud that during such a difficult year we were able to meet our income target in this area.

Next year, we will focus on:

- **Raising £1.6m in unrestricted funds** from Major Donors, Live and Digital Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships/Cause Related Marketing.
- Growing and **develop our Corporate portfolio to bring in £100k in new business** from new sectors.
- Delivering contracts and partnership deliverables to **secure £359k from existing corporate partners** and leverage their audiences to build the Women for Women International - UK community.
- **Hold three virtual special events which raise unrestricted income** and develop our donor journeys for events attendees and to raise £380,000.

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

Last year we said we would achieve the following:

- Work closely with the global communications team to **review the Women for Women International brand and produce an updated brand strategy** to accompany the 2020-2030 organisational strategy. Key products and deliverables could include new or updated visual identity, messaging and brand guidelines.
- **Lead the planning and execution of the global #MessageToMySister campaign** for International Women's Day, to **engage our global community and grow our marketable database.**
- **Pilot a new range of digital community building activities** to engage and grow our audience during the COVID-19 lockdown and beyond, adapting to the rise in audience demand for digital engagement caused by response to the pandemic.

### Brand refresh

2020 was a challenging year, but rising to these challenges resulted in innovative ways of working that ultimately improved our global communications work. We also worked on an organisational brand refresh project and delivered a wide range of digital activities to build our global community.

During the ten-year strategy development process in 2019, refreshing the Women for Women International brand was one of the key pillars identified to help us strengthen the organisation and support us in achieving the goal of reaching millions, not thousands of women.

Since summer 2019, the Communications teams in UK and US have co-led a brand refresh project, appointing an agency called 'Threespot' to lead the process. We engaged with key stakeholders including our global staff, supporters around the world as well as cold audiences who might support our work but haven't yet heard of Women for Women International. In September 2020, the new brand strategy and brand identity were approved by the Boards of Trustees. During the final four months of the year, the global communications team prepared to roll-out the new brand in February 2021.

### Press communications

We achieved 596 quality pieces of press coverage throughout 2020, including issues and mission, corporate partnerships and events coverage (a 26.5% increase on 2019). Securing mission-focused media coverage in 2020 was more challenging than ever, with the focus of news outlets turned almost exclusively to the COVID-19 pandemic and domestic political issues in the UK. However, we managed to achieve 74 pieces of mission-focused coverage (a 4.2% increase on 2019). Key highlights included a comment in [The Guardian](#) coverage of the Independent Commission for Aid Impact (ICAI)'s report on the UK government's preventing sexual violence in conflict initiative; an op-ed for [Stylist](#) on the impact for women in Iraq of the US-Iran conflict for Stylist; an op-ed for [Marie Claire](#) on lessons for the #MeToo movement from the Harvey Weinstein trial; a [Sky News interview](#) with Brita Fernandez Schmidt on the impact of COVID-19 on Women for Women International programmes around the world and an [op-ed in Thomson Reuters](#) on the publication of a COVID-19 briefing paper produced by the Policy & Advocacy team.

## Digital campaigning

Women for Women International – UK led the global #MessageToMySister campaign for International Women’s Day 2020, building on the success of the campaign in 2018 and 2019. We asked our global supporters to send a message of support to women in countries affected by conflict. The campaign was used by twelve departments across the global organisation to further their objectives around International Women’s Day and resulted in 4,108 messages of support for women in our programmes (a 10% increase on 2019). 15 of our celebrity ambassadors took part in the campaign, as well as 17 other influencers and 35 corporate partners, thereby greatly increasing the influence of the campaign. The reach of the hashtag has increased significantly year-on-year, with a 116% increase in 2020 (more than 22.2 million uses in total).

On June 20th we hosted #SheInspiresMe LIVE, a flagship community building digital event based on the successful #SheInspiresMe LIVE Feminist Festival in 2018. The event opened with a plenary conversation between our founder Zainab Salbi and Annie Lennox, and included sessions with Basma Khalifa, Jasmine Hemsley, Tara Mohr, Christina Lamb and Soraya Chemaly. This event was developed in response to the COVID-19 lockdown and delivered in under two months. The event was successful in meeting all primary objectives: brand-building Women for Women International as a bold and energised brand; collecting marketable data from our key target audience to build our database; creating media opportunities to promote our work with women survivors of war; and building relationships with new celebrities and influencers. We also repurposed the content into a series of IGTV and YouTube short films, to share with our wider audience.

Next year, we will focus on:

- Integrating the UK marketing and communications teams to **create a new team which inspires and engages individuals in our target audiences to take action** with Women for Women International. The range of actions includes liking and sharing a social media post, learning more on our website, signing up to our mailing list, taking part in a hand-raising/advocacy campaign and making a one-off donation, monthly donation or sponsoring a sister.
- Working closely with the global communications team launch and **roll-out the new Women for Women International brand identity and execution.**
- Building on the learnings of 2020 and continue to **offer a range of digital community building activities to engage and grow our audience**, adapting to the rise in audience demand for digital engagement caused by response to the COVID-19 pandemic.

## Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2020:

- **Drive greater efficiency within finance and human resources**, maximising the impact of our systems and resources and building the capacity of our staff.
- **Improve the content, format and usability of financial information provided** to the executive team and budget holders to ensure that robust decisions can be taken in a timely manner based on meaningful, accurate and up-to-date financial data.
- **Establish a Staff Culture Committee** to identify, discuss, and propose ways to promote and drive the desired culture throughout the organisation.

- **Critically assess our working practices** to identify opportunities for broader flexible working options; agile operations and savings on running costs.
- **Investigate a range of staff well-being initiatives so we can best support our staff to look after their physical and mental health;** achieve a work work-life balance that is appropriate for their individual situation and adapt to an increasingly uncertain environment in the midst of a global pandemic and global climate crisis.

#### Evolution of our operational practices

We identified and maximised opportunities to improve the efficiency and resilience of our work throughout finance and operations in 2020; scrutinising processes, making the best use of technology where we can and working as a supportive, responsive team. We overhauled our management accounts process and format to improve timeliness and usability of financial information provided to budget holders and the executive team. This was a crucial development that supported careful and responsive planning; precise financial management and robust decision making throughout a tumultuous year. During the year we introduced the role of People and Operations Manager to establish dedicated resource to manage HR processes, respond to staff needs and proactively support staff's development, inclusion, and well-being. Investment in our HR policies and processes was a high priority, particularly in response to the significant impact of COVID-19 on all our staff and ways of working.

We understand the importance of establishing and maintaining a nurturing and enabling organisational culture and this was a key focus of the Executive team and newly convened Staff Culture Committee throughout 2020. We opened various lines of communication in order that all staff could ask questions, raise concerns, and make suggestions to participate in the ongoing development of a culture of inclusion, trust, mutual respect, and empowerment.

Next year, we will focus on:

- **Running an effective and financially sustainable organisation**, ensuring that the organisation has a robust control environment, adopts best practice in carrying out its business, and is prepared to be responsive to prolonged uncertainty, risk and opportunities provided by the COVID-19 global pandemic.
- **Establishing an inclusive environment for all people who come into contact with our organisation**, evidenced through successful recruitment and onboarding of new staff; a staff team that reflects the diverse demographic of our office location and positive feedback from staff through various means of engagement.
- **Providing all staff with the opportunity to take part in a holistic well-being, inclusion and culture change programme** from the outset of 2021.
- **Ensuring all Women for Women International - UK staff have the equipment, software and system access required to carry out the responsibilities of their role** from home or the office in a safe and efficient way.
- **Establishing an inclusive Board culture**, evidenced through successful recruitment and onboarding of new Trustees and a Board make-up that meets agreed diversity targets.
- **Ensuring systems are sufficiently secure for the changing context and increasing risks relating to greater remote working and higher instances of attempted cyber-crime.**

## Financial Review

The Statement of Financial Activities for the year ended 31 December 2020 shows a net surplus (income less expenditure) for the year of £65k, compared to the previous year where a deficit of £86k was recorded. This was made up of an Unrestricted surplus of £19k, and a Restricted surplus of £46k.

Income for the year of £4.93m was 1% lower than the £4.96m received in 2019. Grants contributed 66% of total income (2019: 68%). The slight fall in income was a result of programme implementation delays resulting from the global pandemic impacting the income pattern of some multi-year grants.

Expenditure for the year of £4.87m represents a 4% decrease from the £5.04m shown in 2019. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £2.62m (2019: £2.73m), representing 53% of income, and 54% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 85% of income, and 86% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £668k (2019: £644k) representing our continued sustained contribution to policy and outreach work, where the UK plays a key role for the global organisation.

As at 31 December 2020, Women for Women International - UK had net assets of £1.14m, (2019: £1.08m). Of these funds £295k (2019: £249k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2021. Unrestricted funds amounted to £849k (2019: £830k).

## Reserves Policy

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

At 31 December 2020, the charity held total funds/net assets of £1.14m. These can be sub-divided between a restricted fund of £295k, and unrestricted funds of £849k.

The organisation's reserve policy is to cover six months of operating expenditure. The current free reserve held of £849k (being equivalent to six months reserve based on the revised expenditure budget for 2021) is in line with this reserve target.

Trustees are satisfied, given the performance in the first months of 2021, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.



## Our Governance

### How We Are Run

Women for Women International - UK is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo, Bosnia, and Herzegovina, and also the newly formed Women for Women International - Germany, these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the United States of America. The Germany office was opened during 2018 and is a wholly owned subsidiary of Women for Women International.

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 the 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 Director and Managing Director sit 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 term of nine years.

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

In 2018, the Board adopted the new Charity Governance Code, benchmarking its governance against sector best practice. Key actions already taken by the Board have included refreshing the Code of Conduct for trustees; receive training on board diversity; and to carrying out open recruitment for new trustees.

In 2020, there were four departures from the Board due to pressures from COVID-19 and natural turnover. The Board committed to prioritise racial diversity and the lived experience of the settings and context in which we work for our Board replacements. This recruitment is ongoing and we have invested time and resource to ensure we honour these commitments. In addition to our commitments, the UK Board members have been recipients of Safeguarding and Diversity, Equality and Inclusion training.

We have established a new Committee of the Board, the People and Culture Committee recognising the vital importance of our people to the delivery of our mission and our duty of care to their physical, mental and emotional well-being. This was brought into stark focus during the pandemic.

#### Public benefit

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

## The Trustees

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

Name	Date of appointment or retirement
Laurie Adams	Appointed December 2017
Lynsey Posner	Resigned September 2020
Sally Baden	Appointed May 2019
Lady Alison Deighton	Resigned October 2020
Alex Duncan (Co-Chair)	Appointed August 2015
Tony Gambino	Appointed December 2015
Lady Penelope Holmes (Co-Chair)	Appointed October 2012
Paula Laird	Resigned April 2021
Catherine Miles	Resigned September 2020
Jan Rock Zubrow	Appointed January 2019
Martin Thomas (former Chair)	Resigned May 2021
Hikari Yokoyama	Resigned September 2020
Andres Gomez de la Torre	Appointed May 2019
Abi Calver	Appointed May 2019
Sally Baden	Appointed May 2019
Rachel Corp	Appointed December 2019

#### Board committees

The Board has the following sub-committees:

- The Nominations Committee
- The Finance and Audit Committee (FAC)
- The Marketing and Fundraising Committee (MFC)
- The People and Culture Committee (PCC)

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

### Non-Trustee committee members

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

Steve Murigi	Hikari Yokoyama
Nicola Hanna	Rebecca Hanshaw
Tessa Stanley Price	Kristin Cardwell
Sarah Barclay	Sarah Bedingfield-Shutt

### Ambassadors

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

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	Zara Martin
Emma Grede	Niomi Smart
Pippa Harris	Nadja Swarovski
Jasmine Hemsley	Alice Temperley
Mary Katrantzou	Charlotte Tilbury
Basma Khalifa	Sophie Turner
Cherie Lunghi	Monica Vinader
Clarrisa Ward	Jude Wanga

### 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.

### Our Management

Trustees delegated the day-to-day running of Women for Women International - UK to an Executive Team lead by the UK Executive Director Brita Fernandez Schmidt and the UK Managing Director, Shivonne Graham. The team met weekly to discuss upcoming activities and operational issues and review monthly management accounts and performance against key indicators. Along with Brita and Shivonne, the Executive Team includes the Director of Finance & Operations, Carrie Brownlee, the Director of Fundraising, Sara Bowcutt, the Director of Programme Funding & Partnerships, Julia Hopper and the Head of Communications, Lucy Scanlon. The remuneration of the Executive Director and Managing Director is considered annually by the People and Culture Committee, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is then decided upon by the Board.

Since the end of 2020, we have bid farewell to both Brita and Shivonne. We wish them luck and thank them for their dedication and hard work over the years. The Trustees would also like to acknowledge the excellent start made by the interim Co-Managing Directors, Sara Bowcutt and Carrie Brownlee.

## Risk Management

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

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

Processes to manage risk include:

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

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

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

### [BREXIT, COVID-19 & other events impacting national and international economies](#)

Risk of loss of income due to access to and impact on funding leading to reduction in operations as a result of BREXIT, COVID-19 and other events having an impact on the global financial markets. The situation is volatile, and we know that many of our corporate and major donors will be impacted by a global economic downturn and this will impact our income. In addition, any weakening of the British pound will limit the impact that our income can deliver as it will have less purchasing power.

During 2020 our corporate partnerships have allowed us to further mitigate this risk. Our ability to create and maintain strong relationships with corporate partners has given Women for Women International additional channels for raising funds during these unprecedented times.

To further mitigate these risks, therefore, we have realigned our Fundraising teams, freeing up time and resource for a strategic focus on key areas of growth, particularly corporate fundraising but also sponsorship & regular giving. This is a fundamental change in how we have approached these areas previously and is in line with our global community building approach, identifying and cultivating the supporters of the future.

In addition, in 2021 we have been directly impacted by the cuts to the UK governments overseas aid budget having our FCDO funded programme in Nigeria be cut short by a full 12-months and our recently awarded grant for our vital work in Afghanistan be withdrawn after months of planning and preparation but before we could commence work with the communities we had hoped to serve. The

risks of these funding cuts are clear and present in 2021 and the impact will continue for many years to come.

It is anticipated that the comprehensive restructuring process mentioned above, which aims to improve the effectiveness and efficiency of Women for Women International – UK and across the world while also allowing us to be more agile and responsive to risks and opportunities emerging within the global funding landscape, will ensure that we can navigate the changing nature of the UK government's aid agenda.

### Safeguarding

It is essential that we protect those individuals that come into contact with the organisation from harm; including but not limited to staff, programme participants, volunteers and supporters. This goes to the root of Women for Women International and therefore is important in its own right. In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

### Management & leadership diversity and inclusive culture

There is a risk that lack of diversity within the senior management team and board will result in poor decision making due to not having enough different perspectives involved. In addition, a lack of diversity or an exclusionary culture may result in higher staff turnover or lower staff engagement.

In 2020, we continued to invest in our HR function and have redoubled our commitment to achieving greater diversity within our staff and board through robust recruitment practices. However, we recognise that there is much more to do here and in 2021 we have adopted a new staff recruitment policy that, at its centre, establishes talent and potential as the best indicators of future performance, rather than experience and qualifications. The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

In addition, we are now gearing up for a Board recruitment campaign that will allow us to recruit trustees that bring intersectional diversity to the UK Board in areas where we are currently under-represented and replace skills gaps on the current Board that emerged through 2020 trustee turnover.

### Compliance risk - donor compliance

As the organisation's success in securing grant funding continues to grow, the complexity of our grant agreements and the attached compliance rules will also increase. With these changes, there is a need for progressively greater clarity of roles and responsibilities in order that we maintain efficiencies and high standards in grant management.

To ensure this, 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 run a highly effective, innovative and sustainable organisation

We have ended 2020 with unrestricted reserves in line with our target and this has served us well as we have navigated the challenges of an unprecedented global economic crisis. We are utilising our reserves to weather this storm and remain thoughtful, vigilant and conservative in our approach to this.

Three-year budgets are prepared in terms of both restricted and unrestricted income and expenditure, and overheads are planned within these projections. We have revised our projections for 2022 and 2023 and expect to recover to pre-COVID-19 operating capacity by 2023.

### Staff capacity, staff turnover & staff wellbeing

As a values-driven organisation whose success depends wholly on our people, it is essential that we more than meet our duty of care to our staff. Therefore, in 2020 we further invested in our Human Resources function, recruiting a new full-time, dedicated HR role. We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances.

As an ambitious organisation, we must be mindful of the impact of our growth and our aspirations on our staff: their well-being, space for reflection, development and innovation. In 2021, we will be rolling out a comprehensive, tailored development programme for our staff and this will allow space to consider and discuss the areas of well-being, workload, equity and inclusion.

During 2020, Women for Women International, with the support of Women for Women International – UK, embarked on a comprehensive restructuring process with a view of raising effectiveness and efficiency. This will inter alia involve changes to the structure, governance and management of Women for Women International – UK, and the roles of individuals.

### Compliance risk - UK Data Protection Act

As well as the impact on any individual whose data may be compromised, there is a risk to the organisation of significant fines and loss of future income due to reputational damage if we fail to comply with UK Data Protection Act.

The organisation continues to build on current data protection protocol to ensure compliance to GDPR regulations and has engaged professional support.

### Operating in conflict-affected countries

While Women for Women International - UK does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to earn and save money; improve health and wellbeing; influence decisions at home & in the community; and connect to networks for support. By nature, therefore, we work in fragile and often high-risk contexts.

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

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

## Safeguarding

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

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

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

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

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

In 2021, our newly established Safeguarding Taskforce will work with external consultants to continue to review and improve our policies and practices globally.

## Diversity, Equality and Inclusion

Diversity and inclusion have been a priority for Women for Women International - UK for some time and we know that we have not yet done enough to achieve our ambitions in this area.

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

Within our own organisation, we recognise that we will never achieve our vital mission without broad and varied perspectives shaping our strategy and delivering our objectives and so we have directed resources to an internal diversity, equity and inclusion project from 2020 to accelerate our journey to becoming a truly diverse and inclusive workplace. This project started by a review and significant revision of our recruitment policy and practices and continues in 2021 with an equity, diversity and inclusion audit which will begin with an externally facilitated listening exercise involving all staff in small, focused group conversations.

Following this initial audit work, we will work with our staff team, alongside external consultants, to develop and embed our equity, diversity and inclusion commitments for the future.

At the board level, we have adopted a clear plan to recruit new trustees who will significantly boost the role our board plays in promoting diversity, equity and inclusion.

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



## Thank You to

- 111SKIN
- Alex Eagle
- Alex Eagle & The Store
- Allen & Overy
- Ba&sh
- Basma Khalifa
- By Malene Birger
- Campbell Tickell
- Caravan Restaurants
- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Charlotte Tilbury Beauty
- Chinti & Parker
- DS Automobiles
- Evie Henderson
- Frame Denim
- Geneva Leadership Circle
- Georgie Thompson
- Goldman Sachs Women's Services Network
- Jacqueline Cullis
- Jane Curtis
- Jasmine Hemsley
- Jenny Rose
- Jimmy Choo
- Jo Manoukian
- June Sarpong
- Kim Whyte, Figgy Doo
- Kind Connections
- Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Lesley O'Mara
- Lyndsey Posner
- Maria Kastani
- Mark Mitchell Photography
- Mimma Viglezio
- Mint Velvet
- Monica Vinader
- Nadjia Yousif
- Naomi Denziloe
- Natalie Lee
- Needle & Thread
- NET-A-PORTER
- Papier
- Posh Totty
- Red Magazine
- Sharmadean Reid
- Shevolution
- Strathberry
- Studio Frith
- Stylist
- Swarovski
- Tamara von Schenk
- Temperley London
- The AllBright
- The Mclain Foundation
- The Olwyn Foundation
- THE OUTNET
- The University of St Andrews Students Association
- Women on a Mission
- Zoe Kuipers

Thank you to all of our amazing Virtual Car Boot Sale booters and contributors!

### Our grantors

- The Ministry of Foreign Affairs of the Netherlands
- The Foreign and Commonwealth Development Office
- Allen & Overy
- Syncona
- The Medlock Family
- The McClain Foundation
- Federal Republic of Germany Foreign Office
- Rwanda Hope Foundation
- The Millby Foundation
- Players of the People's Postcode Lottery
- Swarovski Foundation
- Barbara Von Bismarck
- Anne Singer
- Peter F Hilf
- The Joseph Rowntree Charitable Trust

### Our major donors

- Cathy Wills, Trustee, Cecil and Hilda Lewis Charitable Trust
- Jacqueline Cullis
- Lesley O'Mara
- Lyndsey Posner
- Nadjia Yousif
- Tamara von Schenk
- The Olwyn Foundation
- The Leadership Circle and Chairs Annie Maccoby, Diana Saghi, Stephanie Jakubiak
- Melissa Whiting
- Vovos Better World
- Hannah Cameron
- Lady Alison Deighton
- Sherry Buchannan and the Trustees of the John Younger Trust
- Rebecca McCaffery
- Laurence Custot
- Wafaa Sara Eldukair
- Monique Ellis
- Dominique Lesourd

### Other

- The Women for Women UK Fundraising & Marketing Committee: Catherine Miles, Abi Calver Hikari Yokoyama, Sarah Barclay, Sarah Bedingfield Shutt, Kristin Cardwell, Nicola Hanna, Rebecca Hanshaw, Steve Murigi, Tessa Stanley-Price

## Subsidiary Undertaking

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

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2020 the trading company did not generate a profit (2019: profit of £2,862). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International - UK. The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International - UK, as they are not material to the overall group position.

## Related parties and connected organisations

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

## Statement of Trustees' Responsibilities

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

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

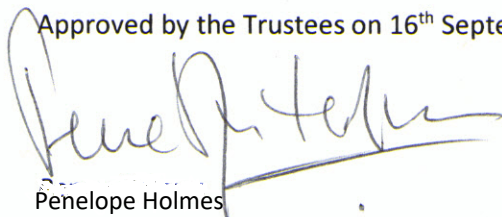
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

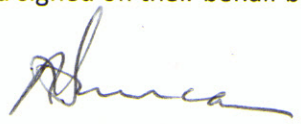
This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees on 16<sup>th</sup> September 2021 and signed on their behalf by:



Penelope Holmes

Co-Chair



Alex Duncan

Co-Chair

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

### **Opinion**

We have audited the financial statements of Women for Women International (UK) (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, the balance sheet and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

## **Women for Women International-UK**

Independent auditor's report for the year ended 31 December 2020

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

We have nothing to report in this regard.

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

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

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

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

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

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

### **Responsibilities of trustees**

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

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements for charitable companies operating within this sector, through our own experience as well as through discussion with management and those charged with governance and inspection of regulatory and legal correspondence. We reviewed policies and procedures regarding compliance with laws and regulation and remained alert throughout our audit to any indications of non-compliance, with areas of highest risk communicated to all members of the audit team.

The charitable company is subject to laws and regulations directly affecting the financial statements including financial reporting legislation and taxation legislation which we assessed compliance with as part of our review of related financial statement items. This includes the Charities Act 2011 and Companies Act 2006 as referenced above. Other laws and regulations of which compliance was considered higher risk (as non-compliance could lead to material misstatement of the financial statements) included anti-bribery regulations, employment law, health and safety legislation and data protection regulations.

We considered areas which could be most susceptible to fraud or misstatement, which included the use of journals and suspense accounts and management override of controls. Our audit work has been performed to ensure that these areas have been tested on a sample basis, including the use of data analytics to review for unusual transactions.

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

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

## **Women for Women International-UK**

Independent auditor's report for the year ended 31 December 2020

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### **Use of our report**

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

*Buzzacott LLP*

Catherine Biscoe (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL  
Date: 24 Septemeber 2021



Women for Women International - UK  
Statement of Financial Activities to 31 December 2020

		2020 Restricted	2020 Unrestricted	2020 Total	2019 Restricted	2019 Unrestricted	2019 Total
	Note	£000	£000	£000	£000	£000	£000
<b>INCOME from:</b>							
Donations and legacies:							
. Donations and Gift Aid	2	1	1,340	<b>1,341</b>	-	1,146	1,146
. Grants	2	3,209	68	<b>3,277</b>	3,296	65	3,361
Other trading activities:							
. Events		-	225	<b>225</b>	-	391	391
Income from investments:		6	4	<b>10</b>	-	14	14
Other income		52	33	<b>85</b>	45	3	48
<b>Total income</b>		<b>3,268</b>	<b>1,670</b>	<b>4,938</b>	<b>3,341</b>	<b>1,619</b>	<b>4,960</b>
<b>EXPENDITURE on:</b>							
Raising funds							
	4	-	665	<b>665</b>	-	706	706
Costs of charitable activities							
Policy & Outreach		600	67	<b>667</b>	429	215	644
Overseas Programmes		2,622	919	<b>3,541</b>	2,732	964	3,696
<b>Total Expenditure</b>		<b>3,222</b>	<b>1,651</b>	<b>4,873</b>	<b>3,161</b>	<b>1,885</b>	<b>5,046</b>
<b>Net income/(expenditure) for the year</b>		<b>46</b>	<b>19</b>	<b>65</b>	<b>180</b>	<b>(266)</b>	<b>(86)</b>
<b>Net movement in funds</b>		<b>46</b>	<b>19</b>	<b>65</b>	<b>180</b>	<b>(266)</b>	<b>(86)</b>
Funds at beginning of year		249	830	<b>1,079</b>	69	1,096	1,165
<b>Funds at end of year</b>		<b>295</b>	<b>849</b>	<b>1,144</b>	<b>249</b>	<b>830</b>	<b>1,079</b>

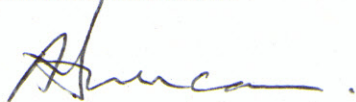
Women for Women International - UK  
Balance Sheet as at 31 December 2020

		2020	2019
	Note	£000	£000
<b>Fixed assets</b>			
Tangible fixed assets	8	11	41
<b>Current assets</b>			
Debtors	10	1,181	488
Cash at bank and in hand		1,496	1,501
Short term deposits		<u>322</u>	<u>320</u>
		2,999	2,309
<b>Creditors: amounts due within 1 year</b>	11	<u>1,866</u>	<u>1,271</u>
<b>Net current assets</b>		<u>1,133</u>	<u>1,038</u>
<b>Net assets</b>	12	<u>1,144</u>	<u>1,079</u>
<b>Funds</b>			
	12		
<i>Income funds</i>			
Restricted funds		295	249
Unrestricted funds			
Designated funds		-	-
General funds		<u>849</u>	<u>830</u>
<b>Total funds</b>		<u>1,144</u>	<u>1,079</u>

Approved by the trustees on 16/09/21 and signed on their behalf by

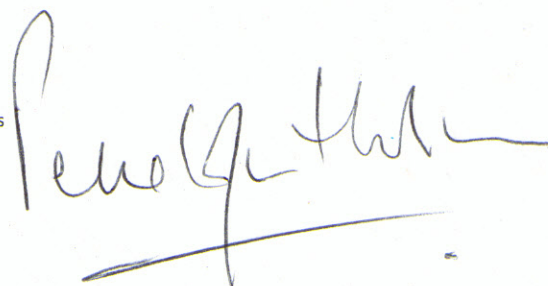
Alex Duncan

Co-Chair of Board of Trustees



Penelope Holmes

Co-Chair of Board of Trustees



Women for Women International - UK  
Statement of Cashflows to 31 December 2020

	2020	2019
	£000	£000
<b>Cash flows from operating activities:</b>		
<b>Net income / (expenditure) for the year</b>	65	(86)
Depreciation of fixed assets	15	15
Increase in debtors	(693)	(236)
Increase in creditors	595	518
<b>Net cash/ (used in) provided by operating activities</b>	<u>(18)</u>	<u>211</u>
<b>Cash flows from investing activities:</b>		
Dispose of / (payments to acquire) fixed assets	15	(41)
<b>Net cash provided by / (used in) investing activities</b>	<u>15</u>	<u>(41)</u>
<b>(Decrease) / increase in cash</b>	<u>(3)</u>	<u>169</u>
<b>Changes in the cash and cash equivalents in the reporting period</b>		
Balance at beginning of year	1,821	1,652
(Decrease) / increase in cash in year	(3)	169
<b>Balance at end of year</b>	<u>1,818</u>	<u>1,821</u>

**Analysis of change in net debt**

	At 1 Jan	Movement	At 31 Dec
	2020	in year	2020
	£000	£000	£000
Cash in hand	1,501	(5)	1,496
Notice deposits (less than 3 months)	320	2	322
<b>Total</b>	<u>1,821</u>	<u>(3)</u>	<u>1,818</u>

**1. Accounting policies**

a) These accounts have been prepared for the year to 31 December 2020. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk and uncertainty facing the organisation as a result of the ongoing COVID-19 crisis, 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 2021, and more summarised forecasts for 2022 and 2023. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and carefully considered the impact of COVID-19 on the organisation, 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) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- Determining the stage of progress of grant programmes covering more than one year for income recognition purposes; and
- Allocation of support costs to areas of the charity's operations.

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

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

Income derived from events is recognised as earned.

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

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

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

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

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

Overseas programmes	73%	(2019 – 72%)
Policy and outreach	14%	(2019 – 13%)
Supporting the global organisation	nil	(2019 – nil)
Cost of raising funds	13%	(2019 – 15%)

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

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

**1. Accounting policies (continued)**

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

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

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the Virtual Car Boot Sale. 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 donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

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

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

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

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

## 2. Voluntary income

	2020 Restricted £	2020 Unrestricted £	2020 Total £	2019 Restricted £	2019 Unrestricted £	2019 Total £
<b>Donations and Gift Aid</b>						
Donations from individuals and corporations	-	834	<b>834</b>	-	699	699
Sponsorship Income	-	423	<b>423</b>	-	372	372
Gift aid	1	83	<b>84</b>	-	75	75
	<b>1</b>	<b>1,340</b>	<b>1,341</b>	<b>-</b>	<b>1,146</b>	<b>1,146</b>
<b>Grants receivables</b>						
<b>Governments</b>						
<i>Foreign and Commonwealth Office</i>	-	-	-	8	-	8
<i>Ministry of Foreign Affairs, Government of the Netherlands</i>	1,043	-	<b>1,043</b>	1,363	-	1,363
<i>Department for International Development - Jo Cox - DRC</i>	292	-	<b>292</b>	61	-	61
<i>Department for International Development - NGA</i>	425	-	<b>425</b>	103	-	103
<i>German Embassy</i>	23	-	<b>23</b>	-	-	-
<i>FCDO COVID-19 - WfWI</i>	7	-	<b>7</b>	-	-	-
<i>FCDO WRO - WfWI</i>	72	-	<b>72</b>	-	-	-
<i>UN-Women - WfWI</i>	4	-	<b>4</b>	-	-	-
<i>Foreign and Commonwealth Office - GAPS</i>	-	-	-	88	-	88
<i>FCDO COVID-19 - GAPS</i>	80	-	<b>80</b>	-	-	-
<i>FCDO WRO - GAPS</i>	17	-	<b>17</b>	-	-	-
<i>UN-Women - GAPS</i>	7	-	<b>7</b>	-	-	-
<b>Trusts and Foundations</b>						
<i>The Medlock Family</i>	50	-	<b>50</b>	50	-	50
<i>The McLain Foundation</i>	100	-	<b>100</b>	200	-	200
<i>The Millby Foundation - Women for Women</i>	100	-	<b>100</b>	484	-	484
<i>The Millby Foundation - GAPS</i>	25	-	<b>25</b>	16	-	16
<i>Polden Puckham - GAPS</i>	11	-	<b>11</b>	11	-	11
<i>Postcode Equality Trust</i>	525	-	<b>525</b>	250	-	250
<i>Joseph Rowntree Charitable Trust - GAPS</i>	34	-	<b>34</b>	33	-	33
<i>Rwanda Hope Foundation</i>	-	-	-	50	-	50
<i>The Stanely Thomas Johnson Foundation</i>	-	-	-	5	-	5
<i>The Swarovski Foundation</i>	49	-	<b>49</b>	102	-	102
<i>The Swedish Postcode Foundation</i>	-	-	-	-	-	-
<i>The Adrian Swire Charitable Trust</i>	-	-	-	10	-	10
<i>The Syncona Foundation (formerly The BACIT Foundation)</i>	50	50	<b>100</b>	50	50	100
<i>Vovos Better World Fund</i>	-	4	<b>4</b>	4	-	4
<i>Spindrift donation</i>	4	-	<b>4</b>	4	-	4
<i>The Olwyn Foundation</i>	5	-	<b>5</b>	-	-	-
<i>Finian And Diana Osullivan</i>	-	8	<b>8</b>	-	5	5
<i>Charlotte Tilbury Beauty</i>	175	-	<b>175</b>	150	-	150
<i>Thierry Despont, Barbara Von Bismarch</i>	-	-	-	78	-	78
<i>Other Trusts and Foundations</i>	103	6	<b>109</b>	120	10	130
<i>Grants from Major Donors</i>	8	-	<b>8</b>	57	-	57
	<b>3,209</b>	<b>68</b>	<b>3,277</b>	<b>3,296</b>	<b>65</b>	<b>3,361</b>
Total Income	<b>3,210</b>	<b>1,408</b>	<b>4,618</b>	<b>3,296</b>	<b>1,211</b>	<b>4,507</b>

## 3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2020 totalling **£6,211** (2019: £27,740). In 2020, this has not been recorded within the Statement of Financial Activities as it is not material to the accounts. This relates to the venue, food and drink for events held in the year.

#### 4. Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2020 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	407	468	395	229	79	1,578
Overseas Programmes funding	-	-	2,622	-	-	2,622
Premises and other office costs	51	7	5	218	-	281
Marketing and events	42	9	-	-	-	51
Consultancy and other professional costs	64	62	131	18	24	299
Travel and other staff costs	1	3	1	20	-	25
Grants to other organisations	-	17	-	-	-	17
	<u>565</u>	<u>566</u>	<u>3,154</u>	<u>485</u>	<u>103</u>	<u>4,873</u>
Support costs allocated to grants management	-	-	(148)	148	-	-
	<u>565</u>	<u>566</u>	<u>3,006</u>	<u>633</u>	<u>103</u>	<u>4,873</u>
Support costs	100	101	535	(633)	(103)	-
	<u>100</u>	<u>101</u>	<u>535</u>	<u>(633)</u>	<u>(103)</u>	<u>-</u>
<b>Total</b>	<u><b>665</b></u>	<u><b>667</b></u>	<u><b>3,541</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>4,873</b></u>

#### 2019 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support for Global organisation	Support costs	2019 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	350	434	360	216	79	1,439
Overseas Programmes funding	-	-	2,732	-	-	2,732
Premises and other office costs	23	17	1	260	-	301
Marketing and events	163	26	1	3	-	193
Consultancy and other professional costs	65	14	57	22	18	176
Travel and other staff costs	20	33	16	94	-	163
Grants to other organisation (incl. WfWI Germany)	-	42	-	-	-	42
	<u>621</u>	<u>566</u>	<u>3,167</u>	<u>595</u>	<u>97</u>	<u>5,046</u>
Support costs allocated to grants management	-	-	160	(160)	-	-
	<u>621</u>	<u>566</u>	<u>3,327</u>	<u>435</u>	<u>97</u>	<u>5,046</u>
Support costs	85	78	369	(435)	(97)	-
	<u>85</u>	<u>78</u>	<u>369</u>	<u>(435)</u>	<u>(97)</u>	<u>-</u>
<b>Total</b>	<u><b>706</b></u>	<u><b>644</b></u>	<u><b>3,696</b></u>	<u><b>-</b></u>	<u><b>-</b></u>	<u><b>5,046</b></u>

## 5. Net incoming resources for the year

This is stated after charging:

	2020 £000	2019 £000
Depreciation	15	15
Auditor's remuneration		
- Statutory audit	11	11
- Non-audit services	10	6
Operating lease rentals: property	127	101
Operating lease rentals: equipment	3	3
	<u>157</u>	<u>131</u>

## 6. Staff costs and numbers

Staff costs were as follows:

	2020 £000	2019 £000
Salaries and wages	1,311	1,238
Social security costs	141	133
Pension costs	73	69
Redundancy / severance payments	53	-
	<u>1,578</u>	<u>1,440</u>

Key management personnel during the year and the previous year were the Executive Director, Managing Director, Director of Finance and Operations, Director of Fundraising, Director of Programme Funding and Partnerships and Head of Communications. Their staff costs were as follows:

	2020 £000	2019 £000
Salaries and wages	380	372
Social security costs	46	46
Pension costs	24	24
Redundancy / severance payments	44	-
	<u>494</u>	<u>442</u>

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

	2020 No.	2019 No.
£60,001 - £70,000	-	-
£70,001 - £80,000	2	1
£81,000 - £90,000	-	1
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
£110,001 - £120,000	-	-
£120,001 - £130,000	1	-

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

	2020 No.	2019 No.
Cost of generating funds	8.8	8.9
Charitable activities	17.2	17.9
Support costs	6.4	5.7
	<u>32.4</u>	<u>32.5</u>

No trustee received any remuneration in respect of their services as a trustee during the year (2020: £nil).

Expenses of £1,263 (2019: £1,077) were incurred by trustees in relation to their role and were either reimbursed to the trustees or paid directly to third parties by WFWI-UK .



## 8. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	Total £000
<b>Cost</b>			
At 1 January 2020	29	45	74
Disposals	(22)	-	(22)
At 31 December 2020	7	45	52
<b>Depreciation</b>			
At 1 January 2020	5	28	33
Charge for the year	6	9	15
Eliminated on disposal	(7)	-	(7)
At 31 December 2020	4	37	41
<b>Net book value at 1 January 2020</b>	-	17	17
<b>Net book value at 31 December 2020</b>	3	8	11

## 9. Trading Subsidiary

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

In 2020 the trading company generated a loss of £401 on turnover of £2,622 (2019: Profit of £5,122 on turnover of £7,326). The aggregate reserves of the company at 31 December 2020 and 31 December 2019 were £nil.

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

The registered office of the company is 49-51 East Road, London, N1 6AH.

## 10. Debtors

	2020 £000	2019 £000
Grants Receivable	709	265
Accrued Income	388	113
Prepayments and rental deposit	46	76
Other Debtors	21	20
Due from trading subsidiary		
- profit for the year (note 9)	-	5
- other amounts due	17	9
	<b>1,181</b>	<b>488</b>

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

	<b>2020</b>	2019
	<b>£000</b>	£000
Trade creditors	<b>68</b>	88
Commitments to overseas programmes	<b>1,019</b>	657
Taxation and social security	<b>38</b>	37
Accruals	<b>241</b>	30
Pension creditor	-	9
Deferred income	<b>500</b>	450
	<b>1,866</b>	1,271

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

	Restricted funds	General funds	<b>2020 Total funds</b>	2019 Total funds Restated
	£000	£000	£000	£000
Tangible fixed assets	-	11	<b>11</b>	41
Net current assets	295	838	<b>1,133</b>	1,038
<b>Net assets at 31 December 2020</b>	<b>295</b>	<b>849</b>	<b>1,144</b>	<b>1,079</b>

**12a. Movement on deferred income**

<b>2020</b>	<b>Beginning of year £000s</b>	Funds received £000s	Income released £000s	<b>End of year £000s</b>
Stavros Niarchos		50		<b>50</b>
Postcode Equality Trust	<b>450</b>	450	(450)	<b>450</b>
	<b>450</b>	500	(450)	<b>500</b>
<b>2019</b>				
Funding Leadership and Opportunities for Women ("FLOW")	<b>173</b>	-	(173)	-
Postcode Equality Trust	<b>250</b>	450	(250)	<b>450</b>
	<b>423</b>	450	(423)	<b>450</b>

13. Movements in funds

2020	1 January 2020	Incoming resources	Outgoing resources	Transfers	31 December 2020
	£000	£000	£000	£000	£000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
FLOW	65	1,049	(1,114)	-	-
Millby Foundation	-	100	(100)	-	-
Charlotte Tilbury	-	175	(175)	-	-
McLain Foundation	100	100	(200)	-	-
Players of the People's Postcode Lottery	-	325	(269)	-	56
CSSF Grants - Co-Lead with GAPS	-	83	(83)	-	-
Gender and Policy Network (GAPS)	73	225	(192)	-	106
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	55	(55)	-	-
DRC	8	492	(489)	-	11
KRI	3	85	(38)	-	50
Nigeria	-	525	(503)	-	22
Rwanda	-	54	(4)	-	50
<b>Total restricted funds</b>	<b>249</b>	<b>3,268</b>	<b>(3,222)</b>	<b>-</b>	<b>295</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	-	-	-	-	-
General funds	830	1,670	(1,651)	-	849
<b>Total unrestricted funds</b>	<b>830</b>	<b>1,670</b>	<b>(1,651)</b>	<b>-</b>	<b>849</b>
<b>Total funds</b>	<b>1,079</b>	<b>4,938</b>	<b>(4,873)</b>	<b>-</b>	<b>1,144</b>
<b>2019</b>					
	1 January 2019	Incoming resources	Outgoing resources	Transfers	31 December 2019
	£000	£000	£000	£000	£000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
FLOW	-	1,364	(1,299)	-	65
Millby Foundation - WfWI-UK	1	484	(485)	-	-
Millby Foundation - GAPS	-	16	(16)	-	-
Charlotte Tilbury	-	150	(150)	-	-
McLain Foundation	-	200	(100)	-	100
Gender and Policy Network (GAPS)	50	176	(153)	-	73
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	20	(20)	-	-
DRC	18	322	(332)	-	8
KRI	-	224	(221)	-	3
Nigeria	-	330	(330)	-	-
Rwanda	-	55	(55)	-	-
<b>Total restricted funds</b>	<b>69</b>	<b>3,341</b>	<b>(3,161)</b>	<b>-</b>	<b>249</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	103	13	(116)	-	-
UK Office move	150	-	-	(150)	-
WfWI Germany	50	-	-	(50)	-
General funds	793	1,606	(1,769)	200	830
<b>Total unrestricted funds</b>	<b>1,096</b>	<b>1,619</b>	<b>(1,885)</b>	<b>-</b>	<b>830</b>
<b>Total funds</b>	<b>1,165</b>	<b>4,960</b>	<b>(5,046)</b>	<b>-</b>	<b>1,079</b>

#### 14. Operating lease commitments

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

	2020 £	2019 £
Property - less than 1 year	7	70
Other- less than 1 year	3	3
Other - 1 year to 5 years	8	11
	<u>18</u>	<u>84</u>

#### 15. Related parties

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

During the year:

- WfWI-HQ collected grant income of £nil (2019: £130,492) on behalf of WfWI-UK;
- WfWI-HQ collected donation income of £3,749 (2019: £78,222) on behalf of WfWI-UK;
- WfWI-UK collected donation income of £83,758 (2019: £1,482) on behalf of WfWI-HQ;
- WfWI-HQ charged programme costs of £2,621,828 (2019: £2,731,622) to WfWI-UK in relation to UK grants;
- WfWI-HQ charged operating expenses of £21,372 (2019: £12,739) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £20,031 (2019: £nil) to WfWI-HQ.

At year end the net amount due to WfWI-HQ, including commitments to overseas programmes, was £1,019,119 (2019: £656,832) (see Note 11).

Alex Duncan, Tony Gambino, Jan Rock and Martin Thomas are Trustees of WfWI-UK and Directors of WfWI-HQ.

Laurie Adams is a Trustee of WfWI-UK and the Chief Executive Officer of WfWI-HQ

The aggregate amount donated by the Trustees to WfWI-UK during the year was £3,214 (2019: £9,963).