

Company no. 05650155
Charity no. 1115109



Women for Women International (UK)

Annual Report and Financial Statements

31st December 2018

WfWI's core 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 organization 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 organization for the outcomes of our actions. We will be bold, clear and kind in our communication with our colleagues across the organization 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 program of training that maximizes 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.

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

Dame Helen Mirren, Patron, Women for Women International (UK)

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The Trustees of Women for Women International (UK) (“WfWI-UK”) present their report and audited financial statements for the year ended 31 December 2018.



Women for Women International (UK)
Chair of the Board of Trustees
Martin Thomas



Women for Women International (UK)
Executive Director
Brita Fernandez Schmidt

Welcome from the Chair

When I reflect on 2018 one word speaks to me more than any other. That word is also one of Women for Women International’s core values: resilience.

Resilience is something that underpins everything I have witnessed in 2018 as Chair of Women for Women International in the UK. Whether that be shining fiercely from each and every woman who enrolls in our training programme, through the dedication and commitment of my fellow trustees, or through the focus and hard work of the entire staff team at Women for Women International in the UK.

Against a daunting global backdrop of uncertainty, increased conflict and fragility, women’s rights being under attack, despite social media permitting greater feminist conversation and activism than ever before, and controversy overshadowing the great work of our sector with horrific stories of a lack of safeguarding and duty of care to the people the sector serves – against this most challenging of settings, Women for Women International UK saw some significant and important successes.

We increased our income by 11% year on year and maintained our absolute commitment to spend at least 75% of our income on the mission imperatives of the charity. We continued to move towards our strategic imperative, outlined in our 3-year strategy, of prioritising multi-year, multi-million-pound funding from strategic partners. We are particularly grateful to and proud of our partnerships with the Department of International Development (DfID), the Dutch Government through their FLOW programme, and the innovative and inspirational People’s Postcode Lottery and their incredible players around the UK. To this end we closed 2018 with the news that we had been successful in securing two new grants from DfID, one for Nigeria and one for DRC, and a renewed and significant new commitment from one of our long-term partners, Charlotte Tilbury. This sees us start 2019 in a very strong position to fulfil our obligations to the global organisation that will help thousands of women and men.

We have made a step change in securing future EU and European funding opportunities for WfWI by opening our office in Germany, the first new fundraising office in the global organisation since WfWI-UK was set up in

Women for Women International (UK)

Trustees Report for the year ended 31 December 2018

2006. Funded by WfWI-UK resources and team, we are excited at the reception we have already had to our mission in Germany and where this can go to ensure we help even more women and men through our programme.

Women for Women International UK donors directly funded the enrolment of 2,550 women onto our 12-month social and economic empowerment programme and 2,269 men on our Men's Engagement programme in 2018. Thank you to each and everyone who invested their money with this organisation, whether it be through sponsoring a 'sister', buying a t-shirt, jumper, piece of jewellery, or even a cup of coffee through one of our many corporate partnerships, left a legacy or attended one of our spectacular events, like the Car Boot Sale – attended by over 1,000 people, and raising over £270,000 with a sector-leading return on investment of over 10:1.

As Chair of the Board of Trustees, I am forever grateful for the commitment of my fellow trustees who bring their skills and talents, and give freely of their time, to support this wonderful organisation. During 2018 two of our number left the Board, Michelle Yue and Amy Towers. I would like to take this opportunity to specifically thank them both for their service to WfWI-UK and wish them well in their future endeavours.

Finally, I would like to share a story from our programme in Afghanistan. One that epitomises resilience. It is from a key area of our work, and one that in the geo-political uncertainty of these times is all the more important – our Policy and Advocacy work. This programme of work doesn't just lobby for change at a global and national level, but very importantly and powerfully trains women as grassroots leaders and advocates of change in their communities. This year we trained 260 of these 'Change Agents' and this is one of their stories reported to us by the team in Afghanistan in their own words:

“In Afghanistan, following completion of their training, 80 Change Agents have been meeting monthly and moving forward with their community-based advocacy activities. They are showing enthusiasm for this work, and for the opportunity to defend the rights of other women in their communities. For example, in Khoshgombad village, the local health clinic has very poor services for women. The Change Agents group noticed this and decided to take action. All 25 Change Agents in the village entered the clinic and asked to meet the director. At first, he did not respond, so the women waited in the clinic. Eventually, the director invited them into his office and spoke with them. The group explained the challenges and their requests, and in response the director committed to: 1) have a female doctor to treat women; and 2) distribute medicine for vulnerable women. This was a significant achievement for the Change Agents, and inspiring for other women in the community. Following this positive experience, the Change Agent group members went door-to-door to introduce themselves to women in the community, and offer their support should the women face any form of violence.”

Moving forward I am inspired and committed to ensuring the UK organisation plays a strong and effective role in the future growth and aspirations of the global organisation – a necessarily bold vision of helping millions more women, not just thousands. Thank you for your support, your passion, your loyalty, your feedback - we are in this together, as so many of my colleagues and team say, using a word equally relevant to our work as resilience - we are a 'Sisterhood' and together we will continue to serve women in conflict, living incredibly tough lives but with a resilience and ferocity of spirit that means, given the right support and training, through our programme, they will rebuild their own lives, that of their families, their communities and their entire countries. When women are involved meaningfully and sustainably in peace building that peace is long-lasting.

With gratitude

Martin Thomas

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

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

“During Women for Women International’s programme, I forgot about my pain. Now I am overwhelmed with happiness. I talk to the other women and they give me courage and advice. They support me.”

Marie Claire, Women for Women International programme participant from Rwanda

“In the future, I want to expand my business. My dream would be to open a shop, where I can sell the clothes. The programme has given me hope. I learnt that if you have an ambition and work towards it, you can achieve your dream.”

Faith, Women for Women International programme graduate from Nigeria

“Learning how to sew opened my eyes. I always wished to be a tailor, but I didn’t have the money to buy a machine. Now I can work and sew and provide for the family. I want to open a business so I can provide for my children.”

Najma, Women for Women International programme graduate from Iraq

“Today I found myself a family. With my sisters in the group, we share many things. I become a happier and happier woman who takes good care of her son. I started a small fruit business with my stipends. For business, our group has chosen soap making and I hope with deeply that this job will allow me to offer my son what I could not have - a normal life.”

Participant from Women for Women International programme from Democratic Republic of Congo

“Thanks to the Women for Women International programme I have contributed a lot to the economic development of my family but also, I feel in myself and through all my family, a sense of enjoyment and joy in our household”

Furaha, Women for Women International programme participant in Kigongo

Introduction

Founded in 1993, Women for Women International¹ invests in the social and economic empowerment of marginalised women in conflict-affected countries. We provide women living in poverty and violence in local communities with a 12-month training programme that equips them with knowledge of nutrition and hygiene, awareness of their rights, support from other women, and vital skills with which to sustain an income. Our approach to building women's self-reliance is more long-term which is unique in these countries where other agencies focus mainly on emergency relief. WfWI has reached over 495,000² women in Afghanistan, Bosnia-Herzegovina, Democratic Republic of the Congo, Kosovo, Iraq, Nigeria, Rwanda and South Sudan.

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

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

The Women We Work With

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

Many are widows, refugees, or survivors of violence – and their lives before they enrol in the programme are characterised by poverty and hardship.

¹ WfWI registered address: 2000 M Street, NW, Suite 200, Washington D.C. 20036, USA.

² Cumulative women reached through core program, microcredit, and partners since inception

Our Impact

Sustainable change starts with women

In their own words and through their inspiring stories, women affected by war and conflict remind us of their strength and determination to overcome the most daunting challenges. We reach out to women who are often left behind – those who struggle with poverty and violence, who are denied basic education and health care, and who suffer greatly from conflict. The women we serve tell us that through our programmes, they find new opportunities to strengthen themselves, their families, and their communities.

As each woman participates in our year-long programme, she works to strengthen herself across four critical areas of social and economic empowerment. Here are just a few of the many changes a sample of our graduates' report seeing in their lives over three years:



Photo: Charles Atiki Lomodong

Women earn and save money

Why it matters: Learning how to earn money, receiving a monthly stipend, and setting aside savings gives women the ability to provide for their family's needs and invest in a new future.

What our graduates report: On average, women report daily personal earnings of \$2.12 at graduation, compared to \$0.81 at enrolment. 47% of women are members of a savings group upon graduation, compared to 15% at enrolment.

Women develop health and well-being

Why it matters: Basic health education and connecting with local care providers enables women to best protect their and their family's well-being.

What our graduates report: 84% of women at graduation report that they are involved in household family planning decision making, compared to 47% at enrolment.



Photo: Rada Akbar



Photo: Hazel Thompson

Women influence decisions in their homes and communities

Why it matters: Education on household issues allows women to better influence the decisions that affect their families.

What our graduates report: 77% of women at graduation report participating in household financial decision making, compared to 64% at enrolment.

Women learn about their rights

Why it matters: Learning about the equal rights of women and men gives women greater confidence to raise their voices on the issues affecting their lives.

What our graduates report: The average score on a test measuring knowledge of human rights and violence against women is 74% at graduation, compared to 60% at enrolment.



Photo: Hazel Thompson

Our Work in a Challenging Global Context for Women – 2018 Headlines

- There were 131 violent conflicts worldwide in 2018 (GPPAC 2019)
- At the start of 2018, 68.5 million people were displaced by violent conflict or human rights violations worldwide (Norwegian Refugee Council 2018)
- At the beginning of 2018, there were a record 71.4 million people of concern to UNHCR, and by the end of 2018 it is estimated that number could rise to 79.8 million (UNHCR 2019)
- Worldwide, 104 women live in poor households for every 100 men (World Bank 2018)
- 35% of women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence (WHO 2017)
- Violent conflict is a major cause of poverty today—by 2030, more than half of the world’s poor will live in countries affected by high levels of violence. (World Bank 2018)

Case Study – Democratic Republic of the Congo



Photo: Ryan Carter

After graduating from Women for Women International’s programme in 2016, Cinama became a brickmaker and now runs a successful brickmaking business. She is also employed by Women for Women International as one of our vocational trainers, teaching other women in her community how to make bricks.

“The training programme was practical and helpful. I learned different topics such as economic empowerment and how to be financially self-reliant, saving in a group, and decision-making. I chose brickmaking as my vocational skill.

The most important topic I learned about was women’s rights. I wanted to change things, because my mother was a victim, she couldn’t inherit land just because she was a woman. I started my own brick-making business just after I graduated from the programme, in 2016. I also formed a business collective with a group of other women. Every 6 months, we divide up our profits between each of the members.

I have built a house, I can provide food for my mother, sisters and brothers. I’m even able to support my sister’s children after she was abandoned by her husband. I pay their school fees and take care of their medical bills.

Today, I own land valued at \$1,000, as well as my brickmaking workshop and production site. In my community, it is rare for a woman to be a property owner, but I am proud of being an owner among men.”

In 2018, women across the world remained deeply vulnerable to poverty and violence and struggled to access their rights, even more so in countries where conflict has laid waste to lives, communities and the social and economic structures that anchor peace, security and stability. WfWI has chosen to work with women in fragile and conflict affected states because these are the most dangerous countries in which to be female, and where we find the largest numbers of marginalised women in the world.

Against this daunting global backdrop, WfWI-UK successfully delivered on the second year of its three-year plan (2017-2020), purposefully driving progress under seven objectives detailed on page 14 of this report. Progress against these objectives resulted in an increased impact via programming and advocacy, fundraising, awareness raising and organisational effectiveness.

Thus, WfWI-UK was able to raise £4.96m in 2018, versus £4.45m in 2017, a year on year increase of 11.3%. In keeping with our goal of ensuring that at least 75% of our expenditure is spent on charitable activities, WfWI-UK invested £4.37m (85% of expenditure) in our global programmes, advocacy and global initiatives - enabling the charity to make a vital contribution towards transforming the lives of the poorest and most disenfranchised women in some of the world’s most devastated and difficult countries. We were able to invest £269k towards supporting the WfWI global organisation, including supporting the launch of WfWI Germany.

Significant achievements during 2018 included:

Enabled 2,550 women to participate in our results-based 12-month social and economic empowerment programme in 2018, measurably improving their individual lives

As a global organisation, WfWI seeks to reach 15,000 women annually via our core training that builds skills, knowledge and resources in four key areas – livelihoods; health and well-being; decision-making; and networks. **WfWI-UK built on the successes of previous years, by funding nearly a fifth of the 14,801 women who enrolled in Afghanistan, Democratic Republic of Congo, Iraq, Nigeria and Rwanda this year.**

WfWI Creates Measurable Change

In the DRC, on average, participants increased their total current savings from \$5.65 at enrolment to \$95.82 at graduation.

In Nigeria, on average, participants increased their net daily earnings from \$0.35 at the time of enrolment in our program to \$2.25 at the time of graduation from our program.

In Afghanistan, on average, participants who had spoken out publicly against women's abuse increased from 19% at enrollment to 32% at graduation.

In Iraq, on average, participants who had spoken out publicly against women's abuse increased from 39% at enrollment to 55% at graduation.

In Rwanda, on average, participants' membership in a savings group increased from 11% at enrollment to 43% at graduation.

WfWI's 2018 data shows that WfWI-UK's support is vital to the achievement of our global mission, and to ensuring that the most vulnerable women, whose lives have been wrecked by conflict, have real opportunities for lasting progress

We further supported over 2,000 women with advanced business skills training, graduate co-operative support or through micro-business capital schemes.

Supported 2,269 men to build positive attitudes on fostering women's rights and participation

WfWI seeks positive change in traditional environments that constrain women by reaching a minimum of 5,000 men annually across target countries with our ground-breaking Men's Engagement Programme (MEP).

Empowered a cohort of 260 women as grassroots leaders and advocates

In keeping with our 2017 plans, WfWI-UK provided critical funds and technical support towards developing an innovative 'Change Agent' curriculum and programme. This equips women graduates of our core training with advanced leadership and advocacy skills to represent and organise around the issues and interests of women in their communities.

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

In 2018, our policy and advocacy team in the UK supported global efforts to revise the curriculum for our year-long women's social and economic empowerment programme. We provided technical support and input to help strengthen content and training around leadership and advocacy in this programme, building on our experience and lessons from developing and implementing advocacy training with women across different programme countries. In doing so, WfWI has strengthened our approach to supporting marginalised women affected by conflict to more effectively form networks and develop basic knowledge in citizenship, leadership and advocacy.

Gentile's story – Rwanda



Photo: Women for Women International

Gentile is 41 years old and married with four children between the ages of 8 and 17 years old. All of them are in school, except her eldest daughter who is married.

Before Gentile found the WfWI programme she had no source of income or any savings. This meant that she was not able to meet the basic needs of her family. When the children became ill, she was not able to afford to take them to a doctor, and treated them with local herbs instead.

When Gentile joined the WfWI programme, she started to believe that it would be possible to change her life, and improve the family's economic situation. Previously, she had considered herself worthless because she spent most of her time doing housework, but thanks to the lessons which discussed the value of women's work, she understood her importance as a mother and the significance of her daily work to her family's well-being. Learning about family hygiene and nutrition also opened her eyes - before joining the programme, she didn't know how to cook a balanced diet and did not know that an unbalanced diet could contribute to the frequent illnesses of her family.

Gentile chose to learn bead-work as her vocational skill, learning how to make beaded jewellery. Together with other women from the programme, she has formed a cooperative to sell their jewellery at the local market. With the income she earns, Gentile is paying for insurance to cover her family's health care needs and paying school fees so her children can go to school.

She also joined a VSLA (village savings and loans association) group and is saving money every month; so far she has saved more than \$55. With the stipend she received during the programme she has bought two goats. She plans to buy a cow with her savings as it will give her milk to improve her family's diet as well as manure to improve the fertility of her land.

Our Approach

WfWI's multi-dimensional programme approach responds to the many strands of discrimination faced by women and seeks to achieve four vital outcomes:

1. Women sustain income;
2. Women are well;
3. Women are decision-makers; and
4. Women have social networks and safety nets.

Through funding raised from a variety of sources WfWI is instrumental in enabling the participation of marginalised women in our 12-month social and economic empowerment programme as well as supporting innovations and complementary programming to improve the services and support we provide. This ultimately contributes to the significant changes women are able to make in their lives.

Our data show that in 2018 across the countries we work in, on average, participants:

- Increased their average daily income from **\$0.81** at enrolment to **\$2.12** at graduation (162% increase).
- Increased their total current savings from **\$13.28** at enrolment to **\$88.00** at graduation (563% increase)
- Knowledge of their rights increased from **62%** at enrolment to **77%** at graduation (24% increase).
- Practice of family planning increased from **14%** at enrolment to **30%** at graduation (114% increase).
- Health knowledge increased from **54%** at enrolment to **70%** at graduation (29% increase).
- Membership in a savings group increased from increased from **15%** at enrolment to **47%** at graduation (213% increase)³
- Membership in any group increased from increased from **52%** at enrolment to **68%** at graduation (31% increase).
- Involvement in decisions about whether she can work to earn money increased from **56%** at enrolment to **83%** at graduation (48% increase).
- Involvement in decisions about whether to have another child increased from **47%** at enrolment to **84%** at graduation (79% increase).
- Involvement in decisions about new household purchases from **52%** at enrolment to **81%** at graduation (56% increase).

In 2016, Women for Women International (WfWI) began the work of improving the tools we use for monitoring and evaluation, including the redesign of the questionnaires we use when we collect data from women on our 12-month programme. There were two main drivers for the decision to undertake these changes. Firstly, it will enable us to capture more robust data that paint a fuller and more realistic picture of the women we serve. Capturing more diverse demographic information and developing more rigorously measured sets of indicators will better equip us to understand the realities of marginalised women and meet their needs. Secondly, the changes will make us better aligned with best practices in the international development sector. By following tested approaches to learning about marginalised women's lives we will be able to more consistently compare our results to similar field research. We will aim to establish WfWI as a respected and influential player in women's empowerment research and thus amplify the voices of the women

³ Excludes Afghanistan and Iraq, where traditional savings groups do not exist

in our programmes to a global audience. From 2017 onwards, all data from participants in all countries where we are delivering our programme have been collected using the new survey tool.

By undertaking these changes, WfWI are clear in our ultimate goal: to become a leader in the collection of high-quality data on women's lives and experiences in conflict-affected countries and provide stakeholders with the tools they require to understand and address the needs of marginalised women in conflict-affected countries. Women's voices and experiences are at the heart of what WfWI do, and we are committed to continuing to learn how best to support them as they rebuild their lives in the aftermath of war and conflict. The recent improvements to our monitoring tools are crucial steps on the way towards this goal.

Our Programmes

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

12-month Social and Economic Empowerment Training

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

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

Complementary Programming to Improve Women's Outcomes

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

- **Men's engagement:** Since alliances with men are vital to any transformative shifts towards gender equality, WfWI has been pioneering men's engagement activities for over 16 years, reaching over 29,000⁴ men in Afghanistan, DRC, Nigeria, South Sudan, Rwanda and Kosovo. Our country-specific interventions target male community leaders and family members of women participants to build knowledge on issues of violence against women, the value of women's work, reproductive health, girls' education, and women's participation in community activities.
- **Capacity building and support for women-led businesses:** WfWI programme graduates establish micro-enterprises run by themselves or through self-help groups, business groups or pre-

cooperatives. We continue to provide groups with intensive support for six to 12 months after graduation via advanced training, on-site visits, mentoring and hands-on practical exercises, as well as linkages to buyers, markets, larger networks, and grants to become successful.

Village savings and loans associations (“VSLA”)



The “Bwirembe1” group, in the Democratic Republic of the Congo, is characterized by cohesion and teamwork, with almost all participants present in every meeting. The members save regularly, after only 6 months of activity, 25 women in the group have already saved 2,277,000 CF (USD\$1,423), an average of \$56.9 dollars per woman. The strength of the group lies in the regularity of the savings, respect of the loan repayments and the implementation of the regulation and principles of the association. The savings are in constant use, the participants invest 60% in commercial activities, enabling trade between Bukavu and Bwirembe. The remaining 40% is invested in agriculture.

The group plans to make 4,000,000 CF (\$2,500) in 3 months remaining before the funds are shared.

Influencing and Advocacy

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

Progress against our objectives

In 2018, WfWI-UK worked purposefully across seven objectives that represent our three-year strategy (2017-2020). As detailed below, we successfully accomplished targets and progress in all key areas and achieved a total income growth of 11.3% from the previous year. This raised urgently-needed funds to directly fund our result-based programmes, as well as built awareness of the voices and realities of women among diverse, global audiences through events and social media, and via targeted advocacy to decision-makers in the UK and in communities. We also made continued progress on strengthening the UK team through improved systems, processes and staffing – all of which are essential to our ability to deliver on our mission. WfWI-UK Trustees were pleased with achievements under each objective in 2018. A summary of our strategic objectives and achievements & impact during the year can be found below:

WfWI-UK is set to achieve a year of growth in 2019, where we will continue building on progress made in 2018 in the seven strategic areas outlined in our three-year vision. The 2020 vision focuses on seeing the increased impact of our programmes on women in target countries while ensuring that their voices are heard by decision-makers in communities, at national level and on the global stage. It combines a strong external focus on building a strong brand and donor base with internal priorities on developing the right team, strong internal processes and systems across business functions, and the right tools for the team to perform at the high level we expect

Strategic Objective 1 - Invest in the social and economic empowerment of marginalised women.

Last year, we said we would aim to achieve the following during 2018:

Contribute towards the global organisation's goal of investing 60% of its resources in delivering the core programme to at least 15,000 women annually, based on its proven efficacy in empowering women. We will seek new ways to serve the most marginalised women in line with our mission via technology, graduate networks, advocacy and community mobilisation, and partnerships for innovation. We will also commit to expanding our immediate crisis response, continuing efforts to reach women who have fled the war in Syria. We will sustain local Women for Women chapters in Bosnia and Kosovo that have transitioned to independent entities and look at the evolution of Rwanda to a locally-governed chapter of Women for Women.

As a global organisation, WfWI enrolled 14,801 women onto the core programme in 2018. WfWI-UK secured funding for at least 2,550 of these women – and contributed to more through additional unrestricted funding to our country offices. We further supported over 2,000 women with advanced business skills training, graduate co-operative support or through micro-business capital schemes.

We trained 200 “Change Agents” across Afghanistan, DRC and Nigeria under the FLOW programme funded by the Dutch Government, where we have developed detailed action plans to create positive change for women in their communities, nationally and internationally.

In 2018, our policy and advocacy team in the UK supported global efforts to revise the curriculum for our year-long women's social and economic empowerment programme. We provided technical support and input to help strengthen content and training around leadership and advocacy in this programme, building on our experience and lessons from developing and implementing advocacy training with women across different programme countries. In doing so, WfWI has strengthened our approach to supporting marginalised women affected by conflict to more effectively form networks and develop basic knowledge in citizenship, leadership and advocacy.

We also supported colleagues in our affiliate offices (KW4W in Kosovo and Zene za Zene in Bosnia) to train and support women to become advocates. KW4W developed their own Change Agent curricula and trained 90 women who had graduated from our year-long programme as far back as 2012. In Kosovo, Change Agents are creating networks of change across municipalities. Zene za Zene trained 20 women in their recently developed Democracy Academy for Young Women. This supported young women to develop knowledge and skills in feminist leadership, connect to other Academy participants and advocate for change in their communities.



Photo: Serrah Galos

Francine, a mother of six, is a graduate of Women for Women International's year-long programme in Rwanda. When the genocide broke out in 1994, Francine and her family were forced to flee the violence. When she returned, there were no schools for Francine to continue her education.

"When I learned about Women for Women International, I had six small children and no hope. I learned beekeeping through Women for Women International's vocational training. Every month our cooperative of 32 members sells 80 kilos of honey. We also have a savings group; I am saving money to buy health insurance for my entire family. I love beekeeping, so I also want to teach my children this skill. I want to raise money and buy my own honey production tools, so I can do it at home.

After we finished the year-long programme, Women for Women International partnered with the local government and another non-profit organisation to teach some of the women in our community leadership and public speaking skills. After the training, I ran to be part of the informal local court in my area. I was elected and felt so proud."

Next year we will:

- Deliver an expanded programme model that reaches at least 15,000 women globally.
- Seek new ways to serve the most marginalized women in line with our vision and mission through technology (particularly the use of mobile phone as a business tool and access to information), graduate networks, new forms of advocacy and community mobilizations, partnering with businesses who can strengthen economic outcomes for our women - seek partnerships to enable us to innovate together. We expect approximately 10% of our programme portfolio- to be raised from new sources - to focus on innovation.
- Expand our immediate responses to the major crises of the time: notably Syria and Jordan. We commit to expand our immediate crisis response by continuing to invest in our office in the KRI.
- Sustain and consolidate our legacy once peace is sustained; support our partners in Bosnia and Kosovo; support the evolution of Rwanda to a locally governed chapter of Women for Women International.

Strategic Objective 2 - Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2018:

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



Photo: Monilekan

Futmwake is 24 years old. She is a participant of the Women for Women International programme in Nigeria. Her husband Monday is a participant of the Men's Engagement Programme.

"Before the programme my relationship with my husband was very bad. He would beat me and he didn't take care of me and our daughter. He didn't provide for us, and whenever I asked him for money, he would beat me.

When I joined the Women for Women International programme, I learnt about my rights and I shared the information with my husband. After hearing about everything I have learnt, my husband was encouraged to join the Men's Engagement Programme.

After he joined the programme he told me he was very happy with what he has learnt. He was enlightened about how he treats his wife and his household.

Before the programme I was always upset because of the violence and I often had to go back to my parents. Now that we are in the programme our life together is so much better and we are happy together."

Gender inequality is rooted in the widely held belief that men are superior to women, and that men are entitled to control of women in their personal lives, their communities and in society as a whole. Women for Women International first piloted a men's engagement programme in Nigeria, in 2002. Since then, we have worked with almost 21,000 men across six countries to support women's rights. We place 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.

WfWI-UK ensured 2,264 men received men's engagement programming ("MEP") with our grants. We followed up with "community protection committees" (CPCs) established last year, including supporting a learning exercise and curriculum revision to ensure the topics are relevant and members understand their role, confidentiality and risk management. Our funding established two further CPCs and organised coalition-building meetings between all the existing CPCs, creating a space for lesson sharing and collaboration

We worked closely with colleagues at our headquarters and in-country to learn about how to most effectively engage MEP graduates in community-level advocacy work. In Eastern DRC, we held community forums that effectively brought together Change Agents with MEP graduates to engage community leaders. However, in Rwanda, we found challenges in trying to train men and women together. In Afghanistan, highly conservative gender norms made it difficult for Change Agents and MEP graduates to work together.

Next year we will:

- Deliver the Men's Engagement programmes in all country offices and continue to improve and expand as much as possible, learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

Case Study – Change agents, Afghanistan



Photo: Women for Women International

Using skills learned in our “Change Agents Programme,” our graduates worked together with Women for Women International – Afghanistan and the Afghan Women’s Network to create this opportunity to advocate for their sisters’ rights and opportunities in rural Afghanistan. Despite continued attacks and insecurity in Afghanistan, they travelled from several remote communities to speak with Ms. Ghani, Afghanistan’s first lady, about the problem of gendered discrimination and domestic violence. They voiced their concerns and shared thoughts on potential solutions.

Razima, from Nangarhar province, spoke about the importance of security and peace. She argued that lack of safety and security is linked to poverty and violence at home, telling Ms. Ghani, “the unstable security condition is due to lack of education and poor economy which affects children, women, family and [the whole] community.”

Another Change Agent who travelled from Parwan province, advocated for men’s engagement programmes and creating markets for women to sell their products. She explained, “If you train men, bring changes in their attitude, and provide them with work opportunities, it will affect women’s lives.”

Nesa, a graduate of our programme from Kabul, spoke about the vital need for investing in creating markets for women. She said that many women in her community have a good supply of products to offer but are not able to sell them in local markets because of insecurity, lack of safe spaces for women, and poverty.

To conclude the meeting, a Women for Women International staff member spoke about our history and work in Afghanistan and our continued commitment to helping Afghan women as they rebuild their lives. She also thanked the Change Agents for their courage, commending them for acting as bold voices for other women in their communities.

Strategic Objective 3 - Support marginalised women survivors of conflict so that they influence decisions

Last year, we said we would aim to achieve the following during 2018:

Raise funds to support the global organisation's goal to provide 160 graduates of our 12-month programme with advanced advocacy training to help build their knowledge and skills to address issues in their communities. We will also build our organisation's knowledge and skills to effectively support country offices in their advocacy work with local governments and NGOs.

In 2018, we exceeded our goal and supported WfWI country offices to effectively train 260 women graduates to become Change Agents and to provide ongoing support to 100 Change Agents from 2017. This included working with colleagues in country to make revisions to the Change Agent curricula to integrate learning from training earlier cohorts. For example, in Afghanistan we integrated more sessions on developing action plans and, in Nigeria, we integrated content on identifying and managing risks.

We also supported colleagues to address issues the Change Agents face as they implemented their action plans, including preparing for the Change Agent retreats – an important moment for Change Agents to regroup, learn from each other and receive additional training in required areas.

At the end of 2018, we also held our first-ever advocacy retreat. This retreat brought together colleagues from across the global organisation and allowed us to share experiences and learning from implementing advocacy programmes and develop clear actions for improvements and identify other areas for further exploration. We also facilitated colleagues to develop their capacity building plans and will continue to support the global organisation to grow its advocacy knowledge and skills in 2019.

Next year we will:

- Train and provide follow up support to core graduates in advanced advocacy training to help build their knowledge and skills to address issues in their communities.
- Build 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.

Strategic Objective 4 - Use the position as a go-to organisation on women's rights & development and Women, Peace and Security (and intersections between the two) to advocate at the global level for more enabling environments for marginalised women survivors of conflict.

Last year, we said we would aim to achieve the following during 2018:

Lead the global organisation to pilot a Global Advocacy Strategy that focusses on influencing relevant global political debate; building partnerships with influential organisations, networks and decision-makers; and draft a global campaign plan for 2020. We will continue to host Gender Action for Peace and Security (GAPS) network, a strategic partner, supporting them to realise their objectives on achieving financial sustainability, developing a five-year strategy, and growing its global and UK profile as an expert on women, peace and security issues.

Over the last few years, Women for Women International has successfully implemented advocacy strategies and programmes to ensure that the voices of the women we serve are heard in local contexts. We are committed to taking this further and amplifying marginalised women's voices with global influencers and on global platforms. We therefore included developing a Global Advocacy Strategy and Campaign into our 2017-2019 organisational strategy. We initially planned to pilot a Global Advocacy Strategy that we could then adapt and roll out across the global organisation in 2019/20. We revised this approach in early 2018 to enable us to be more global from the outset and to enable our programme offices to play a more active role. By the end of 2018, we agreed our global principles and approach to advocacy, as well as identify a theme for the campaign that is informed by and amplifies Change Agents' work in all programme countries.

Strategic partnerships are vital for our advocacy efforts as they enable us to share our lessons and evidence with peers and further amplify the voices of the women we serve. The UK's Gender Action for Peace and Security Network (GAPS) is a key strategic partner in our UK advocacy efforts and we are proud to host them. In 2018, GAPS continued to act as a 'critical friend' to the UK Government, holding the UK to account for its Women, Peace and Security commitments which included closely monitoring the implementation of the UK's new National Action Plan on Women, Peace and Security (2018 – 2022) and providing input on other UK Government Peace and Security policies. GAPS has also successfully extended its network – both as a civil society representative to global institutions such as the W7 and NATO, as well as with other national and global civil society networks working on women's rights in conflict.

In 2018, Women for Women International and GAPS worked closely with other partners including:

- The LSE Centre for Women, Peace and Security to publish key findings on displaced women's livelihood needs in the Kurdistan Region of Iraq in April.⁵

Amplifying the voices of the most marginalised women survivors of conflict in the UN Global Goals

The UN Global Goals for Sustainable Development are a universal call to action to end poverty and ensure that all people enjoy peace and prosperity by 2030. The Goals specifically commit the international community to leave no one behind, meaning that the Goals cannot be considered a success unless they deliver for the most marginalised and that they (the most marginalised) should be front and centre of implementation efforts.

Three years into the Goals, and ahead of the 2019 Global Sustainable Development Report, Women for Women International is concerned that women affected by conflict are being failed. The goals are not being achieved and the women are continuing to be left behind.

To highlight this point, we stepped-up our efforts around the Goals and launched a range of materials to situate our work, evidence and the voices of the women we serve within the framework of the Goals. As well as publishing our report cards, we also launched an interactive webpage that allows users to select data they are most interested in (by country and by target). By sharing this data with decision-makers and influencers we wanted to provide an important complementary evidence base to the national averages being used to monitor the Goals – evidence that highlights life and progress for a particularly marginalised group (living below national averages). We also wanted to highlight what works to better inform resourcing and programming under the Goals.

These materials were shared with key influencers in the US, UK and in programme countries. We were delighted by the reception we received and have continued to disseminate our evidence into 2019 and follow up with European government representatives, global experts and potential strategic partners to explore how we can push forward the Goals and genuinely ensure that no one is left behind.

⁵ <https://www.womenforwomen.org.uk/what-we-do/taking-action/womens-economic-empowerment-conflict>

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- Other GAPS members to build on lessons and experience around consultations with women's groups in fragile and conflict-affected countries to research and develop an advocacy tool that pushes for more meaningful and diverse consultation with women in such contexts.⁶

Next year we will:

- Pilot a new Global Advocacy Strategy that focuses on influencing relevant global political debates and building strategic partnerships and developing a Global Campaign Strategy for 2020.
- Maintain our profile and access to decision-makers through networks.
- Support country offices to develop and deliver advocacy capacity building plans.
- Continues to host and support Gender Action for Peace and Security (GAPS) to meet their objective, primarily to develop and promote its profile globally as a leading actor on Women, Peace and Security policy and practice.

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

Last year, we said we would aim to achieve the following during 2018:

Support country offices with local fundraising and capacity building as well as establish a new entity in Germany - WfWI (DE) - to diversify our European funding base. In this first phase of operations in Germany, we will complete registration in Germany; bring together a strong board of diverse and networked trustees; and develop a budget and plan to show the viability of our ongoing investment in Germany for a second phase.

WfWI-UK raised £4.955m against our 2018 fundraising target, compared to £4.452m in 2017, an increase of 11.3%. Charitable expenditure – comprising vital support to our overseas programmes, policy and outreach and developing our global organisation – represented 84% of expenditure. Whilst we did not achieve our overall income target for the year, delivering an 11% increase in the current fundraising environment, with economic uncertainties, was a significant achievement and reflects a fundraising function which is maturing and resilient. Our funding pipeline for 2019 onwards is stronger than ever.

Restricted grants and other income, providing resources for programming, innovations and learning, increased year on year to £3.081m, representing 62% of our 2018 income versus £2.739m in 2017 (62% of income).

Unrestricted income from corporate partnerships, grassroots contributions, major donors, events and sponsorship increased year on year to £1.874m - an increase of 9% on prior year. This growing base of stable and flexible support is the bedrock of our ability to deliver - enabling us to invest in essential staffing and system as well as to deploy funds to programme areas of great need.

⁶ This tool was launched in early 2019 - www.beyondconsultations.org

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Grants

Restricted grants, providing resources for programming, innovations and learning, increased year on year to £3.05m representing 62% of our 2018 income versus £2.68m in 2017 (60% of income). Once again, we were fortunate to secure a breadth of restricted funding support – from individuals, family foundations and new funders like the Postcode Equality Trust, part of the wider People’s Postcode Lottery family. We submitted major proposals to the DFID Impact grant fund for our work in Nigeria and to the new DFID Jo Cox Memorial Fund for our work in the DRC.

We continued to champion our newest programme in Northern Iraq, helping them to double the number of women they serve in 2018. We also launched a Country Champions programme to invite support for the country programme as a whole, providing the team with a secure base of funding and allowing them to grow and respond flexibly to the needs of the women we serve.

Encouragingly, our growth bucks the sector trend which saw traditional funding’ from institutional funders dropped sector wide by 1.7% in 2018. Due to the safeguarding scandals that have come to mainstream media attention in 2018 within the humanitarian sector, the processes for securing funding are now understandably ever-more rigorous.

We continue to position ourselves as a key development partner, most recently being accepted as a recognised supplier for the UK Government’s Conflict, Stability and Security Fund, which puts us in good stead for future proposals. Equally, recognition in the sector for our Value for Money approach held up as a case study for others at DfID, has bolstered our profile and helped us to build a closer relationship with a key funder.

Corporate Partnerships

2018 saw a significant increase in our corporate partnership income (raising £398,000 (2017: £142,000) and activity and reflects the investment of time and resources we have put into this area of fundraising. A highlight from this work in 2018 was the launch of an International Women’s Day partnership with luxury fashion destination NET-A-PORTER which saw 100% of the profits from a limited edition collection of t-shirts donated to our work. Not only do these partnerships offer substantial fundraising opportunities but the associated marketing and communications campaigns that accompany them help us raise the voices of the women we serve and promote our work to wider audiences.

Grassroots

Our Grassroots fundraising, activities from individuals and groups, continues to grow with more local events, sporting fundraisers and student groups raising money for our work. We generated £129,000 from these supporters during 2018 (2017: £108,000).

Major Donors & Events

Events continues to be an important area of fundraising and donor cultivation for Women for Women International. In 2018, we held fewer events than in previous year with a focus on ROI and impact. Our flagship event, the third annual #SheInspiresMe Car Boot, had an original income target of £130k, and generated in excess of £230k, which is a 77% increase. The event’s ROI was 1:8.7, which is very high within the sector.

Sponsorship

Sponsorship of ‘Sisters’ in our programme and regular donations from individuals continues to be a key fundraising activity for Women for Women International raising £375,000 in 2018, excluding gift aid. This represents an 9.9% increase in sponsorship and regular donations income raised in 2017. Our retention levels also remained positive, with on average more than 80% of individual sponsors in 2017 choosing to sponsor

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again, following their sister's graduation. We also held our first sponsorship event, hosted by writer and long-term supporter Tara Mohr with the aim of raising awareness of our sponsorship programme and recruiting new supporters.

WfWI-Germany

Women for Women International opened a new fundraising branch in Germany during 2018, and in the first year has already established a board, secured an office, carried out awareness and fundraising events, and recruited over 100 sponsors. The establishment of an office in Germany provides mitigation against possible limitations of future European funding opportunities due to the potential implications should the UK leave the European Union. WfWI-UK supported and funded the set-up of Women for Women International (DE), providing management and operational support in all areas during inception.

Next year we will:

Raise £5 million from grants, major donors & events, sponsorship & grassroots contributions, and corporate partnerships

- Support country offices with local fundraising and capacity building.
- Work closely with Rwanda team on their transition as a fundraising proposition.
- Work with Country Office teams through the UK Grants team on country proposals and new business via our research capacity and our expertise in this area.
- Work with colleagues on communication pilot to deliver stronger and more timely assets from the programme. Roll out pilot learnings and develop proposals to meet this need strategically going forward.
- Support Women for Women International (DE) to successfully establish themselves and implement their business plan.

Strategic Objective 6 - Raise WfWI-UK's profile/visibility through effective communications

Last year, we said we would aim to achieve the following during 2018:

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

For International Women's Day 2018 we delivered an impactful campaign called #MessageToMySister which engaged our supporters, increased social media engagement and website visits as well as providing a tangible output that will directly benefit the women we serve. This campaign has our mission at its heart, and we saw that authenticity reflected in the success of the campaign. We asked our global supporters to send a message of support to women in countries affected by conflict and received over 1,200 messages (online and offline) from 61 countries. The strength of our digital activity was highlighted by the year-on-year increase in KPIs for the UK social media channels; with followers gained during the same date range (1st – 8th March) being 122% higher than 2017, group engagement across our social media channels increasing by 24% and social media referrals to the website increasing by 186%. We collaborated with digital media company Jungle Creations, who run the most viewed page on Facebook. Their team created 11 bespoke pieces of media (videos and articles) in support of the #MessageToMySister campaign. Their videos for the campaign have achieved over 3.2 million views and 227,000 engagements. Thanks to their pro bono support, we were able to reach new audiences and increase visits to our website, where users could send a message of support.

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In June 2018 we piloted a new event, She Inspires Me Live. The objectives for the event were to build the #SheInspiresMe brand, collect marketable data from our key target audience to build our database, and to build relationships with new celebrities, especially in sectors we have identified as gaps. Over 50% of attendees were new to Women for Women International and 64% of ticket buyers opted in to join our mailing list at the point of sale, and sisterhood sign-ups spiked during the week after the event. This is a high opt-in rate. We received highly positive feedback from the 200 attendees in the post-event evaluation; 100% said they were satisfied with the event and 94% responded that the event offered a safe and inclusive space to share ideas. We built strong relationships with the speakers before, during and after the event and have identified seven potential new ambassadors from a variety of professional backgrounds to cultivate in 2019.

During 2018 we recruited 7 new ambassadors to support our work, including actor Elizabeth Debicki, business women Monica Vinader and Emma Grede, wellbeing expert Jasmine Hemsley, fashion designers Savannah Miller and Mary Katrantzou and our first male ambassador, actor Tom Burke. Our ambassadors use their platform to promote our work, encourage supporters to attend events and financially support the organisation.

In 2018, we achieved 474 quality pieces of press coverage, which represents a 65% year-on-year increase (target 20%). We also achieved a 79% increase of mission-focused pieces of press coverage (target 30%). Highlights included a series of SKY News interviews with #SheInspiresMe LIVE speakers, broadcast interviews with TRT World and Al Jazeera for International Women's Day, interviews in the Independent's 'Forgotten Women' series with programme participants from Iraq and Rwanda, Thomson Reuters Foundation case studies from Syria and Afghanistan, opinion pieces in the newspaper and Vogue online about the #MeToo movement, a feature in the April issue of Marie Claire on ambassador Elizabeth Debicki's visit to Kosovo. This type of media coverage helps to meet our organisational objective of raising the voices of women survivors of war.

This year we will:

- Continue to work as a global unit with strong collaborative approach to identify opportunities for shared projects and maximise country specific work for wider benefit. Lead global International Women's Day campaign, Message to My Sister, as a global resource for awareness raising, income generation, donor engagement and sponsor acquisition.
- Put communication plans in place to enable messaging, assets and materials to be in place 3 months prior to projects and campaigns to ensure focused and globally aligned communications.

Strategic Objective 7 - Run an effective and financially sustainable organisation.

Last year, we said we would aim to achieve the following during 2018:

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

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During the year we have worked closely with our colleagues in the US on developing organisational and financial models to enable the best use of resources globally. This work will feed into the new strategic period from 2020 and ensure that as a global organisation we use our funds to maximum impact for the women we serve.

Our work in enabling the launch of WfWI Germany was a significant success, ensuring that all legalities were met and that the entity is well placed to develop a strong supporter base to generate significant funds in the future.

We worked hard during the year understanding the facility needs of the business over the coming years. We identified a space and are looking forward to moving into this space during the second quarter of 2019. This space is flexible and can grow with the organisation, without involving a long-term commitment.

During the year we introduced the role of Chief of Staff which has taken on the management of HR systems as well as staff well-being. We have streamlined our recruitment processes and have an HR support structure in place adequate for the size of the organisation. This has been an important step as our staff numbers increase. Continued investment in our HR systems, policies and processes will therefore continue to be a priority.

We understand the importance of our organisational culture. As part of our annual target setting for the year ahead, we have reviewed how well we work together and how we are implementing our organisational values. We have a revised “ways of working” principles document that we use during appraisals and for recruitment which helps all staff to focus on our culture.

Next year we will:

- We will continue the development of strong global governance compliance models.
- We will ensure that the UK Board, and sub committees of the Board, meets sector best practice and has an appropriate diversity and skills mix.
- We will participate in driving forward a global financial strategy.
- Ensure ICT systems are robust and fit-for-purpose.
- We will provide appropriate care structures for staff, specifically around duty of care overseas, and personal welfare (including stress management).

Financial Review

Women for Women International (UK) restructured during 2012 to create a stable base for future sustainable growth, by shifting our strategy from volatile sources of income (major gifts and events) towards more dependable, multi-year commitments (grants and sponsorships). The financial results for 2018 continue to show the benefits of this strategy.

- The Statement of Financial Activities for the year ended 31 December 2018 shows a net deficit (income less expenditure) for the year of £207k, compared to the previous year where a surplus of £132k was recorded. Most of this deficit was funded from restricted funds brought forward, with only £49k unrestricted funding taken from reserves. Total income was 11% higher than the previous year, building on a 21% increase year on year in 2017.
- Income for the year of £4.96m was 11% higher than the £4.45m received in 2017. Grants contributed 66% of total income (2017: 65%).
- The rise in income was a result of a £79k increase in donations and gift aid to £1.29m, a £336k increase in grants received to £3.25m, £39k of other income (2017: £68k), an increase in events income to £370k (2017: £256k). Income from investments increased to £5k (2017: £2k).
- Expenditure for the year of £5.16m represents a 19% increase from the £4.32m shown in 2017. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. We were able to spend more on our programmes due to funds carried forward from 2017, which resulted in our expenditure increasing by 19%, but our income generated in year only increasing by 11%.
- Total direct contribution to programme amounted £2.88m (2017: £2.44m), this represented 58% of income, and 56% of expenditure.
- Charitable expenditure – being overseas programmes, policy and outreach and supporting the global organisation – represented 87% of income, and 84% of expenditure.
- During 2018 we spent £268,000 supporting the global organisation, including grants of £68,000 to WfWI Germany. This year was the first year we have recognised the significant time and effort given by the UK organisation in global management. The UK organisation takes global leads in a number of areas, including policy, and corporate partnerships. The UK also took a leading role in the setting up of WfWI-Germany. These activities are important as they support and grow the global organisation to enable us to reach more women and to deliver real change to those we serve.
- Policy and Outreach expenditure amounted to £574k (2017: £534k) representing our continued sustained contribution to policy work, where the UK has the global lead for the organisation.
- The increase in staff costs was the result of recruiting additional staff (the number of employees at year end increased by 26% from 2017, from 27 to 34). Growth in staff numbers included our policy team, supporting our grant management team and building our social media function. This continued investment in staff reflects the ambition of the charity to grow over the coming years in line with its strategy.
- As at 31 December 2018, Women for Women International (UK) had net assets of £1.22m, (2017: £1.42m). Of these funds £69k (2017: £227k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2019. Unrestricted funds amounted to £1.15m (2017: £1.19m). Unrestricted funds included £303k designated for programme development and UK/Germany office development leaving free reserves of £844k at year end. The unrestricted reserves of the organisation represents five months of budgeted 2019 unrestricted cost, under the level required by the charity's reserves policy (six months). Trustees are satisfied, given the performance in the first months of 2019 plus the forecast surplus for the year, that the level of reserves as at 31st December 2018 is adequate to cover current financial risks and to meet current commitments and plans.

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A Special Thank You

The Board is extremely grateful to all supporters who have made our work possible in 2018. The commitment and dedication of so many individuals, trusts, foundations and institutions has inspired our work and has helped us reach women in countries affected by conflict. Our corporate partners have donated invaluable grants, gifts in kind and services, and have contributed generously by donating items and experiences to our auctions. We could not operate without their generous support and we wish to take this opportunity to thank them, on behalf of all the women whose lives they enhance.

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

Alice Temperley	InPlayer Ltd	Refinery29 UK
Alison Baskerville	Jo Manoukian	Rwanda Hope Foundation
Allen & Overy	Jungle Creations	Samantha Rowe-Beddoe and Gregory Nasmyth
AM Spurgin Trust	Kiem Tang	SIM Live sponsors
Annie Maccoby	Kim Whyte, Figgy Doo	Souter Charitable Trust
Big Mallet	Kjaer Weis	Stanley Thomas Johnson Stiftung
Brooke Brown Barzun & Ambassador Matthew Barzun	Kristy Rokosz	Stephanie Jakubiak and Ole Obermann
Caroline Issa	Lady Alison Deighton	Swarovski
Cecil and Hilda Lewis Foundation	LK Bennett	Swarovski Foundation
Charlotte Tilbury	Lo Cole	Swedish Postcode Foundation
Chinti & Parker	Loewe	Sylviane Destribats
Creating for Good	Lyndsey Posner	The Allen and Overy Foundation
Deborah Maxwell Chande	MacDonald Family Foundation	The Gaudio Family Foundation
Diana Saghi Kawkabani	Maggie Hindie	The Lancashire Foundation
Dorothy Michalek	Maje	The McLain Foundation
eBay	Mercedes Zobel	The Medlock Family
Economist Charitable Trust	Ministry of Foreign Affairs, Government of the Netherlands	The Millby Foundation
ELEMIS	Mint Velvet	The Outnet
Elizabeth and Kayhan Mirza	Molly Gunn / The FMLY Store	The players of the People's Postcode Lottery
Emily Kinskey	Monica Vinader	The Randi and Clifford Lane Foundation
Emma Grede	NET-A-PORTER	The Syncona Foundation
ESCADA	Olwyn Foundation	Women on a Mission
Foreign and Commonwealth Office	OSKIA	Zara Martin
Guernsey Overseas Aid and Development Commission	Penner Strubel	Zilla Kids
Hannah Cameron	Peter F Hilf	
Hazel Thompson	Posh Totty Designs	

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo and Bosnia, and also the newly formed WfWI 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 (US).

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

The staff department for managing these programmes is based in Washington DC. The primary activity of Women for Women International (UK) is fundraising for these programmes, managing multi-year programme grants, and policy & advocacy. The UK's Executive 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.

The Board agreed to use the new Charity Governance Code to benchmark its governance against sector best practice. To this end, a self-assessment of governance practices was carried out and presented to the Board. During 2018 the Board explored areas which needed development to ensure full compliance with the Code.

Women for Women International (UK)

Trustees Report for the year ended 31 December 2018

Key actions taken by the Board were to refresh the trustee Code of Conduct for trustees, receive training on board diversity, and to carry out open recruitment for new trustees.

Patrons

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

Ambassadors

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

Juliet Aubrey	Mary Katrantzou	June Sarpong
MyAnna Buring	Cherie Lunghi	Nadja Swarovski
Tom Burke	Zara Martin	Alice Temperley
Elizabeth Debicki	Thomasina Miers	Charlotte Tilbury
Emma Grede	Savannah Miller	Monica Vinader
Pippa Harris	Arizona Muse	Jude Wanga
Jasmine Hemsley	Charlotte Olympia Dellal	

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 (US)	Appointed December 2017
Erik Berglof	Appointed December 2015
Lady Alison Deighton	Appointed February 2017
Alex Duncan	Appointed August 2015
Tony Gambino (US)	Appointed December 2015
Lady Penelope Holmes	Appointed October 2012
Paula Laird	Appointed December 2014
Lyndsey Posner	Appointed May 2013
Jan Rock Zubrow (US)	Appointed January 2019
Martin Thomas (Chair)	Appointed July 2016
Amy Towers (US)	Appointed December 2015, retired December 2018
Stephanie Wong	Appointed May 2014
Hikari Yokoyama	Appointed December 2014
Michelle Yue	Appointed May 2013, retired October 2018

Women for Women International (UK)

Trustees Report for the year ended 31 December 2018

Board committees

The Board has the following sub-committees:

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

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:

Nicky Bullard (MFC)	Sylviane Destribats (MFC)
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Special advisers

The Board would like to thank our Special Advisers who supported us during the year:

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

Other Key Management Personnel

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

Public benefit

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

Internal control and risk management policy

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

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

Women for Women International (UK)

Trustees Report for the year ended 31 December 2018

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 organisational risk and reports regularly to the Board on this.

Key among the many challenges that Women for Women International (UK) successfully managed in 2018 in conjunction with Women for Women International (US) and its country offices are:

Operating in war-affected countries

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

Building capacity to manage an increasing number of complex grants

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

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

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

Attracting and retaining high-calibre staff in a competitive sector

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

Risk of loss of income due to Brexit

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

Data Protection – GDPR compliance

The charity has been focused on building on current data protection protocol to ensure compliance to GDPR regulations and has engaged professional support.

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

Safeguarding

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

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

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

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

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

Reserves policy

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

At present, it is the Trustees' policy to hold net free reserves equal to approximately six months' worth of normal operating expenditure in the most recent forecast, which amounts to £1,012k.

At 31 December 2018, the charity held total funds/net assets of £1,216k. These can be sub-divided between a restricted fund of £69k, and unrestricted funds of £1,147k. Of the unrestricted funds £303k is designated for programme development and UK/Germany office development, leaving a general (free) reserve of £844k. The organisation's reserve policy is to cover six months of operating expenditure, which for 2019 is £1,012k. The current free reserve held of £844k (being equivalent to 5 months reserve) is £168k short of the reserve target.

Trustees are satisfied, given the performance in the first months of 2019 plus the forecast surplus for the year, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

Cash management policy

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

Women for Women International (UK)

Trustees Report for the year ended 31 December 2018

Equal opportunities policy

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

Subsidiary undertaking

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

WfWI Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2018 the trading company generated a profit of £4,175 on turnover of £4,608 (2017: Profit of £4,110 on turnover of £6,765). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Related parties and connected organisations

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

Fundraising

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

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

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

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

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

We are also dedicated to treating donor's data with the utmost respect. We are compliant with all relevant data protection laws.

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

Statement of responsibilities of the Trustees

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

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

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

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

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

Each of the Trustees confirms that:

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

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

Approved by the Trustees on 9th May 2019 and signed on their behalf by:

Martin Thomas
Chair

Paula Laird
Vice Chair and Chair of FAC

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

Opinion

We have audited the financial statements of Women for Women International (the 'charitable company') for the year ended 31 December 2018 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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 2018 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine

whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms

part of our auditor's report.

Use of our report

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

Katharine Patel, Senior Statutory Auditor

20 September 2019

for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6DL

Women for Women International (UK)

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 December 2018

		2018	2018	2018	2017	2017	2017
	Note	Restricted £000	Unrestricted £000	Total £000	Restricted £000	Unrestricted £000	Total £000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	-	1,293	1,293	26	1,188	1,214
. Grants	2	3,050	198	3,248	2,680	232	2,912
Other trading activities:							
. Events		-	370	370	-	256	256
Income from investments:		-	5	5	-	2	2
Other income		31	8	39	33	35	68
Total income		3,081	1,874	4,955	2,739	1,713	4,452
EXPENDITURE on:							
Raising funds	4	-	792	792	-	684	684
Subtotal: Income available for application to charitable activities							
		3,081	1,082	4,163	2,739	1,029	3,768
<i>Charitable activities:</i>							
. Policy and outreach	4	256	328	584	135	399	534
. Overseas programmes	4	2,958	559	3,517	2,428	674	3,102
. Supporting the global organisation	4	-	269	269	-	-	-
Total expenditure on charitable activities		3,214	1,156	4,370	2,563	1,073	3,636
Total expenditure	4	3,214	1,948	5,162	2,563	1,757	4,320
Net (expenditure)/income for the year		(133)	(74)	(207)	176	(44)	132
Transfers between funds	12	(25)	25	-	-	-	-
Net movement in funds		(158)	(49)	(207)	176	(44)	132
Funds at beginning of year		227	1,196	1,423	51	1,240	1,291
Funds at end of year	12	69	1,147	1,216	227	1,196	1,423

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

Women for Women International (UK)
Balance Sheet as at 31 December 2018

	Note	2018 £000	2017 £000
Fixed assets			
Tangible fixed assets	8	15	16
Current assets			
Debtors	10	252	224
Cash at bank and in hand		1,335	2,942
Short term deposits		317	312
		1,904	3,478
Creditors: amounts due within 1 year	11	(703)	(2,071)
Net current assets		1,201	1,407
Net assets	12	1,216	1,423
Funds			
<i>Income funds:</i>			
Restricted funds	12	69	227
Unrestricted funds:			
Designated funds	12	303	397
General funds	12	844	799
Total funds	12	1,216	1,423

Approved by the Trustees on 9th May 2019 and signed on their behalf by

Martin Thomas
Chair
Women for Women International (UK)
Company Registration Number: 05650155 (England and Wales)

Women for Women International (UK)Statement of cash flows for the year ended 31 December 2018

	2018	2017
	£000	£000
Cash flows from operating activities:		
Net (expenditure)/income for the year	(207)	132
Interest receivable	(5)	(2)
Depreciation of fixed assets	10	9
(Increase)/decrease in debtors	(28)	116
Decrease in creditors	<u>(1,368)</u>	<u>(2)</u>
Net cash provided by operating activities	<u>(1,596)</u>	253
Cash flows from investing activities:		
Bank interest received	5	2
Payments to acquire fixed assets	<u>(11)</u>	<u>(13)</u>
Net cash used in investing activities	<u>(6)</u>	(11)
(Decrease)/increase in cash	<u>(1,602)</u>	242
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	3,254	3,012
(Decrease)/increase in cash in year	<u>(1,602)</u>	<u>242</u>
Balance at end of year	<u>1,652</u>	3,254

Analysis of cash and cash equivalents

	2018	2017
	£000	£000
Cash in hand	1,335	2,942
Notice deposits (less than 3 months)	<u>317</u>	<u>312</u>
Total	<u>1,652</u>	<u>3,254</u>

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2018. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2019, and more summarised forecasts for 2010 and 2021. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations, and are satisfied that the charity has sufficient free reserves to cover a temporary shortage of income for a reasonable period.

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

b) 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 staff expenditure incurred, of the amount attributable to each activity.

Overseas programmes	68%	(2017 – 72%)
Policy and outreach	11%	(2017 – 12%)
Supporting the global organisation	5%	(2017 – na)
Cost of raising funds	16%	(2017 – 16%)

Monies raised for overseas programmes are paid as restricted grants to Women for Women International (US).

Women for Women International (US) subsequently transfers these funds to the overseas programmes in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

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

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

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

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

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

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

Equipment	33%
Furniture and fittings	20%

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

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

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

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

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

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

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.

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

2. Voluntary income

	Restricted	Unrestricted	2018 Total	Restricted	Unrestricted	2017 Total
	£000	£000	£000	£000	£000	£000
Donations and Gift Aid:						
Donations from individuals and corporations	-	846	846	25	714	739
Sponsorship donations	-	375	375	-	355	355
Gift Aid	-	72	72	1	119	120
	-	1,293	1,293	26	1,188	1,214
Grants receivable						
States of Guernsey OADC	39	-	39	40	-	40
FCO	91	-	91	331	-	331
The Netherlands Ministry of Foreign Affairs	1,268	-	1,268	1,209	-	1,209
Trusts and Foundations						
The W. L. Lyons Brown Foundation	39	-	39	77	-	77
The Cadbury Foundation - GAPS	-	-	-	10	-	10
The Economist Group of Charitable Trust	16	-	16	16	-	16
The Evan Cornish Foundation	-	-	-	10	-	10
Anna Frank Fonds	2	-	2	-	-	-
The Gaudio Family Foundation	-	63	63	-	74	74
The Lancashire Foundation	-	5	5	-	-	-
The McLain Foundation	-	30	30	-	25	25
The Medlock Family	50	-	50	-	-	-
The Millby Foundation – WfWI	484	-	484	485	-	485
The Millby Foundation - GAPS	16	-	16	15	-	15
Polden Puckham – GAPS	10	-	10	-	-	-
Postcode Equality Trust	450	-	450	-	-	-
The Rotary Club of Salisbury	-	-	-	16	-	16
Rwanda Hope Foundation	50	-	50	51	-	51
The Rowntree Foundation - GAPS	33	-	33	33	-	33
The Sackler Trust	-	-	-	-	30	30
Souter Charitable Trust	5	-	5	-	-	-
Stanley Thomas Foundation	-	-	-	45	-	45
The Swarovski Foundation	75	-	75	66	-	66
Swedish Postcode Foundation	128	-	128	140	-	140
The Adrian Swire Charitable Trust	-	-	-	15	-	15
The Syncona Foundation	-	100	100	-	102	102
The Tudor Trust	-	-	-	50	-	50
Grants from Major Donors	97	-	97	69	-	69
Other Trusts and Foundations	197	-	197	2	1	3
	3,050	198	3,248	2,680	232	2,912
Total	3,050	1,491	4,541	2,706	1,420	4,126

3. Gifts in kind and donated services

Support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2018 and the year ended 31 December 2017. The sum of £106,853 (2017: £27,520) has been recorded within the Statement of Financial Activities in estimate of the value of such invaluable support. This relates to the venue, food and drink and auction gifts provided at events during the year.

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

4. Expenditure	Cost of raising funds	Policy & outreach	Overseas programmes	Support for the global organisation	Support costs	2018
Year ended 31 December 2018	£000	£000	£000	£000	£000	Total £000
Staff costs (Note 6)	323	443	232	184	175	1,357
Marketing and events	283	20	9	-	2	314
Consultancy	83	51	-	-	31	165
IT Expenditure	-	-	-	-	28	28
Legal and professional fees	-	-	-	-	7	7
Books and subscriptions	12	4	-	-	4	20
Travel	19	13	8	-	19	59
Other staff costs	9	2	-	-	15	26
Premises	-	7	-	-	149	156
Postage, stationery, telephone	6	1	-	-	4	11
Overseas Programmes funding	-	-	2,877	-	-	2,877
Grants to WfWI Germany	-	-	-	68	-	68
Depreciation	-	-	-	-	11	11
Bank charges	-	-	-	-	16	16
Audit fee	-	-	4	-	13	17
Exchange rate loss	-	-	4	-	-	4
Other costs	8	7	-	-	11	26
	<u>743</u>	<u>548</u>	<u>3,134</u>	<u>252</u>	<u>485</u>	<u>5,162</u>
Support costs allocated to grants management	-	-	164	-	(164)	-
	<u>743</u>	<u>548</u>	<u>3,298</u>	<u>252</u>	<u>321</u>	<u>5,162</u>
Support costs	49	36	219	17	(321)	-
Total	<u>792</u>	<u>584</u>	<u>3,517</u>	<u>269</u>	<u>-</u>	<u>5,162</u>

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

4. Expenditure – cont.	Cost of	Policy &	Overseas	Support	2017
Year ended 31 December 2017	raising	outreach	programmes	costs	Total
	funds				
	£000	£000	£000	£000	£000
Staff costs (Note 6)	245	368	215	217	1,045
Marketing and events	177	19	-	1	197
Consultancy	128	62	-	16	206
IT Expenditure	-	-	-	18	18
Legal and professional fees	-	-	-	7	7
Books and subscriptions	8	5	-	2	15
Travel	32	11	7	18	68
Other staff costs	13	-	-	34	47
Premises	-	6	-	143	149
Postage, stationery, telephone	3	2	-	2	7
Overseas Programmes funding	-	-	2,439	-	2,439
Depreciation	-	-	-	9	9
Bank charges	-	-	-	15	15
Audit fee	-	-	3	15	18
Exchange rate loss	-	-	-	62	62
Other costs	3	2	-	13	18
	609	475	2,664	572	4,320
Support costs allocated to grants management	-	-	96	(96)	-
	609	475	2,760	476	4,320
Support costs	75	59	342	(476)	-
Total	684	534	3,102	-	4,320

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

5. Net income for the year

This is stated after charging:

	2018	2017
	£000	£000
Depreciation	10	9
Auditor's remuneration:		
- Statutory audit	11	11
- Non-audit services	6	7
- Operating lease rentals: property	101	93
- Operating lease rentals: equipment	3	3
	<u>121</u>	<u>123</u>

6. Staff costs and numbers

Total staff costs were as follows:

	2018	2017
	£000	£000
Salaries and wages	1,177	911
Social security costs	122	97
Pension costs	58	37
	<u>1,357</u>	<u>1,045</u>

No Trustee received any remuneration in respect of their services as a Trustee during the year (2017: none). Expenses of £1,784 (2017: £5,935) were reimbursed to Trustees during the year in relation to charity-related travel.

Key management personnel during the year and the previous year were Executive Director Brita Fernandez-Schmidt; Fundraising & Marketing Director Shivonne Graham; and Finance Director Nick Waring. Their staff costs were as follows:

	2018	2017
	£000	£000
Salaries and wages	245	220
Social security costs	30	27
Pension costs	16	12
Other benefits	-	-
	<u>292</u>	<u>259</u>

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

	2018	2017
£60,001 - £70,000	1	1
£70,001 - £80,000	2	1
£100,001 - £110,000	1	1
	<u>4</u>	<u>3</u>

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

	2018	2017
	No.	No.
Raising funds	9.0	5.5
Charitable activities	20.3	15.6
Support	4.8	5.2
	<u>34.1</u>	<u>26.3</u>

7. Taxation

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

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

8. Tangible fixed assets

As at 31 December 2018	Furniture & fittings £000	Equipment £000	Total £000
Cost:			
Beginning of year	2	48	50
Additions in year	-	11	11
Written off in year	(1)	(27)	(28)
End of year	1	32	33
Depreciation:			
Beginning of year	1	33	34
Charge for year	-	10	10
Written off in year	-	(26)	(26)
End of year	1	17	18
Net book value:			
Beginning of year	1	15	16
End of year	-	15	15

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 2018 the trading company generated a profit of £4,175 on turnover of £4,608 (2017: Profit of £4,110 on turnover of £6,765). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The aggregate reserves of the company at 31 December 2018 and 31 December 2017 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.

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

10. Debtors

	2018 £000	2017 £000
Grants receivable	3	51
Prepayments and rental deposit	64	64
Accrued income	166	89
Due from subsidiary undertaking		
- profit for the year (Note 9)	4	4
- other amounts due	15	16
	252	224

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

11. Creditors: amounts due within 1 year

	2018	2017
	£000	£000
Trade creditors	36	47
Commitments to overseas programmes (Note 14)	417	322
Taxation and social security	36	28
Pension creditor	8	5
Accruals	33	28
Deferred income (Note 11a)	173	1,641
	703	2,071

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

11a. Movement on deferred income

2018	Beginning of year	Funds received	Income released	End of year
	£000	£000	£000	£000
Grant - Funding Leadership and Opportunities for Women ("FLOW")	1,441	-	(1,268)	173
Postcode Equality Trust	200	-	(200)	-
	1,641	-	(1,468)	173

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

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

12. Movements in funds

2018	Beginning of year £000	Income £000	Expenditure £000	Transfers £000	End of year £000
Restricted funds:					
<i>Grants and donations with geographical restrictions</i>					
Afghanistan	-	146	(146)	-	-
DRC	11	483	(476)	-	18
Iraq	-	362	(362)	-	-
Nigeria	-	150	(150)	-	-
Rwanda	17	97	(114)	-	-
<i>Grants and donations with programme specific restrictions</i>					
FLOW	-	1,268	(1,268)	-	-
Millby Foundation	121	484	(604)	-	1
Millby Foundation - GAPS	-	16	(16)	-	-
Gender Action Peace & Security Network	53	75	(78)	-	50
WfWI Germany	25	-	-	(25)	-
Total restricted funds	227	3,081	(3,214)	(25)	69
Unrestricted funds:					
<i>Designated funds</i>					
Programme development	147	-	-	(44)	103
UK – Office Move	150	-	-	-	150
WfWI Germany	100	-	-	(50)	50
	397	-	-	(94)	303
<i>General reserve</i>	799	1,874	(1,948)	119	844
Total unrestricted funds	1,196	1,874	(1,948)	25	1,147
Total funds	1,423	4,955	(5,162)	0	1,216

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

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

Information relating to funds

Restricted Funds

Afghanistan

A grant from The Economist Foundation supported a class through our core programme. Funds from States of Guernsey OADC funded a programme of vocational training.

The UK Government's Foreign and Commonwealth Office supported our critical Men's Engagement Programme (MEP) in Afghanistan.

Democratic Republic of Congo

Funding from Postcode Equality Trust and the Swedish Postcode Lottery, alongside other foundations, supported our core programme in DRC.

Iraq

Funding totalling £362,000 was provided by various funders to support our core programme in Iraq.

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

Nigeria

Funding from donors totalling £150,000 supported both our core programme and vocational training in Nigeria.

Rwanda

Funding from donors totalling £97,000 supported both our core programme and vocational training in Rwanda.

Ministry of Foreign Affairs of the Netherlands

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

The Millby Foundation

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

Gender Action Peace & Security Network

WfWI-UK is a member of GAPS (Gender Action for Peace and Security), which is hosted by WfWI-UK. GAPS is a network of development, human rights, humanitarian and peacebuilding NGOs and the UK's only Women, Peace and Security civil society network. GAPS promotes, facilitates and monitors the meaningful inclusion of gender in all aspects of UK policy and practice on peace and security.

WfWI Germany

During the year we released funds received in 2017 restricted to the setting up of WfWI in Germany.

Designated Funds

Programme development: Of the surplus funds over our reserve target as of the end of 2017, £147,000 was allocated for transfer in 2018 against global priorities and was transferred to WfWI-HQ during the year. £103,000 of unrestricted funding received during 2018 has been set aside to fund matched funding on future projects during 2019.

UK office move: £150,000 has been designated for the WfWI UK office move during 2019.

WfWI Germany: £50,000 has been allocated to cover the development of WfWI Germany during 2019.

12a. Analysis of net assets between funds

2018	Restricted funds £000	Designated funds £000	General funds £000	Total funds £000
Tangible fixed assets	-	-	15	15
Net current assets	69	303	829	1,201
Net assets at end of year	69	303	844	1,216

Women for Women International (UK)

Notes for the financial statements for the year ended 31 December 2018

2017	Restricted funds £000	Designated funds £000	General funds £000	Total funds £000
Tangible fixed assets	-	-	16	16
Net current assets	227	175	1,005	1,407
Net assets at end of year	227	175	1,021	1,423

13. Operating lease commitments

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

	2018 £000	2017 £000
Property, less than 1 year	60	30
Other, less than 1 year	3	3
Other, 1 year – 2 years	-	3
	63	36

14. Related parties

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

- WfWI (US) collected grant income of £157,000 (2017: £151,000) on behalf of WfWI-UK;
- WfWI (US) collected donation income of £42,000 (2017: £49,000) on behalf of WfWI-UK;
- WfWI (US) charged programme costs of £2,878,000 (2017: £2,373,000) to WfWI-UK in relation to UK grants;
- WfWI (US) charged operating expenses of £4,000 (2017: £41,000) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £NIL (2017: £25,000) to WfWI (US).

At year end the net amount due to WfWI (US), including commitments to overseas programmes, was £417,000 (2017: £322,000) (see Note 11).

Tony Gambino, Amy Towers, Paula Laird and Martin Thomas were Trustees of WfWI-UK and Directors of WfWI (US) during the reporting year. Laurie Adams is a Trustee of WfWI-UK and the Chief Executive Officer of WfWI (US). Michelle Yue and Stephanie Wong were Trustees of both WfWI-UK and the Millby Foundation during the reporting year. Millby Foundation granted WfWI-UK £500,000 during the year (2017: £500,000). Martin Thomas was a Trustee of both WfWI-UK and The Syncona Foundation (formerly The BACIT Foundation), resigning on the 1st April 2018. The Syncona Foundation granted WfWI-UK £100,00 during the year (2017: £102,000)

The aggregate amount donated by the Trustees to WfWI-UK during the year was £22,148 (2017: £12,409).