

Company no. 05650155

Charity no. 1115109



**Women for Women International (UK)**

**Annual Report and Financial Statements**

**31<sup>st</sup> December 2019**

## Women for Women International - Our Global Values

### **Empowerment**

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

### **Respect**

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

### **Integrity**

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

### **Resilience**

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

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## **Advisers**

### **Bankers**

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### **Auditor**

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130 Wood Street  
London EC2V 6DL

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

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### **Solicitors**

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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 2019.

## Welcome from the Chair

In early 2019, Women for Women International reached an amazing milestone of over half a million women served since our foundation in 1993. As Chair of the UK Board of Trustees, I am incredibly proud to be a part of an organisation that has transformed so many lives in some of the world’s most dangerous places. Sadly, escalating levels of global conflict mean that our work today is more urgent and relevant than ever. In response, our Country Office teams are continuing to provide essential services and solidarity to the most marginalised women in fragile countries worldwide, enrolling another 14,000 women in our programmes during 2019.

Women for Women International - UK raised £4.96m in 2019, a year on year increase of 5.4%. We are proud to say that 86%, £4.36m, (against a target of 75%) of our expenditure was spent on our mission of supporting women survivors of war rebuild their lives - enabling us 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.

Another notable achievement this year was the re-opening of our South Sudan office, three years after we were forced to suspend operations for security reasons. In 2016, a surge in violence forced us to take the difficult decision of temporarily halting our activities, for the safety of our team and the women we served – but we were committed to returning as soon as circumstances permitted. Despite ongoing challenges and insecurity, the re-established programme is providing vital skills and resources for women in South Sudan, many of whom were internally-displaced by the conflict, lost loved ones, and are struggling to restart their livelihoods.

In Nigeria, I have been inspired this year by women from rival ethnic and religious groups in Plateau State, who met during our programme, coming together to lead peacebuilding efforts between their communities. As part of Women for Women International’s Change Agent training, graduates of our 12-month programme have been learning advanced advocacy and leadership skills, which they are using to initiate peace dialogues between feuding farming and herding groups - resulting in a successful peace agreement after years of deadly clashes.

We also celebrated a life-changing £1 million donation from our long-term corporate partner Charlotte Tilbury, which will go towards expanding our work in Iraq and Nigeria, enrolling more women in Rwanda, and to the Innovation Fund, which will support new and exciting projects.

At the start of 2019, we changed the leadership structure of Women for Women International – UK, to adopt a co-leadership model between the Executive Director Brita Fernandez Schmidt and Managing Director (previously Director of Fundraising, Marketing and Communications) Shivonne Graham. Co-leadership prioritises collaboration, shared responsibilities and a strengths-based approach to meeting goals and objectives. As Women for Women International sets ambitious targets in a new ten-year strategy aiming to reach millions of women, the time was right to ensure that the leadership of the UK organisation can play to their strengths to deliver the best results for women survivors of war. Throughout the year, this new model of leadership resulted in fundraising growth, strengthening of internal systems like HR and governance, and enabled the UK organisation to play a crucial role in the establishment of a new fundraising office in Germany, and lead global business functions including corporate partnerships and policy & advocacy. Co-leadership is also an expression of some values that we embrace: solidarity, sisterhood and empowerment. I would like

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to thank our co-leaders Brita and Shivonne for making this new model of leadership so impactful for the women we serve.

2019 was also a year of transition at Board level, where we welcomed five new trustees to our trustee group and said good-bye to some long-standing trustees whose term had come to an end. I would like to extend sincere thanks to all my fellow trustees, past and present, for their time, expertise and generous support over the year. I am humbled to lead such an informed, dedicated and passionate group.

But most importantly of all, is the sincere thanks and recognition that I want to extend to our supporters. We are only able to deliver these life-changing programmes in conflict-affected countries through the inspirational support of you, our community of supporters. We are deeply humbled by your loyal support and pledge to you to continue to do all we can to be there for women survivors of war whenever they need us.

As this report is published, the corona virus pandemic has irrevocably changed the world as we know it. The virus has brought grief, suffering and economic chaos and it will affect the poorest and most vulnerable communities the most. The pandemic has had a significant impact on our work, our staff all over the world, but particularly in our programmes, and most crucially the women we serve. Through your continued support we have been able to adjust our strategies and plans, bringing unprecedented levels of innovation and technology to bear, in order to continue to stand by the women we serve at this time when they need us the most.

With sincere gratitude



Martin Thomas

Chair, Women for Women International - UK

## Introduction - Mission, Vision, Our Work

### **Vision**

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

### **Mission**

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

### **About Women for Women International**

When there is an outbreak of war or violence, women suffer most – they experience trauma, sexual violence and the death of loved ones. After the conflict is over, the world's attention moves on, but women are left to rebuild their families and communities. Women have the power to create a better world, but after the devastation of conflict they need support to realise this potential.

Women for Women International supports women who live in some of the world's most dangerous places. Women enrol on our year-long training programme, where they learn how to earn and save money, improve their family's health and make their voices heard at home and in their community.

Since 1993, we have reached over half a million marginalised women survivors of war in Afghanistan, Bosnia and Herzegovina, the Democratic Republic of Congo, Iraq, Kosovo, Nigeria, Rwanda and South Sudan.

With over fifty brutal armed conflicts across the globe, there's never been a greater need to support women survivors of war. Women graduate from the Women for Women International programme with the skills, knowledge and resources to stand up for their rights and become successful entrepreneurs and change makers. They will pass on their knowledge to their neighbours and children, creating a ripple effect.

### **Women for Women International in the UK**

In 2005, Women for Women International established an independent UK-registered charity in London with two main purposes - to raise funds from the UK and Europe for the programme transforming the lives of women survivors of war, and to raise awareness and influence policy by amplifying the voices of the women we work with and sharing our learning. Women for Women International – UK is legally separate from, but closely affiliated with, Women for Women International, founded in 1993 and headquartered in Washington D.C., with programme offices and partners in 8 countries.

Over fifteen years, Women for Women International in the UK has grown to become an organisation raising £5 million each year, employing over 30 staff members and hosting high profile events, securing a variety of wide-ranging media coverage, securing funding from governments, institutions, trusts & foundations and individuals. Corporate partnerships have been a key area of growth, and in 2019 this area saw unprecedented levels of success.

Women for Women International - UK leads the global organisation's global corporate partnership strategy, and Policy & Advocacy work, which is informed and guided by the global organisation's

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monitoring and evaluation data and is aimed at sharing learning, amplifying women's voices and influencing attitudes and policies.

Women for Women International - UK works closely with Women for Women International to jointly manage a global communications strategy and plan.

### Our Impact

Women for Women International works in countries affected by conflict, where violence, poverty and gender inequality combine to make life unimaginably challenging for women.

- With less than \$1.90 a day to live on, the world's poorest women struggle to feed their families and lack basic services such as healthcare, sanitation and education.
- Women in conflict-affected countries bear the brunt of sexual and gender-based violence.
- Many women are not safe even in their own homes, experiencing high rates of intimate partner violence and domestic violence.

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

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

Women attend our year-long training programme in groups of 25, forming close friendships that provide a vital source of security and strength following trauma, loss and isolation. They receive hands-on vocational training in a variety of sectors and are supported to start small businesses, build networks, and to take on leadership roles in their communities.

Results show that in just one year, women are able to make significant and measurable improvements in their lives and deliver lasting impact for their families and communities.

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

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

#### Earning and Saving Money

- Women's net earnings nearly tripled, from an average of \$0.85 per day to \$2.17 per day, with more than three times as many earning at least \$1.90 per day at graduation than at enrolment.

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### Improving Health and Well-Being

- Women scored an average of 91% on a test measuring their knowledge of violence against women and human rights at graduation than at enrolment.
- 41% more women reported practising family planning at graduation than at enrolment.

### Influencing Decision-Making

- 66% more women reported being involved in household financial decisions, and 83% more reported being involved in decisions about whether they can work to earn money at graduation than at enrolment.

### Connecting to Networks of Support

- Women's participation in savings groups increased six-fold at graduation compared with at enrolment, enabling women to have greater access to loans and a strong peer support system

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

## Our Work - 2019 Headlines and significant achievements

2019 was a year of unprecedented fragility and violence, with more countries involved in conflict than at any time in the last 25 years.

- In 2019, an estimated 264 million women were living in fragile and conflict affected countries. (Georgetown Institute for Women, Peace and Security, 2019)
- 71 million people worldwide were forcibly displaced, the largest number ever recorded -- and half of those were women. (UNHCR, 2018)
- More than 70% of women in crisis settings have experienced violence. (Action Aid, 2016)
- No country in the world is on track to achieve gender equality by 2030 – and women in conflict-affected countries are being left furthest behind. (2019 SDG Gender Index)
- In 2019, none of the peace agreements reached in UN-led initiatives included provisions for women. (UN Women, 2019)

Against this daunting global backdrop, Women for Women International - UK successfully delivered on the third year of its three-year plan (2017-2020), achieving significant progress under seven objectives detailed later in this report. Progress against these objectives resulted in an increased impact via programming and advocacy, fundraising, awareness-raising and organisational effectiveness.

Women for Women International - UK raised £4.96m in 2019, a year-on-year increase of 5.4%. We are proud to say that 86%, £4.36m, (against a target of 75%) of our expenditure was spent on our mission of supporting women survivors of war rebuild their lives - enabling us 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..



## Our Approach

Our year-long core programme builds women's self-reliance in four key areas: earning and savings; rights and decision-making; health and wellness; and support networks.

Women receive hands-on vocational training in a variety of sectors and are supported to start small businesses, build networks, and to take on leadership roles in their communities.

Results show that in just one year, women are able to make significant and measurable improvements in their lives, and deliver lasting impact for their families and communities.

The efficacy of our programme approach is supported by benchmarking, external evaluations, and our own Monitoring and Evaluation data. The combination of social and economic training, cash transfers, and networking and support, which we provide women in our one-year core programme, is proven to be effective.

In 2019, we sought to innovate our programme approach in line with our vision and mission in four ways:

- technology (particularly mobile phone as business tool and access to information);
- graduate networks;
- new forms of advocacy and community mobilisations;
- partnering with businesses who can strengthen economic outcomes for our women.

In 2019, our approach also evolved to strengthen and expand our immediate responses to the major crises of the time by continuing to invest in our new office in the Kurdistan Region of Iraq (KRI), supporting women refugees from Syria as well as Yezidi women targeted by ISIS, Iraqi displaced women and the host community in KRI affected by the influx of refugees and IDPs. We also supported local partners in Yemen and Bangladesh (working with Rohingya refugees from Myanmar) through our Conflict Response Fund.

A final programme focus in 2019 was to sustain and consolidate our legacy once peace is sustained, through continued support of our affiliate partners in Bosnia and Kosovo and supporting the evolution of Rwanda to a locally governed chapter of Women for Women International.

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

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

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

## Our Programmes

### **12-month Social and Economic Empowerment Programme**

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

When a woman joins the programme, she comes together with 24 other women, forming a tight support group that helps to break the isolation caused by war and insecurity.

She learns a marketable job skill - such as tailoring, bread-making or poultry-keeping, as well as business training to turn her chosen skill into a stable income so she can support herself and her family. She can begin to save her money, too, and receives support to establish cooperatives, associations, or village savings and loan associations (VSLAs) so she and other women in her community can make the most of their earnings.

She also learns practical knowledge about her health, including reproductive health, stress management and the importance of good hygiene and nutrition so she can protect herself and her family from preventable disease. We make sure she is connected to local healthcare providers.

She also learns about her rights on key issues like voting, access to land, divorce, custody of her children and domestic abuse. Once she learns her rights she is empowered and equipped to stand up for them and can share her knowledge with others in her community.

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As well as our core programme, we offer complementary programmes which aim to create an encouraging, enabling environment for women to consolidate the social and economic gains they are making as a result of the 12-month programme and offer selected graduates of the programme additional mentoring and support.

*"Before Women for Women International, I was not earning any income of my own. My vocational choice through the programme was poultry rearing. I used part of my training stipend to start a poultry business from the house, which is now thriving.*

*I earn enough to provide for my children, and we have learned how to have a healthier life. I bought seven birds which I sold for a profit and am now expanding my poultry business so that I can further support my family's needs.*

*I will be truly fulfilled to see my children, especially my girl, educated up to university level."*

Aisha, programme graduate, Nigeria

## Men's Engagement Programme

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

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

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

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

*"I now have a good understanding of women's rights. I love, respect and treat my wife with dignity that she deserves, because of the lessons I learnt from the training.*

*I encouraged my younger brothers and friends that don't have my privilege of attending the Men's Engagement Programme to shun violence against women and to see women as their equal, not like property as we used to.*

*I am now a better person, not aggressive as I used to be after drinking excessive alcohol. I am grateful to Women for Women International and I hope my wife will have the opportunity of participating in the programme in the future."*

Amos Ishaya, MEP participant, Nigeria

### **Change Agents Programme**

*"I can say with confidence that I know what to do, where to go and how to claim my rights if they are violated – that is what motivated me to join the Change Agents Programme; I wanted to empower other women in the same way"*

Sikitu, programme graduate and Change Agent, DRC

Our Change Agents programme builds on our year-long programme by supporting groups of Women for Women International graduates to strengthen their leadership and advocacy skills. In particular, the programme helps women to identify issues in their communities and create action plans to challenge these issues. After the training, Change Agents form small groups that collectively advocate for changes in their communities.

We also work with local partners to support the work of Change Agents in communities, for example, by facilitating access to local leaders or creating platforms for them to speak. The Change Agents programme is a key part of our ongoing commitment to supporting women's participation in the decision-making that affects their lives.

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

**Community Forums in the Democratic Republic of the Congo (DRC)** In eastern DRC, 120 women have been through Women for Women International's Change Agents programme. In their different communities, Change Agents have been working to address harmful social norms and engage the wider community in the challenges that women are facing. The Change Agents now organise regular Community Forums, which bring together members of local women's networks, local leaders, local authorities (such as police and military officials), school teachers, health workers and the media. Each Community Forum focuses on a key topic relating to women's rights and encourages open and participatory discussions with all members.

At the Community Forums, Change Agents are able to provide testimonies and share issues affecting women with the decision-makers in their communities and work together to develop solutions. In 2019, Change Agents in Nyangezi organised a Community Forum to address the barriers women face as a result of informal marriages (including lack of access to legal rights, forced marriage, inability to legally register children).

Some of the barriers to legal marriage identified were the price of the registration and negative attitudes within the community. By discussing the issue at the Community Forum, local officials agreed with Change Agents to reduce the price of registration so that poorer couples were able to legalise their partnership. The Community Forum also helped the increase awareness in the community of the benefits of marriage registration.

## Fundraising Statement

### Our Public Fundraising Approach

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

We raised £4.96m in 2019, all of which is raised through fundraising initiatives.

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

This year, we ran our annual #SheInspiresMe Car Boot sale attended by 1,800 individuals it raised over £250,000. In the UK we have 1,420 individuals signed up to our sponsorship programme with a further 250 individuals donating to us on a regular basis. In 2019 approximately 1,200 individuals gave one-off donations towards our work. In addition, 60 people helped raise money through third party events and fundraising challenges.

During November and December, we ran our Matched Giving fundraising campaign. Run by our Grassroots team, this involved Women for Women International and some of our corporate partners asking the public for one-off donations, that would be matched by a pot donated by a group of our major individual supporters. We used a variety of methods to promote this including social media content and assets, our mailing list and the mailing lists of our partners.

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

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

We are committed to dealing with any and all complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we

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aren't able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We also track any Fundraising Preference Service requests, receiving three requests for no communications in 2019 which were actioned. We received six complaints in 2019.

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

## Strategic Report

### Achievements and Performance

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

Last year, we said we would aim to achieve the following during 2019:

- *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.*

As a global organisation, Women for Women International enrolled 14,839 women onto the core programme in 2019. Women for Women International - UK secured funding for at least 5,350 of these women, which represents 36% of new enrolments – and contributed to more through additional unrestricted funding to our country offices. This included support to expanding our program in northern Iraq to a new location in late 2019 and significantly increasing our enrolment in Bauchi State, Nigeria. In early 2019, we celebrated a significant global milestone of 500,000 women reached since our inception in 1993. Specific programme highlights include:

#### **Supporting Syrian and Iraqi women fleeing conflict**

In 2019, increased fighting in northern Syria forced more people across the border in search of safety, placing further strain on host communities in Iraq. The Kurdistan Region of Iraq is home to 250,000 Syrian refugees, as well as approximately 1.25m internally-displaced Iraqis – more than half of whom have been displaced for over 3 years. Women living in these precarious situations are struggling to meet their families' basic needs; have minimal access to healthcare, education and jobs; and are at high risk of abuse and exploitation.

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Thanks to the rapid and generous response of our supporters and partners, we were able to continue serving Syrian and Iraqi women who were uprooted by violence, along with women from the local Kurdish community who have welcomed them in. The resources, skills, and connections women gain in our programmes are crucial to building stable futures amidst ongoing insecurity and uncertainty.

In 2019, our team in Iraq piloted two new market-based vocational tracks taught through our programme: Advanced Tailoring & Embroidery, and Hairdressing & Beauty Care. Women learning these skills were supported to develop them into individual or group businesses to create sustainable income generation opportunities. The new tracks have been extremely popular, despite initial hesitancy around hairdressing, which is often stigmatised locally as “un-Islamic” by older generations. As the programme has progressed, the training has had a positive impact on conservative attitudes which appear to be changing - we now have a higher number of women enrolled in the new tracks than we had originally estimated. This makes us confident that with time and support, new skills and ways of thinking can be adopted by the women we serve.

*Wafaa: “In the beginning my hands were shaking in the hairdressing class, I didn’t want to try. My teacher held my hand and supported me every step the way. I have learned a lot and I will start my own hairdressing shop. I love what I do, my teacher has encouraged me to learn and take risks.”*

*Ilham: “We were strangers, but now we have become friends and sisters, we encourage each other and support each other. I look forward to the day when I can have customers and make my own money with the skills I have learned.”*

*Ghariba: “I have started to tailor for others and so far, I have made 90,000 IQD (70 USD.) I have learned how to take pictures of the things I sew and show them to other people, when they request to see different models and styles.”*

In 2020, we hope to expand our programme and move even closer to the Syrian border. With the threat of ISIS re-emerging, along with continued air strikes and instability across the region, the services and solidarity we provide for women’s and their families are more important than ever.

### Skalla’s story

*“I am from Iraq, and when ISIS emerged and the war started, my family was torn in two. I fled to Erbil (in the Kurdistan Region of northern Iraq) with my siblings so that they could finish their schooling, while my parents ended up in Dibis, 60 kilometres away.*

*I am 27 years old, and I am now responsible for my siblings. Being displaced by war has made life so difficult. When we arrived in Erbil I never went out, instead doing the housework, and doing everything I could to support my siblings. I was depressed, and as we had no way of earning an income, I became very stressed.*

*A neighbour told me about Women for Women International’s training programme – she completed it last year and when she told me what it was like, I was so motivated to join.*

*Meeting the other women in the group has changed my life – I have a social life again. I have learned about how to generate an income, the importance of saving, and I loved learning about setting SMART [Specific, Measurable, Achievable, Relevant, Timebound] goals.*

*I have plans now for the future – to have my own job as a tailor and earn an income so that I can help my family, and make sure that my siblings finish their education.”*

Skalla, programme participant, Iraq

### **New technology strengthens women's financial independence in Rwanda**

In Rwanda, Women for Women International is looking to the world of technology to pilot innovative new ways of supporting women. As part of our 12-month programme, we support women to form Village Savings and Loans Associations (VSLAs), where women can collectively save money, access small loans, and be part of a support network. In 2019, we piloted an exciting initiative in Rwanda with [DreamStart Labs](#), to bring marginalised women a new technology solution to maximise savings and credit management. The DreamSave mobile app is designed to make it easy for groups to digitise their record keeping, achieve their financial goals, and build credit history. The app works even without internet connectivity, so that users in the most remote communities can use it. Six VSLAs in Rwanda trialled the app to great success. This technology is an exciting step forward for Women for Women International in enhancing our ability to reach the most marginalised women with life-changing training and support.

### **Returning to South Sudan**

In 2016, a surge in violence forced us to halt our programmes in Yei, in the central equatorial region of South Sudan, where we had delivered our programme since 2013. Many of the women we served fled across the border to Uganda to escape widespread fighting, looting and rape, which has been used prolifically by rebels and government soldiers as a weapon of war.

During our absence in 2017 and 2018, Women for Women International continued to support women in Yei through a grant to a local partner, RECONCILE, who were able to provide psychosocial support to women affected by the conflict, and to train a core group of women in peacebuilding and leadership skills to become agents of change in their communities.

In May 2019, we were delighted to be able to reopen our office in Yei and bring back former staff members who are more committed than ever to empowering women affected by the conflict. The challenges of working in such a fragile and disrupted area meant we had to tailor our 12-month core programme to suit women's needs and the opportunities available to them. We launched a modified, 6-month economic empowerment programme, enrolling an initial cohort of 250 displaced and marginalised women. These women received small business training and mentorship, savings and loan assistance, and start-up capital to grow and strengthen their economic activities. With additional income and savings, women can send their children to school, pay for medicines and food, and in doing so create more secure futures for their families and the broader community.

Throughout the programme, trainers and participants shared lessons from their classes with the community through weekly local radio shows on topics such as gender-based violence, family planning, marriage and divorce, and child custody. The show has proven popular with the people of Yei, who call in every week with questions and discussion.

Our programme coordinator in South Sudan, Moses Abure, explained that: *"This is a way for women to do their own advocacy and speak up about the issues that affect them. Our training gives women the confidence to do that."*

### **Measuring Impact: Randomised Control Trials**

In 2017, Women for Women International launched three Randomised Control Trials (RCTs) to measure the impact of our programme. In 2019, we received results from our first RCT in



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Afghanistan, which was chosen as part of global research conducted by What Works to Prevent Violence Against Women and Girls, a flagship UK aid programme investing an unprecedented £25 million over five years on prevention of violence against women and girls.

The two-year long RCT investigated how our programme affected Afghan women's income and savings, household well-being, gender equitable attitudes, and experiences of intimate partner violence. This independent, external evaluation found that our programme measurably improved the economic and social well-being of women survivors of war. Compared to women who did not receive the intervention, women in our programme were nearly twice as likely to be earning money and seven times more likely to have savings. Women in the programme also experienced:

- More equitable gender attitudes
- Increased food security for their families
- Increased freedom to travel
- More decision-making power in their households

The research also found that the programme reduced the risk of women experiencing physical intimate partner violence among a subset of participants (those who are moderately food insecure) but did not significantly decrease the risk in the overall study population. With existing fears in the field of increased violence for women involved in economic empowerment programming, it is important that this intervention showed no increase of intimate partner violence. In fact, in Afghanistan's worsening context for women, the programme may have actually mitigated risks of increasing intimate partner violence.

These findings provide lessons to help further refine our model to strengthen its effectiveness on reducing violence. Although our current programme isn't designed specifically to prevent and respond to intimate partner violence, we recognize that intimate partner violence is a significant barrier to women's social and economic participation. If we aim to directly influence intimate partner violence outcomes, more intentional programming is needed in the future. Since 2016 to 2018 when the program was evaluated, we've made programme changes to engage men and launch activities to support local women leaders in shifting social norms.

Next year we will:

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

## Objective 2: Work with men to change attitudes

Last year, we said we would aim to achieve the following during 2019:

- *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.*

As a global organisation, Women for Women International reached 5,475 men through our Men's Engagement Programme (MEP) in 2019, bringing the cumulative total of men reached through our men's engagement activities to 34,915. Women for Women International - UK contributions supported 2,650 men, which is 48% of the total 2019 reach.

A transformative shift towards gender equality is only possible if we engage men as allies. This year in Afghanistan, we piloted an innovative Community Protection Committees (CPCs) programme, where groups of male community members who are working to address community problems including violence against women in Parwan and Nangahar. CPC members identify problems in the community, including violence against women, and try to resolve them by referring cases to a local NGO or resolving the issue through mediation.

In Nigeria, MEP participants from Pankshin district organised a meeting with parents and stakeholders within the community where they discussed the need to curb drug abuse, teenage pregnancy and encourage girl's education. They encouraged parents to choose to save money from their income in order to invest in the education of their children. The men are also advocating against the cultural norm that household chores are meant for women and girls. They have not only ensured that their male children participate in household chores but also committed to lead by example, using the sharing of chores as a way to spend quality time with their wives and children.

Men's engagement activities were also an important aspect of our return to South Sudan, where recent conflict has exacerbated domestic violence and gender inequalities. In 2019, a total of 120 men attended weekly classes for 10 weeks on subjects such as gender equality, the value of women's work, household financial management, reproductive health and family planning, preventing gender-based violence, childcare, positive masculinity and supporting women's leadership and decision-making. Men reported significant changes in behaviours and attitudes. By the end of the training, 96% of participants reported stepping in to take care of their children if their wife was busy, and 81% said the training helped them improve their relationship with their wife. Further, 87% disagreed that household chores should be girls' burden alone, nearly twice as many as at the start of the programme.

In 2020 we will:

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

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

Last year we said we would achieve the following in 2019:

- *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*

In 2019, we met our goal and supported Women for Women International country offices to effectively train 160 women graduates to become Change Agents and to provide ongoing support to 560 Change Agents from previous years.

*We had a meeting with the First Lady of Afghanistan and raised the voices of marginalised women with national officials. Following the meeting and the commitments made by the first lady, I am a member of the Peace Mothers committee and have attended workshops about peacebuilding and conflict resolution. The First Lady has also invited Change Agents to national meetings involving women in peace processes."*

Lutfia, Change Agent, Afghanistan

In 2019, Change Agents in Riyom, Nigeria initiated peace dialogues between cattle-herding and farming communities who had been engaged in violent clashes over land. Women from both sides of the conflict took part in the Change Agent training together and decided to take action to end the deadly disputes. Since women had been excluded from previous resolution attempts, the Change Agents began to meet with women from each of the communities to discuss resolution options and build trust within the communities. Once the Change Agents had built trust, they suggested organising a peace dialogue between the communities. Both communities agreed that the violence should come to an end, and by the end of the dialogue, a peace agreement was reached. One local leader concluded the meeting: *"We are committed to peaceful coexistence and living together in our community. It is better to have dialogue than to take up arms."*

In Rwanda, Change Agents in Kicukiro District identified informal marriages as a key barrier to women realising their rights. Without the legal protections of a formal marriage, women can face challenges with their access to inheritance, property and other economic rights. The Change Agents carried out awareness-raising activities on the importance and benefits of legal marriage, working with both women and men in the community as well as local leaders to change negative attitudes towards formal marriage. As a result of their advocacy, more couples are formalising their partnerships and women are gaining an understanding of and access to their legal rights. The marriage ceremonies are organised by the Change Agents in collaboration with local leaders. The ceremony is officiated by the district's Executive Secretary who reads aloud the legal rights regarding property ownership and inheritance.

Next year we will focus on:

- *Training and providing follow up support to core graduates in advanced advocacy training to help build their knowledge and skills to address issues in their communities.*

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- *Building our advocacy capacity (knowledge and skills) to ensure that Change Agents (and others) are effectively supported in their advocacy work by country office staff, including advocacy partnerships with local NGOs*

Strategic Objective 4: Use the position as a go-to organisation on women's rights and 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 achieve the following in 2019:

- *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.*
- *Continue to host and support Gender Action for Peace and Security (GAPS) to meet its objective, primarily to develop and promote its profile globally as a leading actor on Women, Peace and Security policy and practice.*

2019 saw Women for Women International take a major step towards increasing the reach of our advocacy to global policy-makers and influencers, including through new strategic partnerships and collaborations, and expanding on our previous advocacy work with UK decision-makers. Highlights from the year include:

- Attending the 63<sup>rd</sup> session of the UN CSW in New York in March 2019, where we co-hosted the launch of the [Beyond Consultations tool](#) (a GAPS network initiative) and hosted an experts' meeting with the World Bank's Gender Innovation Lab, OECD-GENDERNET, the International Rescue Committee and the Women's Refugee Commission.
- Convening a [high-level panel event](#) in the fringes of the SDG Summit (during the UN General Assembly in September), with the UK Mission to the UN, Women Deliver, The International Rescue Committee, The Women's International League for Peace and Freedom and Women Now for Development. The event focused on increasing synergies across the triple nexus – the development, humanitarian and peacebuilding sectors – to improve the realities for women affected by conflict.
- Becoming a member of [Girls Not Brides](#), a global partnership of over 1000 civil society organisations coming together to end child marriage and enabling girls to fulfil their potential, and a founding partner of the [Five Foundation](#), a global partnership to end Female Genitalia Mutilation/Cutting.

We also produced and widely distributed the third instalment of our annual Sustainable Development Goals (SDGs) report cards, in line with our commitment to share our contribution towards the implementation of the SDGs in countries where we work. We updated our [online data platform](#) that gives access to the latest data from our report cards.

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Over the past year, we have stepped up our advocacy and policy resources and contributions., reaching diverse audiences and articulating our positions on key policy issues. We produced a series of social media posts and published blogs on our engagement at global policy fora, including the High Level Political Forum and the SDG Summit. We also provided comments and press releases on a number of key external political developments, including the UK's Voluntary National Review on progress on the SDGs and the International Development Committee's inquiry into UK progress on the SDGs and the Independent Commission of Aid Impact's (ICAI) review of the UK's Preventing Sexual Violence in Conflict Initiative (PSVI).

Women for Women International has continued to work closely with networks and partners in 2019 including playing a leading role across relevant networks and coalitions, providing us with strategic opportunities to raise and include the specific needs and challenges faced by the women we work with and to further consolidate our role as a policy player. We maintain our position as host of the Gender Action for Peace and Security (GAPS) network and continue to work closely with the GAPS secretariat. For example, working closely in partnership with our country offices, we led three Foreign and Commonwealth Office funded in-country consultations in Afghanistan, the DRC and Nigeria with women and women's rights organisations. Recommendations formed at these consultations supported the development of GAPS' [The 10 Steps: Turning Women, Peace and Security Commitments into Implementation](#) report. We also have consolidated a leading role within the Bond SDG Steering Group and took one of the lead roles in the development of Bond's report on the UK's global contribution to the SDGs, specifically coordinating Chapter 5 on [Gender Equality \(Goal 5\)](#).

Over the last year, Women for Women International has continued work to enable women graduates of our 12-month programme to become advocates in their communities via our Change Agents programme. Women for Women International global advocacy staff have provided ongoing remote support to all country office advocacy leads in their implementation of the Change Agent programme, including analysis on challenges identified by Change Agents and solutions proposed. We were delighted to organise a successful Global Advocacy Retreat in Kigali in June with representatives from Afghanistan, Nigeria, DRC, Rwanda and Kosovo. The retreat provided an excellent learning space for our Global Advocacy Team. In addition to a focus on strengthening our engagement in local, national and global policy and "ways of working", the retreat's participants also reflected on improving capacity building and country-specific support and tools.

We are delighted that Women for Women International's International Advocacy Strategy has now been reviewed internally and a final version is expected to be signed off by the end of April 2020. The strategy reflects what we believe to be a unique opportunity for Women for Women International to take a leading role in the policy coherence reform agenda for marginalised women affected by conflict, given how our work spans across the humanitarian-development-peace and security sectors. We also want to build on the foundations of our Change Agents programme to increase impact and drive change within communities and foster the formation of Change Agents networks in country and beyond. As part of the development of our new strategy, we have been conducting a detailed analysis of how marginalised women affected by conflict are accounted for in global frameworks and agendas. We will be using this analysis to form our global Agenda for Action which will be launched in 2020 and will provide recommendations across five priority areas on the changes that are needed for marginalised women affected by conflict.

Next year we will focus on:

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

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

Last year we said we would achieve the following in 2019:

- *Raise £6 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 communications pilot to deliver stronger and more timely assets from the programme. Roll out pilot learnings and develop proposals to meet this need strategically.*
- *Support Women for Women International (DE) to successfully establish themselves and implement their business plan.*

## Grants

Restricted grants, providing resources for programming, innovations and learning, increased year on year to £3.29m representing 66% of our total 2019 income versus £2.80m in 2018 (59% of income). This is a 7% year-on-year increase. Once again, we were fortunate to secure a breadth of restricted funding support – from individuals, family foundations and new funders. We were delighted to receive two new grants from DFID, for three-year projects in Nigeria and the Democratic Republic of the Congo.

The Programme Funding and Philanthropy team also worked with country offices to support local fundraising and capacity building.

Finally, our increased focus on stewardship resulted in an invitation for an additional grant opportunity from the People's Postcode Lottery of £200,000. Part of this extra funding award is to be used for to address the global organisational need for stronger and more timely assets from the programme, with the creation of a Regional Communications Co-ordinator role based in Africa, and a Fellowship programme to encourage and support Country Office staff members to provide more communications assets.

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### **Corporate partnerships**

Income from corporate partnerships in 2019 was £432,156 (2018: £407,427), which is a 6% year-on-year increase. Key highlights in 2019 included the launch of our first £1 million brand partnership with Charlotte Tilbury; a co-ordinated global campaign with Net-A-Porter for International Women's Day; and diversification of our partnership portfolio beyond fashion and beauty, with new partnerships in the food sector (Caravan); stationary sector (Papier and Advent for Change); and management consultancy (Campbell Tickell).

We successfully used Giving Tuesday to raise money and our profile at the end of the year and had 12 partners fundraising for us in addition to Charlotte Tilbury and Net-A-Porter promoting our work (compared to just three partners in 2018). These included new supporters: Strathberry, Detox Kitchen and Needle & Thread.

### **Grassroots**

This area performed well in 2019, with income of £143,658 (2018: £105,066), which is a 36.7% year-on-year increase. Key highlights included filling places in the Royal Parks Half Marathon, third party fundraising events hosted by supporters e.g. an art auction in Oslo, and an innovative approach to our annual Matched Giving campaign with Ambassador Gillian Anderson acting as the 'champion' for the campaign.

### **Major Donors and Events**

In 2019 we raised £487,368 through events and major donors (2018: £611,468)

The #SheInspiresMe Car Boot Sale continues to perform exceptionally, with gross income of £254,959 and a return on investment of 1:7.5 in 2019. The event achieved 42 pieces of coverage across a wide range of channels.

The #SheInspiresMe Lunch took place on 14th November, with 215 attendees. The gross target was £85,000 and we achieved gross income of £93,000. This event is a key Major Donor cultivation event, and we received one gift of £15,000 for the pledge from a new donor.

### **Sponsorship and Regular Giving**

In 2019 we raised £469,493 through sponsorship and regular giving (2018: £459,202), which is a 2.2% year-on-year increase. A key focus during the 2019 strategic planning process was to reinvent our sponsorship model for the 21st century. The project's primary goal will be to strip sponsorship down to the fundamentals of its 1 to 1 connection and then redesign a new product or tiering of products that allow for increased accessibility and engagement, while also reducing staff admin and costs.

### **Women for Women International – DE**

Women for Women International – UK has continued to support and fund the set-up of Women for Women International in Germany, providing management and operational support in all areas during the inception phase. In 2019, key highlights in Germany included the second #SheInspiresMe Dinner in Munich with guest speaker Clarissa Ward, securing a first grant from the Neumayer Foundation, as well as the successful recruitment of a Managing Director for Women for Women International – DE.

Next year we will focus on:

- *Successfully rolling out our International Women's Day campaign with strong brand partnership support particularly year 3 of our partnership with NET-A-PORTER*
- *Working with our Communications team to maximise opportunities to engage supporters and prospect supporters through a calendar of regular, virtual/digital engagements to build a community of supporters willing to undertake fundraising activities and challenges and commit to regularly donating to our work either via sponsorship or regular giving.*
- *Review our Special Events portfolio in light of the COVID-19 pandemic and pivot our #SheInspiresMe Car Boot Sale to a digital event.*
- *Support country offices with local fundraising and capacity building, working closely with Rwanda team on their transition as a fundraising proposition.*
- *Work with Country Office teams through the UK Grants team on in country proposals and new business via our research capacity and our expertise in this area.*
- *Ensure we continue to have a solid mix of grant funding from across a spectrum of grantors and employ a strong multi layered stewardship strategy.*

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

Last year we said we would achieve the following:

- *Continue to work as a global unit when dealing with communications 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.*

2019 was a strong year for our global communications work. Overall, we achieved 565 quality pieces of press coverage, including issues and mission, corporate partnerships and events coverage (a 27% increase on 2018).

We collaborated closely with colleagues in Washington D.C. and our Country offices to produce content that was timely and relevant to the news agenda, resulting in our highest ever number of issues and mission focused media pieces. Key highlights included an article on the 5-year anniversary of the Yezidi genocide in the [Independent](#); a blog by Zainaby Ghobaniyi, our Advocacy Co-ordinator in Nigeria for [Thomson Reuters Foundation](#) about combatting violence against women; a piece in the [Independent](#)'s Forgotten Women series about the impact of the Kasika massacre in DRC; an op-ed in [The Telegraph](#) by Rita Ora on her mission to help women in Kosovo, where she was born; and a live Sky News interview with Brita Fernandez Schmidt on International Women's Day.

Women for Women International – UK led the global #MessageToMySister campaign for International Women's Day 2019, building on the success of the campaign launch in 2018. We asked our global supporters to send a message of support to women in countries affected by conflict. The



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campaign was used by eight departments across the global organisation to further their objectives around IWD, and resulted in 3,717 messages of support for women in our programmes (208% increase on 2018) and 1,629 sign-ups to the mailing list (343% increase on 2018). 15 of our celebrity ambassadors took part in the campaign, as well as 10 other influencers and 12 corporate partners, thereby greatly increasing the reach of the campaign for awareness-raising. This campaign has our mission at its heart, and we saw that authenticity reflected in the success of the campaign for Year 2.

During 2019 we recruited four new celebrity Ambassadors to support our work: Gillian Anderson (actor), Alex Eagle (businesswoman), Basma Khalifa (presenter), and Niomi Smart (content creator and author). These ambassadors helped us reach new audiences through their social media followings, notably with a [Youtube video](#) about Niomi Smart's visit to our work in Rwanda which has had 37,617 views to date and various fundraising initiatives organised by Gillian and her fans which raised over £50,000 throughout 2019.

Working with the global communications, programmes and policy & advocacy teams allowed us to identify key global moments for campaigns and develop messaging and assets in advance. An example of this was the Sustainable Development Goals summit in September, where we collaborated to produce effective communications materials around our contribution to the SDGs and added to the [interactive dataset](#) on our website with a second year of data from our programmes.

Next year we will focus on:

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

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

Last year we said we would aim to achieve the following during 2019:

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

During the year we continued to work closely with our colleagues in the US on further developing organisational and financial models to enable the best use of resources globally. This work will support the organisation's vision to become a truly international family.

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We moved into our new office space; this space is flexible and can grow and adapt with the organisation, without involving a long-term commitment.

During the year we introduced the role of HR and Operations Manager which has taken on the management of HR systems as well as staff well-being. 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 focus on:

- *Driving greater efficiency within finance and human resources, maximising the impact of our systems and resources and building the capacity of our staff.*
- *Improving the content, format and usability of financial information provided to the executive team and budget holders to ensure that robust decisions can be taken in a timely manner based on meaningful, accurate and up-to-date financial data.*
- *Establishing a Staff Culture Committee to identify, discuss, and propose ways to promote and drive the desired culture throughout the organisation.*
- *In response to the ongoing global pandemic, we are critically assessing our working practices to identify opportunities for broader flexible working options; agile operations and savings on running costs.*
- *We are also investigating a range of staff well-being initiatives in order that we can best support our staff to look after their physical and mental health; achieve a work work-life balance that is appropriate for their individual situation and adapt to an increasingly uncertain environment in the midst of a global pandemic and global climate crisis.*

## Financial Review

The Statement of Financial Activities for the year ended 31 December 2019 shows a net deficit (income less expenditure) for the year of £85k, compared to the previous year where a deficit of £257k was recorded. This was made up of an Unrestricted deficit of £316k, offset by a Restricted surplus of £231k.

Income for the year of £4.96m was 5% higher than the £4.70m received in 2018. Grants contributed 68% of total income (2018: 64%). The rise in income was a result of an increase in income from donors such as the People's Postcode Lottery.

Expenditure for the year of £5.04m represents a 2% increase from the £4.96m shown in 2018. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to programme of £2.73m (2018: £2.67m), representing 55% of income, and 54% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 88% of income, and 86% of expenditure. Within the UK, Policy and Outreach expenditure

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amounted to £645k (2018: £575k) representing our continued sustained contribution to policy and outreach work, where the UK has the global lead for the organisation.

During 2018 we spent £268,000 supporting the global organisation, including grants of £68,000 to WfWI Germany. While a specific grant was not required in 2019 as Germany became self-funding following our investment in 2018, the UK organisation continued to take the global lead 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.

As at 31 December 2019, Women for Women International (UK) had net assets of £1.08m, (2018: £1.16m). Of these funds £250k (2018: £69k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2020. Unrestricted funds amounted to £831k (2018: £1.09m). With a revised expenditure budget for 2020 (which projects a significant reduction in UK costs in the year in response to the impact of COVID-19), the unrestricted reserves at the end of 2019 represent six and a half months of 2020 operating costs, slightly above the level required by the charity's reserves policy (six months). Trustees are satisfied, given the performance in the first months of 2020 and during COVID-19 pandemic, that the level of reserves as at 31<sup>st</sup> December 2019 is adequate to cover current financial risks and to meet current commitments and plans.

## Reserves Policy

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

At 31 December 2019, the charity held total funds/net assets of £1.08m. These can be sub-divided between a restricted fund of £250k, and unrestricted funds of £831k.

The organisation's reserve policy is to cover six months of operating expenditure, which, looking forward to 2020 is £1.14m. The current free reserve held of £831k (being equivalent to 6.5 months reserve based on the revised expenditure budget for 2020) is marginally in excess of this reserve target.

Trustees are satisfied, given the performance in the first months of 2020 and the recent reforecast reflecting the impact of the COVID-19 pandemic on the organisation, that the current level of reserves is adequate to cover current financial risks and to meet current commitments and plans.

## Our Governance

### How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo 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.

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

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

### **Governing document**

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

### **Governing body**

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

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

The Board decided 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. 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 and this work was ongoing throughout 2019.

### **The Trustees**

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

<b>Name</b>	<b>Date of appointment or retirement</b>
Laurie Adams	Appointed December 2017
Sally Baden	Appointed May 2019
Erik Berglof	Appointed December 2015

## Women for Women International (UK)

Trustees' report for the year ended 31 December 2019

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<b>Name</b>	<b>Date of appointment or retirement</b>
Lady Alison Deighton	Resigned October 2020
Alex Duncan	Appointed August 2015
Tony Gambino	Appointed December 2015
Lady Penelope Holmes	Appointed October 2012
Paula Laird	Appointed December 2014
Catherine Miles	Appointed May 2019
Jan Rock Zubrow	Appointed January 2019
Martin Thomas (Chair)	Appointed July 2016
Stephanie Wong	Appointed May 2014
Hikari Yokoyama	Appointed December 2014
Andres Gomez de la Torre	Appointed May 2019
Abi Calver	Appointed May 2019
Sally Baden	Appointed May 2019
Rachel Corp	Appointed December 2019

### Board committees

The Board has the following sub-committees:

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

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

#### *Non-Trustee committee members*

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

Nicky Bullard (MFC)	Sylviane Destribats (MFC)
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### Ambassadors

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

Gillian Anderson	Thomasina Miers
Juliet Aubrey	Savannah Miller
MyAnna Buring	Dame Helen Mirren
Tom Burke	Arizona Muse
Elizabeth Debicki	Charlotte Olympia Dellal
Alex Eagle	June Sarpong
Emma Grede	Niomi Smart
Pippa Harris	Nadja Swarovski

## Women for Women International (UK)

Trustees' report for the year ended 31 December 2019

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Jasmine Hemsley  
Mary Katrantzou  
Basma Khalifa  
Cherie Lunghi  
Zara Martin

Alice Temperley  
Charlotte Tilbury  
Sophie Turner  
Monica Vinader  
Jude Wanga

### Public benefit

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

## Our Management

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 monthly management accounts and performance against key indicators. Along with Brita and Shivonne, the Executive Team includes the Director of Finance & Operations, Carrie Brownlee (post held by Nick Waring until September 2019), the Director of Fundraising, Sara Bowcutt, and the Director of Programme Funding & Partnerships, Julia Hopper. The remuneration of the Executive Director and Managing Director is considered annually by the People and Culture Committee, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the People and Culture Committee is then decided upon by the Board.

At the start of 2019, we changed the leadership structure of Women for Women International – UK, to adopt a co-leadership model between the Executive Director Brita Fernandez Schmidt and Managing Director (previously Director of Fundraising, Marketing and Communications) Shivonne Graham. Co-leadership prioritises collaboration, shared responsibilities and a strengths-based approach to meeting goals and objectives. As Women for Women International sets ambitious targets in a new ten-year strategy aiming to reach millions of women, the time was right to ensure that the two leaders of the UK organisation are not artificially restrained by outdated notions of hierarchy and can play to their strengths to deliver the best results for women survivors of war. Throughout the year, this new model of leadership has resulted in fundraising growth, strengthening of internal systems like HR and governance, and enabled the UK organisation to play a crucial role in the establishment of a new fundraising office in Germany, and lead global business functions including corporate partnerships and policy & advocacy. Co-leadership is also an expression of the values of the charity; solidarity, sisterhood and empowerment.

## Risk Management

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

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with

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

Trustees' report for the year ended 31 December 2019

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the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

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

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

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

### ***BREXIT, COVID & OTHER EVENTS IMPACTING NATIONAL AND INTERNATIONAL ECONOMIES***

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

To reduce the impact of this risk, Women for Women International established a fundraising office in Germany in 2019. This will protect the global organisation from possible barriers to the organisation's ability to fundraise in the European Union post Brexit and further diversify income streams as well as currency holdings.

### ***SAFEGUARDING***

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

Management of this risk is discussed in more detail below.

***MANAGEMENT & LEADERSHIP DIVERSITY & INCLUSIVE CULTURE***

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

In 2019, we invested in our HR function and we continue to strive for greater diversity within our staff and board through robust recruitment practices. However, we recognise that there is much more to do here and in 2020 we are taking a deeper look at our organisation global and our approach to Diversity, Equality and Inclusion. This is discussed further below.

***COMPLIANCE RISK - DONOR COMPLIANCE***

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

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

***GENERATING SUFFICIENT UNRESTRICTED FUNDING TO RUN A HIGHLY EFFECTIVE, INNOVATIVE AND SUSTAINABLE ORGANISATION***

We have ended 2019 with unrestricted reserves lower than target and we are now facing an unprecedented global economic crisis. We are utilising our reserves to weather this storm and remain thoughtful, vigilant and conservative in our approach to this.

Three-year budgets are prepared in terms of both restricted and unrestricted income and expenditure, and overheads are planned within these projections. We have revised our projections for 2021 and 2022 and expect to recover to pre-COVID operating capacity by 2022.

***STAFF CAPACITY, STAFF TURNOVER & STAFF WELLBEING***

Risk of operations being limited due to lack of staff capacity as the organisation grows. In addition, we must be mindful of the impact of this growth on our staff: their well-being; space for reflection, development and innovation.

As a value-driven organisation whose success depends wholly on our people, it is essential that we more than meet our duty of care to our staff. Therefore, in 2019 we further invested in our Human Resources function, creating a new full-time, dedicated HR role. We continue to offer greater flexibility to our staff in order that they can deliver the responsibilities of their role in a way that allows them to achieve a work-life balance that is appropriate for their personal circumstances.



### ***COMPLIANCE RISK - UK DATA PROTECTION ACT***

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

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

### ***OPERATING IN WAR-AFFECTED COUNTRIES***

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

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

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

## **Safeguarding**

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

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

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

Women for Women International 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.

## Diversity, Equality and Inclusion

Diversity and inclusion have been a priority for Women for Women International-UK for some time. Recently it has become clear, however, that we have not done enough to achieve our ambitions in this area.

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

Within our own organisation, we recognise that we will never achieve our vital mission without broad and varied perspectives shaping our strategy and delivering our objectives and so we have directed resources to an internal diversity, equity and inclusion project in 2020 to accelerate our journey to becoming a truly diverse and inclusive workplace.

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

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

## Women for Women International (UK)

Trustees' report for the year ended 31 December 2019

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### Thank You

(Late) Sharon Raeburn	Maria Kastani
Alex Eagle	Mint Velvet
Alison Baskerville	Monica Vinader
Baker McKenzie	Nadjia Yousif
Beyond Art Oslo	Net-a-Porter
Big Mallet	Omaze
Caravan Restaurants	Penner Strubel
Charlotte Tilbury Beauty	Posh Totty Designs
Creating for Good	Quaglino's Restaurant
Deborah Chande	RedBubble
Geneva Leadership Circle	Sherine Sairis
Heathfield School Ascot	Simmons and Simmons
Jane Curtis	Stylist
Jasmine Hemsley	Taylor's of Harrogate
Jo Manoukian	The AllBright
Karen Ruimy	THE OUTNET
Kendra Scott	Wafaa Eldukair
Kiem Tang	Winer London
Kim Whyte, Figgy Doo	Women On A Mission
Kjaer Weis	Zoe Kuipers
Lo Cole	

### 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 2019 the trading company generated a profit of £2,862 (2018: £4,175). 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.

**Women for Women International (UK)**

Trustees' report for the year ended 31 December 2019

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Statement of Trustee's Responsibilities

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

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

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

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

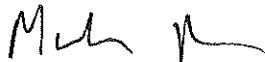
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

Each of the Trustees confirms that:

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

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

Approved by the Trustees on 17<sup>th</sup> September 2020 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 (UK) (the 'charitable company') for the year ended 31 December 2019 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 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 and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover

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

Independent auditor's for the year ended 31 December 2019

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

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic 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.

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

Independent auditor's for the year ended 31 December 2019

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### **Responsibilities of trustees**

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

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

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

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

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

### **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.



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

30 October 2020

## Women for Women International (UK)

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 December 2019

	Note	2019 Restricted £'000	2019 Unrestricted £'000	2019 Total £'000	2018 Restricted Restated £'000	2018 Unrestricted Restated £'000	2018 Total Restated £'000
<b>INCOME from:</b>							
Donations and legacies:							
. Donations and Gift Aid	2	-	1,146	<b>1,146</b>	-	1,293	1,293
. Grants	2	3,296	65	<b>3,361</b>	2,800	198	2,998
Other trading activities:							
. Events		-	391	<b>391</b>	-	370	370
Income from investments:		-	14	<b>14</b>	-	5	5
Other income		45	3	<b>48</b>	31	8	39
<b>Total income</b>		<b>3,341</b>	<b>1,619</b>	<b>4,960</b>	<b>2,831</b>	<b>1,874</b>	<b>4,705</b>
<b>EXPENDITURE on:</b>							
Raising funds	4	-	706	<b>706</b>	-	826	826
Costs of charitable activities							
Policy & Outreach	4	-	644	<b>644</b>	256	319	575
Overseas Programmes	4	3,161	535	<b>3,696</b>	2,708	586	3,294
Supporting the Global Organisation	4	-	-	<b>-</b>	-	268	268
<b>Total expenditure</b>		<b>3,161</b>	<b>1,885</b>	<b>5,046</b>	<b>2,964</b>	<b>1,999</b>	<b>4,963</b>
<b>Net income / (expenditure) for the year</b>		<b>180</b>	<b>(266)</b>	<b>(86)</b>	<b>(133)</b>	<b>(125)</b>	<b>(258)</b>
Transfer between funds	13	-	-	<b>-</b>	(25)	25	-
<b>Net movement in funds</b>		<b>180</b>	<b>(266)</b>	<b>(86)</b>	<b>(158)</b>	<b>(100)</b>	<b>(258)</b>
Funds at beginning of year as restated	16	69	1,096	<b>1,165</b>	227	1,196	1,423
<b>Funds at end of year</b>		<b>249</b>	<b>830</b>	<b>1,079</b>	<b>69</b>	<b>1,096</b>	<b>1,165</b>



## Women for Women International (UK)

Balance sheet as at 31 December 2019

	Note	2019 £'000	2018 Restated £'000
<b>Fixed assets</b>			
Tangible fixed assets	8	41	15
<b>Current assets</b>			
Debtors	10	488	252
Cash at bank and in hand		1,501	1,335
Short term deposits		320	317
		<u>2,309</u>	<u>1,904</u>
<b>Creditors: amounts due within 1 year</b>	11	<u>1,271</u>	<u>754</u>
<b>Net current assets</b>		<u>1,038</u>	<u>1,150</u>
<b>Net assets</b>	12	<u>1,079</u>	<u>1,165</u>
<b>Funds</b>	13		
<i>Income funds</i>			
Restricted funds		249	69
Unrestricted funds			
Designated funds		-	303
General funds		830	793
		<u>830</u>	<u>793</u>
<b>Total funds</b>		<u>1,079</u>	<u>1,165</u>

Approved by the trustees on 17/1/20 and signed on their behalf by

Martin Thomas 

Trustee

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 2019

	<b>2019</b>	2018
	<b>£'000</b>	Restated £'000
<b>Cash flows from operating activities:</b>		
<b>Net expenditure for the year</b>	<b>(86)</b>	(258)
Interest receivable	(15)	(5)
Depreciation of fixed assets	15	10
Increase in debtors	(236)	(28)
Increase / (decrease) in creditors	<u>518</u>	<u>(1,317)</u>
<b>Net cash provided by / (used in) operating activities</b>	<u><b>196</b></u>	<u>(1,598)</u>
<b>Cash flows from investing activities:</b>		
Bank interest received	14	5
Payments to acquire fixed assets	<u>(41)</u>	<u>(11)</u>
<b>Net cash used in investing activities</b>	<u><b>(27)</b></u>	<u>(6)</u>
<b>Increase / (decrease) in cash</b>	<u><b>169</b></u>	<u>(1,604)</u>
<b>Changes in the cash and cash equivalents in the reporting period</b>		
Balance at beginning of year	1,652	3,254
Increase / (decrease) in cash in year	<u>169</u>	<u>(1,602)</u>
<b>Balance at end of year</b>	<u><b>1,821</b></u>	<u>1,652</u>

***Analysis of changes in net debt***

	At 1 January 2018	Movement in year	At 31 December 2019
	£'000	£'000	£'000
Cash in hand	1,335	166	1,501
Notice deposits (less than 3 months)	<u>317</u>	<u>3</u>	<u>320</u>
<b>Total</b>	<u><b>1,652</b></u>	<u><b>169</b></u>	<u><b>1,821</b></u>

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

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#### 1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2019. The accounts are presented in sterling and are rounded to the nearest thousand pounds. The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that, while we recognise the higher levels of risk and uncertainty facing the organisation as a result of the ongoing COVID-19 crisis, there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2020, and more summarised forecasts for 2021 and 2022. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and carefully considered the impact of COVID-19 on the organisation, and are satisfied that the charity has sufficient free reserves to cover a temporary shortage of income for a reasonable period.

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

b) Preparation of the financial statements requires the Trustees and management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

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

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

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

Income derived from events is recognised as earned.

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

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

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

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

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

Overseas programmes	72%	(2018 – 68%)
Policy and outreach	13%	(2018 – 11%)
Supporting the global organisation	nil	(2018 – 5%)
Cost of raising funds	15%	(2018 – 16%)

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

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

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

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#### 1. Accounting policies (continued)

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

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

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the Car Boot Sale. Support costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Equipment 33%
- Furniture and fittings 20%

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

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

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

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

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

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

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

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

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

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

#### 2. Income from donations and legacies

	Restricted £'000	Unrestricted £'000	2019 Total £'000	Restricted £'000	Unrestricted £'000	Restated 2018 Total £'000
<b>Donations and Gift Aid</b>						
Donations from individuals and corporations	-	699	699	-	846	846
Sponsorship Income	-	372	372	-	375	375
Gift aid	-	75	75	-	72	72
	-	1,146	1,146	-	1,293	1,293
<b>Grants receivables</b>						
<i>Governments</i>						
Guernsey Overseas Aid Commission	-	-	-	39	-	39
Foreign and Commonwealth Office	8	-	8	91	-	91
Ministry of Foreign Affairs, Government of the Netherlands	1,363	-	1,363	1,268	-	1,268
Department for International Development - Jo Cox - DRC	61	-	61	-	-	-
Department for International Development - NGA	103	-	103	-	-	-
Foreign and Commonwealth Office - GAPS	88	-	88	-	-	-
<i>Trusts and Foundations</i>						
The Brooke & Matthew Barzun Foundation	-	-	-	39	-	39
The Economist Group Charitable Trust	-	-	-	16	-	16
The Medlock Family	50	-	50	50	-	50
Anna Frank Fonds	-	-	-	2	-	2
The Fresh Leaf Foundation	-	-	-	16	-	16
The Lancashire Foundation	-	-	-	-	5	5
The McLain Foundation	200	-	200	-	30	30
The Millby Foundation - Women for Women	484	-	484	484	-	484
The Millby Foundation - GAPS	16	-	16	16	-	16
Polden Puckham - GAPS	11	-	11	10	-	10
Postcode Equality Trust	250	-	250	200	-	200
The Rowntree Foundation - GAPS	33	-	33	33	-	33
Rwanda Hope Foundation	50	-	50	50	-	50
Souter Foundation	-	-	-	5	-	5
The Stanley Thomas Johnson Foundation	5	-	5	-	-	-
The Swarovski Foundation	102	-	102	75	-	75
The Swedish Postcode Foundation	-	-	-	128	-	128
The Adrian Swire Charitable Trust	10	-	10	-	-	-
The Syncona Foundation (formerly The BACIT Foundation)	50	50	100	-	100	100
Vovos Better World Fund	4	-	4	-	-	-
Spindrift donation	4	-	4	-	-	-
Finian And Diana Osullivan	-	5	5	-	-	-
Charlotte Tilbury Beauty	150	-	150	-	-	-
Thierry Despont, Barbara Von Bismarck	77	-	77	-	-	-
Other Trusts and Foundations	120	10	130	181	63	244
Grants from Major Donors	57	-	57	97	-	97
	3,296	65	3,361	2,800	198	2,998
Total Income	3,296	1,211	4,507	2,800	1,491	4,291

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

We were grateful to receive support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2019 totalling **£27,740** (2018: £106,853). In 2019, this has not been recorded within the Statement of Financial Activities as it is not material to the accounts. This relates to the venue, food and drink for events held in the year.

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

#### 4. Expenditure

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

#### 2018 expenditure as restated

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support for Global organisation	Support costs	2018 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs (Note 6)	358	437	223	184	155	1,357
Overseas Programmes funding	-	-	2,678	-	-	2,678
Premises and other office costs	27	19	4	-	223	273
Marketing and events	283	20	9	-	2	314
Consultancy and other professional costs	83	51	4	-	51	189
Travel and other staff costs	27	15	8	-	34	84
Grants to other organisation (incl. WfWI Germany)	-	-	-	68	-	68
	<b>778</b>	<b>542</b>	<b>2,926</b>	<b>252</b>	<b>465</b>	<b>4,963</b>
Support costs allocated to grants management	-	-	113	-	(113)	-
	<b>778</b>	<b>542</b>	<b>3,039</b>	<b>252</b>	<b>352</b>	<b>4,963</b>
Support costs	48	34	255	16	(352)	-
<b>Total</b>	<b>826</b>	<b>576</b>	<b>3,294</b>	<b>268</b>	<b>-</b>	<b>4,963</b>

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

#### 5. Net income

This is stated after charging:

	2019 £'000	2018 £'000
Depreciation	15	11
Auditor's remuneration		
- Statutory audit	11	11
- Non-audit services	6	6
Operating lease rentals: property	101	101
Operating lease rentals: equipment	3	3
	<u>136</u>	<u>138</u>

#### 6. Staff costs and numbers

Staff costs were as follows:

	2019 £'000	2018 £'000
Salaries and wages	1,238	1,177
Social security costs	133	123
Pension costs	69	58
	<u>1,440</u>	<u>1,358</u>

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

	2019 £'000	2018 £'000
Salaries and wages	372	245
Social security costs	46	30
Pension costs	24	16
	<u>442</u>	<u>291</u>

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

	2019 No.	2018 No.
£60,001 - £70,000	-	1
£70,001 - £80,000	1	2
£81,000 - £90,000	1	-
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-
	<u>3</u>	<u>4</u>

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

	2019 No.	2018 No.
Cost of generating funds	8.9	9.0
Charitable activities	17.9	20.3
Support costs	5.7	4.8
	<u>32.5</u>	<u>34.1</u>

No trustee received any remuneration in respect of their services as a trustee during the year (2018: £nil).

Expenses of £1,077 (2018: £1,784) were incurred by trustees in relation to their role and were either reimbursed to the trustees or paid directly to third parties by WFWI-UK.

#### 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 exceptions available to registered charities.

## Women for Women International (UK)

Notes to the financial statements for the year ended 31 December 2019

### 8. Tangible fixed assets

	Furniture & fittings £'000	Equipment £'000	Total £'000
<b>Cost</b>			
At 1 January 2019	1	32	<b>33</b>
Additions in year	28	13	<b>41</b>
At 31 December 2019	<b>29</b>	<b>45</b>	<b>74</b>
<b>Depreciation</b>			
At 1 January 2019	1	17	<b>18</b>
Charge for the year	4	11	<b>15</b>
At 31 December 2019	<b>5</b>	<b>28</b>	<b>33</b>
<b>Net book value at 1 January 2019</b>	-	15	<b>15</b>
<b>Net book value at 31 December 2019</b>	<b>24</b>	<b>17</b>	<b>41</b>

### 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 2019 the trading company generated a profit of £5,122 on turnover of £7,326 (2018: Profit of £4,175 on turnover of £4,608). 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 2019 and 31 December 2018 were £nil.

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

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

### 10. Debtors

	2019 £'000	2018 £'000
Grants Receivable	265	3
Accrued Income	113	166
Prepayments and rental deposit	76	64
Other Debtors	20	-
Due from trading subsidiary		
- profit for the year (note 9)	5	4
- other amounts due	9	15
	<b>488</b>	<b>252</b>



## Women for Women International (UK)

Notes to the financial statements for the year ended 31 December 2019

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

	2019	2018
	£'000	Restated £'000
Trade creditors	88	36
Commitments to overseas programmes	657	218
Taxation and social security	37	35
Accruals	30	33
Pension creditor	9	9
Deferred income	450	423
	<b>1,271</b>	<b>754</b>

### 12. Analysis of net assets between funds

	Restricted funds	General funds	2019 Total funds	2018 Total funds Restated
	£'000	£'000	£'000	£'000
Tangible fixed assets	-	41	41	15
Net current assets	249	789	1,038	1,201
<b>Net assets at 31 December 2019</b>	<b>249</b>	<b>830</b>	<b>1,079</b>	<b>1,216</b>

### 12a. Movement on deferred income

2019	Beginning of year £'000	Funds received £'000	Income released £'000	End of year £'000
Funding Leadership and Opportunities for Women ("FLOW")	173	-	(173)	-
Postcode Equality Trust	250	450	(250)	450
	<b>423</b>	<b>450</b>	<b>(423)</b>	<b>450</b>
<b>2018 restated</b>	<b>Beginning of year £'000</b>	<b>Funds received £'000</b>	<b>Income released £'000</b>	<b>End of year £'000</b>
Funding Leadership and Opportunities for Women ("FLOW")	1,441	-	(1,268)	173
Postcode Equality Trust	200	250	(200)	250
	<b>1,641</b>	<b>250</b>	<b>(1,468)</b>	<b>423</b>

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

#### 13. Movements in funds

2019	1 January 2019	Incoming resources	Outgoing resources	Transfers	31 December 2019
	£'000	£'000	£'000	£'000	£'000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
FLOW	-	1,364	(1,299)	-	65
Millby Foundation - WfWI-UK	1	484	(485)	-	-
Millby Foundation - GAPS	-	16	(16)	-	-
Charlotte Tilbury	-	150	(150)	-	-
McLain Foundation	-	200	(100)	-	100
Gender and Policy Network (GAPS)	50	176	(153)	-	73
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	20	(20)	-	-
DRC	18	322	(332)	-	8
KRI	-	224	(221)	-	3
Nigeria	-	330	(330)	-	-
Rwanda	-	55	(55)	-	-
<b>Total restricted funds</b>	<b>69</b>	<b>3,341</b>	<b>(3,161)</b>	<b>-</b>	<b>249</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	103	13	(116)	-	-
UK Office move	150	-	-	(150)	-
WfWI Germany	50	-	-	(50)	-
General funds	793	1,606	(1,769)	200	830
<b>Total unrestricted funds</b>	<b>1,096</b>	<b>1,619</b>	<b>(1,885)</b>	<b>-</b>	<b>830</b>
<b>Total funds</b>	<b>1,165</b>	<b>4,960</b>	<b>(5,046)</b>	<b>-</b>	<b>1,079</b>
<b>2018</b>					
	1 January 2018	Incoming resources	Outgoing resources	Transfers	31 December 2018
	£'000	£'000	£'000	£'000	£'000
<b>Restricted funds:</b>					
<b>Grants &amp; donations with programme specific restrictions</b>					
FLOW	-	1,268	(1,268)	-	-
Millby Foundation - WfWI-UK	121	484	(604)	-	1
Millby Foundation - GAPS	-	15	(15)	-	-
Gender and Policy Network (GAPS)	53	75	(78)	-	50
<b>Grants &amp; donations with geographical restrictions</b>					
Afghanistan	-	146	(146)	-	-
DRC	11	233	(226)	-	18
KRI	-	362	(362)	-	-
Nigeria	-	150	(150)	-	-
Rwanda	17	97	(114)	-	-
Germany country office development	25	-	-	(25)	-
<b>Total restricted funds</b>	<b>227</b>	<b>2,830</b>	<b>(2,963)</b>	<b>(25)</b>	<b>69</b>
<b>Unrestricted funds:</b>					
<b>Designated Funds</b>					
Programme development	147	-	-	(44)	103
UK Office move	150	-	-	-	150
WfWI Germany	100	-	-	(50)	50
General funds	799	1,874	(1,999)	119	793
<b>Total unrestricted funds</b>	<b>1,196</b>	<b>1,874</b>	<b>(1,999)</b>	<b>25</b>	<b>1,096</b>
<b>Total funds</b>	<b>1,423</b>	<b>4,704</b>	<b>(4,962)</b>	<b>-</b>	<b>1,165</b>

## Women for Women International (UK)

### Notes to the financial statements for the year ended 31 December 2019

#### 14. Operating lease commitments

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

	2019 £'000	2018 £'000
Property - less than 1 year	70	60
Other- less than 1 year	3	3
Other - 1 year to 5 years	11	-
	<u>84</u>	<u>63</u>

#### 15. Related parties

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

During the year:

- WfWI-HQ collected grant income of £130,492 (2018: £157,275) on behalf of WfWI-UK;
- WfWI-HQ collected donation income of £78,222 (2018: £41,856) on behalf of WfWI-UK;
- WfWI-UK collected donation income of £1,482 (2018: £1,325) on behalf of WfWI-HQ;
- WfWI-HQ charged programme costs of £2,731,622 (2018: £2,679,536) to WfWI-UK in relation to UK grants;
- WfWI-HQ charged operating expenses of £12,739 (2018: £4,121) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £nil (2018: £nil) to WfWI-HQ.

At year end the net amount due to WfWI-HQ, including commitments to overseas programmes, was £656,832 (2018: £218,852) (see Note 11).

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

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

The aggregate amount donated by the Trustees to WfWI-UK during the year was £9,963 (2018: £22,148).

#### 16. Prior Year Adjustment

The accounts for the year ended 31 December 2018 have been restated to correct the recognition of deferred grant income.

In the year ended 31 December 2018 the charity recognised a grant for £250,000 towards a restricted project. On further review of conditions attached to the grant it has been considered that this grant had time related conditions and therefore should have been deferred and recognised in the year ended 31 December 2019.

The grant income and associated expenditure in 2018 has therefore been adjusted accordingly.

The final balance sheet and statement of financial activities for 2018 has been restated to reflection this adjustment.

The reconciliations for 2018 has been shown in order to demonstrate the effect on the opening position as at 1 January 2019.

	£'000	£'000	£'000
	Restricted Funds	Unrestricted Funds	Total funds
Net funds at the end of the period (as previously reported)	69	1,147	1,216
Recognition of deferred income	(250)	-	(250)
Derecognition of grant expenditure	199	-	199
Reallocation of expenditure	51	(51)	-
	<u>69</u>	<u>1,096</u>	<u>1,165</u>

The adjustments shown above have had the following effect on the surplus for the year ended 31 December 2018:

	£'000	£'000	£'000
	Restricted Funds	Unrestricted Funds	Total funds
Net expenditure for the year as previously reported	(133)	(74)	(207)
Recognition of deferred income	(250)	-	(250)
Derecognition of grant expenditure	199	-	199
Reallocation of expenditure	51	(51)	-
Net expenditure for the year as restated	<u>(133)</u>	<u>(125)</u>	<u>(258)</u>