Company no. 05650155

Charity no. 1115109

Women for Women International (UK)

Annual Report
and
Financial Statements

31st December 2025

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 - this is how we learn, 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 to never lose hope despite having faced the greatest atrocities and horrors of conflict. They inspire us to stay strong, hopeful, focused, and committed to our global purpose. We support each other to do the same.

Trustees' Annual Report

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Advisers

Bankers

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Solicitors (pro bono)

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London EC2Y 9SS

Baker McKenzie
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Buzzacott Audit LLP
130 Wood Street
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EC2V 6DL

Solicitors

Farrer & Co
66 Lincoln Inn Fields
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The Trustees of Women for Women International (UK) present their report and audited financial statements for the year ended 31 December 2025.

Welcome to Women for Women International – UK: a message from the Chair

Women for Women International UK was established in 2005 to support a simple but urgent mission: to stand with women survivors of war as they rebuild their lives, and to ensure their voices are heard where decisions about peace are made. Today, we are proud to contribute nearly £5 million each year to this work, while using our platform in the UK and Europe to amplify women's leadership and influence.

This year has been a difficult one for women living in conflict. Across the countries where we work, progress on women's rights and participation has been fragile. Conflicts have intensified, peace processes have stalled, and space for women's voices has come under increasing pressure.

And yet, every day, women continue to show extraordinary strength, determination and leadership. They are not waiting to be included - they are already shaping their communities, supporting one another, and laying the foundations for lasting peace. As our Country Director in the Democratic Republic of Congo reminds us, "Peace agreements signed in front of cameras do not always translate into peace that lasts." Women know this deeply, and they are working to build something more enduring.

In Iraq, support from the UK Government is enabling 18 women-led organisations to advance women's rights and participation in decision-making, while strengthening their own capacity to lead. In Palestine, despite severe restrictions, hundreds of women have taken part in our Stronger Women, Stronger Nations programme, with support adapted to meet urgent health, wellbeing and legal needs.

In Nigeria, peer-led networks are extending the reach of our programmes to thousands more women, building solidarity and collective action. And in countries such as the Democratic Republic of Congo, South Sudan and Afghanistan, we are expanding our work with adolescent girls - supporting the next generation to build skills, confidence and resilience in some of the most challenging environments.

Alongside this, our advocacy has remained a vital part of our work. At a time of growing backlash and shrinking civic space, we have continued to defend and strengthen the global Women, Peace and Security agenda. Marking 25 years since UN Security Council Resolution 1325, we worked across global and regional spaces to ensure that women from conflict-affected communities are not only heard, but centred.

We strengthened regional influence by contributing evidence based advocacy on climate, conflict, and gender justice in Africa, deepening coordination with the African Union, and supporting over 35 women's rights organisations through our Iraq WPS programme, including through a regional convening for collective learning and action.

In parallel, we responded to global aid cuts in the US and UK making the case for sustained, flexible funding for women's rights organisations and survivor centred services, and reinforcing women's leadership as essential to durable peace, accountability, and resilience in crisis settings.

None of this would be possible without the support of our community. One of the most important roles for Women for Women International – UK is to raise funds that support the wider organisation to achieve our goals. Fundraising is central to what we do and in challenging financial times we are

deeply grateful to the many individuals, groups and companies who supported Women for Women International – UK this year. In 2025, we continued to build momentum across both our flagship fundraising and partnership activities. Our flagship live event, the #SheInspiresMe Car Boot Sale, went from strength to strength, once again taking over two floors of the Selfridges car park in central London and raising an incredible £415,000 on the day bringing the total raised since inception to £2.2 million.

Alongside this, we expanded our Leadership Circle, growing a committed community of major donors who not only give generously but actively champion our work through their networks and events. We also celebrated a significant milestone with the conclusion of our A&O Shearman partnership, which raised over £1.2 million across two years, while welcoming new corporate partners and recognising the ongoing commitment of our long-standing supporters.

We are also grateful to players of the People's Postcode Lottery, whose support is helping us reach more than 1,000 women in Iraq and Nigeria, while strengthening key areas of our work, including engagement with men and boys, support for adolescent girls, and expanding access to digital and climate-resilient livelihoods.

As Chair, I am continually inspired by the women we serve, and by the commitment of our staff, partners and supporters. In a world where conflict is becoming more complex and more protracted, our role remains as important as ever. We will continue to stand with women survivors of war, not only supporting them to rebuild their lives, but ensuring they have the power, the resources and the platform to shape the future of their communities.

With gratitude,



Dr Champa Patel
Chair, Women for Women International – UK



Participants of WfW Rwanda's Adolescent girls program in Rubona area, Rwanda. Photo credit: Kubwimana Louis

2025 Annual Report: FROM CRISIS TO COLLECTIVE STRENGTH

Thanks to you, in 2025, Women for Women International continued our mission supporting women survivors of war and conflict.

Across more than three decades, Women for Women International's work has spanned 17 countries, reaching 675,544 women who dare to stand up for their rights — even in the most difficult and dangerous circumstances. And this year alone, together with our partners we've reached 67,841 women survivors of war together – supporting them to rebuild their lives, families and communities.

Even as conflicts rage across the world, our combined commitment to women and the power of each woman we serve continues to give us strength and hope.

As we present our 2025 Annual Report, we invite you to read about some of these daring women around the world and the remarkable results we were able to achieve in the many countries we serve, including four new ones. We are forever grateful to have you by our side, making all this possible!

Introduction

Our Vision

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

Our Mission

In countries affected by conflict and war we support the most marginalised women to earn and save money; improve health and well-being; 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

We believe women have the power to transform their lives – but when women are undervalued and oppressed, their power is undermined. Conflict and war deepen this injustice. At Women for Women International, we invest in women who are forgotten – those facing the greatest inequalities in areas of conflict – and support them in learning the social and economic skills they need to rebuild their lives, their families and their communities.

2025 has been marked by a continued rise in conflict and crisis. It's been a year in which women's rights have been systematically stripped away. Across the world, women have grappled with violence, inflation, geopolitical challenges and the trauma of war.

Despite these challenges, your generosity has enabled us to reach 675,544 women survivors of war since 1993. With your support, the women we serve have come together and realised their inherent power to rebuild their lives, their families and their communities. To learn more about the power of women, for women, visit www.womenforwomen.org.uk.

About Women for Women International in the UK

In 2005, Women for Women International established an independently governed 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 a subsidiary of Women for Women International, founded in 1993 and registered in Washington D.C., with programme offices and partners in 17 countries.

Over 20 years, Women for Women International (UK) has grown to become an organisation raising almost £5 million each year and hosting high profile events, achieving wide-ranging media coverage, securing funding from governments, institutions, trusts, foundations and individuals. Women for Women International (UK) leads the global organisation's corporate partnership strategy.

Our Aims

Women for Women International works across the globe in countries affected by conflict; where violence, poverty and gender inequality combine to make life extraordinarily challenging for women. From Afghanistan to Ethiopia to Nigeria, women often bear the brunt of war and crisis. Women for Women International has spent more than 30 years working in conflict-affected areas and we know that women's specific needs are often overlooked.

High levels of gender-based violence (GBV) against women and girls are prevalent in both conflict and post-conflict zones, including the use of rape as a weapon of war and increased intimate partner violence. Since women and children make up the majority of those fleeing from wars and displacement, it puts women at increased risk of sexual and physical violence, trafficking and abuse. Dislocated from their homes or in a post-conflict setting, women often have to take on new roles alongside their caretaking responsibilities to provide for their families, frequently needing new skills, resources and knowledge to take up these roles.

Our aim is to create a world in which all women determine the course of their lives and reach their full potential.



SWSN participants weeding their farm in Rwanda. Photo credit: WfWI

Our Approach: Strength in Solidarity

Serving more women and girls requires both a strong in-country presence and strategic collaboration. From acute humanitarian crises to areas in post-conflict recovery, our approach combines direct support with investments in community-based organizations and partnerships.

In 2025, through our Conflict Response Fund, we worked alongside local partners to deliver support in the world's most dangerous environments, providing healthcare, emergency, and psychological assistance. In places where conflict is less acute, partnerships allowed us to extend specific elements of our existing programming or pilot new approaches.

Across our programs, we partnered with a range of local organizations, including women-led groups, to complement and strengthen our delivery. Together, these efforts strengthened women's resilience, expanded economic opportunity, and created pathways for leadership, ensuring that impact is sustained and locally driven.

In 2025, we worked alongside 54 local partners.

Our Programmes

Stronger Women, Stronger Nations

In 2025, a total of 67,841 women participated in our core 12-month-long programme, Stronger Women, Stronger Nations, in which participants form connections in class, learn how to earn and save money, build businesses, understand their rights, improve their health and influence decisions in their families and communities.

Change Agents

In South Sudan, Change Agents contributed to greater awareness of gender-based violence and advanced women's participation in community leadership. One former graduate, Ajania Amude, assumed the role of Acting Senior Inspector within the Department of Gender, Child and Social Welfare — demonstrating the long-term impact of investing in women's leadership. In Iraq, Change Agents programs equipped women leaders with advocacy and leadership skills to navigate power structures and champion women's rights in increasingly restrictive environments.

Men's Engagement Programme

Engaging men also remained essential to creating lasting change i.e. working with them to engage local leaders to use their influence to promote women's rights. Husbands, male relatives, and leaders in the religious and civil society sectors are trained as allies for women's rights. Through a "training the trainer" approach, they are prepared to lead discussions with the men in their communities about gender equality. For community leaders, their change in perception creates the potential for women and girls to have greater access to opportunities to enhance their roles in the community.

Engaging Men as Allies

At WfWI, we know that to dismantle harmful gender and social norms, gender inequalities and power dynamics, we must engage men. We use a six-month curriculum to train and equip men with skills and knowledge to transform their attitudes, behaviour, and practices, resulting in them becoming allies and champions of women's rights. In both Iraq and South Sudan, the Men's Engagement Program mobilized male allies and community leaders to challenge harmful norms, promote non-violent relationships, and support gender equality through dialogue.

Our Impact

Women for Women International is committed to ensuring the strongest possible impact and value of our programmes. For this reason, we consistently refine our programming according to our monitoring and evaluation data, which monitors our participants' livelihood and economic prospects after joining the Stronger Women, Stronger Nations programme.

When women marginalised by war and conflict realise their power, something incredible happens. We've seen the transformation they create for themselves and their families by enrolling in our Stronger Women, Stronger Nations programme. We know our programmes work because the women we serve tell us they do and because we rigorously evaluate them.



2025 Global Highlights

Alongside Women for Women International and our sister and partner organisations, Women for Women International (UK) contributed to the following achievements in 2025:



Local Leadership, Lasting Impact

Nigeria: Innovation and Growth

17,366 women and adolescent girls reached in 2025.

In 2025, women and girls in Nigeria demonstrated the power of locally led change. Collaborating with local organizations to deliver the Stronger Women, Stronger Nations program enabled expansion into new regions, helping more women build economic resilience and improve food security. Partnerships were key to growing this work.

The Adolescent Girls' Program supported girls forced out of school to build skills, confidence, and new pathways forward. Every participant transitioned into income-generating activities, many for the first time, and some began speaking out on girls' rights, stepping into leadership roles in their communities.

"The skills I learned make me feel secure, because I know that no matter what happens, I have the ability to work and earn for myself." Miracle Gyang Daniel, is 17 years old and is from Katong Village in Vwang, Nigeria.

At the same time, innovation in menstrual health hygiene created both dignity and income. A dedicated production center equipped young women with the technical skills to produce and market reusable menstrual pads, expanding access to affordable, sustainable products.

Community impact also grew through a Graduate Support Network, where program graduates trained and mentored others, extending knowledge, strengthening solidarity, and amplifying impact beyond direct participants.

Afghanistan: Restrictions and Resilience

10,814 women and adolescent girls reached in 2025.

In Afghanistan, women's rights to work, move freely and participate in life outside the home have been systematically dismantled. Our mission has focused on maintaining access to opportunities for women and girls in an increasingly restrictive context. The resilience of Afghan women gave us hope.

We piloted an Adolescent Girls' program that created safe, community-supported spaces for learning, demonstrating that, even under significant constraints, progress is possible when programs are carefully adapted to local realities.

At the same time, we supported 10 local women-led organizations through flexible funding. These partners delivered a wide range of services, including healthcare at border crossings, mental health and psychosocial support, emergency relief following natural disasters, and livelihood training for women. This approach ensured that support remained responsive and locally led.

"That session sparked something inside me. I suddenly realized: Why not me? Why can't I start a business of my own?"

- Saba was in her third semester studying midwifery when the ban on girls' education forced her to leave university—shattering her dream of becoming a doctor. After months of uncertainty, she joined Women for Women International's program, where a single business training session inspired her to start her own tailoring business. Today, she and her sister run a growing enterprise, supporting their household and rebuilding what once felt impossible.

Democratic Republic of the Congo: Communities in Crisis

3,807 women and adolescent girls reached in 2025.

In eastern DRC, violence escalated rapidly but the women and girls we served remained resilient. In a highly volatile and fragile environment, we delivered critical support by combining direct programming with community-based approaches. We supported a local partner's response to the crisis to cover the needs of displaced women and their families alongside efforts to combat gender-based violence.

"With my mentor by my side, I felt comfortable enough to share my experience."

- After being attacked while fleeing escalating violence, Nsimire walked for hours through the bush in shock, unable to access medical care due to closed and looted health facilities. It wasn't until she reached a Women for Women International-supported safe space that she found the support she needed—connecting with a trained mentor, receiving psychosocial care, and eventually accessing comprehensive services through a mobile clinic.

Our Adolescent Girls program combined skills training with family and community engagement, ensuring that girls were supported not only individually but within their broader environment. Initial results highlight the importance of safe spaces, parental involvement, and local ownership.

Iraq: Investing in Women's Leadership

7,350 women and adolescent girls reached in 2025.

In 2025, we stood alongside women leaders in Iraq as they worked to drive progress on gender equality.

To advance a localized Women, Peace and Security (WPS) agenda and include women's voices in National Action Plans, we provided flexible funding and institutional support to 24 women-led and women's rights organizations across 14 governorates to design and implement their own WPS plans and priorities, tackling issues such as preventing gender-based violence, increasing women's political and electoral participation, and contributing to decision-making and policy design processes.

At the community level, the Men's Engagement Program mobilized men and local leaders as allies, promoting more equitable norms and non-violent relationships. Hundreds of men participated in dialogue-based sessions, laying the groundwork for long-term behavioural change.

We also launched the Adolescent Girls program, creating safe spaces for girls to build confidence, life skills, and knowledge on health and rights—while engaging families to strengthen support systems.

"Since I left school, I've been afraid for my future, I feel like my dreams are slipping away. But Women for Women program helped me a lot during this time. It gave me something to look forward to, something just for me. It reminded me that I still have potential, even if my path looks different now."

- Heva Shukri is 17 years old and lives in Erbil, Iraq.

Alongside this, the Change Agents program supported women to step into leadership and advocacy roles, equipping them with the relevant skills to navigate power dynamics, influence decision-making, and champion women's rights in an increasingly restrictive environment.



Adolescent girls participate in a hairdressing training session in Iraq. Photo credit: WfWI Iraq team.

South Sudan: Collective Resilience

4,315 women and adolescent girls reached in 2025.

Women and girls in South Sudan increased their impact in the community through collective action and women's local leadership.

Our Adolescent Girls pilot, beginning in October, showed early promise, with strong participation and rapid progress. Girls formed savings groups, launched small businesses, and improved their wellbeing, while some began planning their return to school and envisioning future careers.

At the same time, Change Agents deepened their leadership and advocacy skills, contributing to meaningful changes in their communities and growing awareness of gender-based violence. One such example comes from Ajania Amude, a former graduate from Jansuk, who recently assumed the Acting Senior Inspector role within the Department of Gender, Child and Social Welfare.

"Change takes time, but every time a man tells me that he has changed how he treats women for the better, I know we are making progress."

- Stephen is a MEP graduate and works alongside Change Agents to train and raise awareness among men and boys about sexual violence and how to prevent it in South Sudan

Cooperatives proved a powerful vehicle for building economic resilience. By pooling resources and working together, women were able to grow their businesses, access new markets, and strengthen their financial independence. Agricultural groups such as the Tinate Cooperative were able to expand their storage capacity, cutting post-harvest losses and boosting income, leading to improved food security for their communities.

Palestine: Delivering Critical Support

4,392 women and girls served and reached in 2025.

In Gaza, women came together to distribute scarce resources as they endure a horrific humanitarian crisis.



Through local partners, we delivered food assistance, psychosocial support, and protection services to women and families affected by displacement. Community-based initiatives, including kitchens and small livelihood activities, provided both immediate relief and opportunities for women to generate income and rebuild their agency.

Stronger Women, Stronger Nations session with participants in the West Bank, Palestine.
Photo credit: Taha Abu Hussein.

"Life in displacement is a daily struggle. No longer have the luxury to collapse. If I fall apart, my children will fall apart too. I must stay on my feet, even on the days when my heart feels too heavy to carry. One of the few sources of comfort came from the psychosocial support sessions offered through Wefaq Association, with support from Women for Women International. A specialist named Safaa sat with me and my children. She listened to us, understood the weight I carry, and taught me small ways to help my children cope, how to play with them using whatever we have, how to create tiny moments of joy, how to help them forget even briefly the fear and the loss. My children always looked forward to her sessions. Seeing them smile felt like a small light in a very dark time."

- Tahreer Abu Suleiman lives in Gaza

Elsewhere in Palestine, despite growing restrictions on women's movement in the West Bank, the first cohort of 350 women participated in our Stronger Women, Stronger Nations (SWSN) Program. The program has been adapted to the local context through partnerships with trusted local health and medical service providers to deliver specialized health awareness and wellbeing sessions addressing women's priority needs.

Thriving Sister Organisations

Rwanda: Leading the Market

1,566 women and adolescent girls reached in 2025.

Our Sister Organization, Women for Women Rwanda, supported women to transition from subsistence farming to commercial agriculture and market engagement.

Through access to 5.5 hectares of marshland and a formal partnership with a private-sector buyer, women participating in the Stronger Women, Stronger Nations program were able to:

- Cultivate and export high-value crops
- Generate income directly from sales
- Build skills in production, quality standards, and contract negotiation

This shift was further strengthened through collaboration with Sunripe Farms Rwanda Ltd., which introduced more scientific farming methods, including soil testing and tailored agricultural inputs. These improvements increased both yield and quality, enabling women to meet export standards and compete in formal markets.

Beyond immediate income, women are now reinvesting in their businesses, strengthening their financial independence, and positioning themselves for long-term growth.

Kosovo: Restoring Wellbeing

513 women and adolescent girls reached in 2025.

Our Sister Organization in Kosovo, Kosova – Women 4 Women (K-W4W) strengthened women graduates' resilience by advancing two priorities: economic opportunities and psychosocial wellbeing.

A two-day Graduate Networking and Empowerment Fair in Prishtina brought nearly 50 women together to showcase and sell products—from traditional foods to handmade crafts—while gaining customer insights, testing pricing, and building lasting connections. For many, it was a first step into the formal marketplace and a powerful moment of visibility.

Alongside this, over 160 graduates participated in group stress management sessions and individual counselling—often their first experience with psychological support. These safe spaces helped women process challenges, build coping skills, and strengthen emotional resilience. Together, these efforts reinforced a clear truth: when women are supported both economically and emotionally, they are better equipped to move forward with confidence, dignity, and hope.

Conflict Response Fund: Action in a Crisis

In times of war and conflict, women and girls face disproportionate risks—displacement, sexual violence and forced marriage. Our Conflict Response Fund is a vital initiative that provides urgent, life-saving assistance to women survivors of war.

In 2025, our Conflict Response Fund (CRF) was a critical mechanism for delivering rapid, flexible, and locally led support in some of the world's most complex and fast-changing conflicts and crises. By working through trusted local partners, the CRF enables immediate response while also aiming to

strengthen long-term resilience, ensuring that women and communities are not only supported in moments of crisis, but positioned to recover and rebuild.

Sudan: Critical Healthcare and Psychosocial Support

14,125 women and girls reached in 2025.

In Sudan, where violence and conflict has driven widespread displacement, our CRF partners focused on delivering both life-saving services and longer-term support.

One partner deployed a mobile clinic to reach women and girls in North Darfur, providing:

- Reproductive and maternal healthcare
- Psychosocial support
- Health education and family planning services

At the same time, another partner is supporting displaced women and girls in Al-Gadaref through:

- Trauma-informed psychosocial support
- Survivor-centered documentation of experiences of violence

Burkina Faso & Mali: Rising to the Challenge

910 women and girls served in 2025.

In 2025, women proved their determination to build economic independence despite an extremely challenging environment.

Four partners across Burkina Faso and Mali, piloted the Stronger Women, Stronger Nations (SWSN) program in highly fragile, conflict-affected settings.

With WfWI's support, these four local organizations adapted and delivered the curriculum over six months, serving more than 900 women. Despite the challenges, most women completed the program and gave positive feedback highlighting its effectiveness in supporting economic resilience and social cohesion.

This pilot demonstrated the potential of scaling proven models through local partners, even in some of the most difficult and dangerous places.

Myanmar: Access to Essential Resources

Following two devastating earthquakes in the Mandalay region, millions of people were displaced, with many communities losing access to safe drinking water.

With our support, a local partner installed a reverse osmosis water filtration system in one of the most affected communities. Just as importantly, they established a community-led management structure, ensuring that the system is maintained and owned locally.

This intervention now provides reliable access to clean water for approximately 2,000 people, transforming an immediate emergency response into a sustainable community asset.

Bangladesh: Supporting Rohingya Women and Girls

In 2025, in Cox's Bazar, our partner worked with Rohingya refugee women and adolescent girls to expand access to education and skills development within the camp setting.

The program combines literacy, numeracy, and vocational training with life skills, while also strengthening the capacity of 100 community teachers. This dual approach addresses both immediate learning needs and the broader education ecosystem within the camp.

In a context where opportunities are severely limited, this work creates pathways for women and girls to build skills, confidence, and future opportunities.

Syria: A New Era

Following years of conflict in Syria, women adjusted to a new political context.

Our long-term partner, Women Now for Development, focused on organizational resilience. Together, we provided psychosocial support to released prisoners of the former regime as well as flexible funding to women-led initiatives and human rights defenders.

Following years of disruption, the organization re-established its presence in Eastern Ghouta and positioned itself for long-term impact in a shifting political context.

At the same time, it provided:

- Psychosocial support to activists experiencing trauma and burnout
- Research support to advance gender-sensitive approaches to justice and accountability

Ukraine: Supporting Women's Leadership

2,083 women and girls reached in 2025.

In Ukraine, our response was implemented through our Bosnia and Herzegovina-based Sister Organization, Žene za Žene International, working with local partners.

Efforts focused on both direct support and longer-term systems change, including:

- Delivery of reproductive health services and psychosocial support to women affected by war
- Establishment of crisis hotlines
- Facilitation of international learning exchanges connecting Ukrainian women leaders with counterparts in the Balkans

These exchanges created space for shared learning on post-conflict recovery, transitional justice, and women's leadership, helping to strengthen preparedness for future peacebuilding processes.

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 objectives and aims.

Fundraising Statement

Our Public Fundraising Approach

At Women for Women International (UK) we pride ourselves on delivering best-practice fundraising activities which donors can trust to fully comply with regulatory standards for fundraising. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

We raised £5.03 million in 2025 through a diverse range of fundraising initiatives.

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

In 2025, our highly successful #SheInspiresMe Car Boot Sale event raised £416k from 36 booters including the likes of Jimmy Choo, Hunza-G, Me & Em and many more and welcomed 2,400 guests on the day.

Our community once again showed their generous support with 1,009 supporters donating to one or more of our campaigns with a combined 1,215 donations. While this did mark a slight decrease in the total number of gifts, the average gift amount increased by over £7 compared to 2024, meaning that thanks to the incredible kindness of our supporters the total amount donated from our community increased by 17%.

Once again, our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine and the West Bank, which through the year received 190 donations, totalling over £10k.

We also launched two matched gift campaigns during 2025. The first of these was as part our #SheDares to Hope campaign in March, in honour of Women's History Month. In October, we then participated in the Big Give's, Women and Girls Match Fund. This campaign focused on our Adolescent Girls Programme, culminating on International Day of the Girl Child. Combined the two campaigns received over 275 donations helping to raise more than £20k.

Our community of individual supporters once again showed up for women affected by war undertaking many personal challenges to raise funds in support of our work. From marathons and hikes, to bake sales and art workshops, over 40 community members came together to raise nearly £25k through a variety of fun and imaginative fundraising activities.

During the course of 2025, we were able to match over 900 Stand With Her sister supporters with more than 1,200 sisters in our Stronger Women, Stronger Nations programme. At the end of 2025 we had 1083 active Stand With Her sister supporters with the addition of a further 600 regular monthly givers.

We had great success in 2025, with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their incredible multi-year partnership, supporting 109 sisters for clients as part of the Flourish programme.
Our roster of wonderful corporate and brand partners also continued to grow in 2025. We are always so proud to see the many fundraising activities corporate partners undertake for us, from selling products in aid of Women for Women International (UK), to asking their staff and customers to support us through donating to campaigns or undertaking challenges like runs. To maintain fundraising standards and protect our reputation we always aim to have long term, open and honest relationships with these partners. We provide housekeeping rules which outline charity law considerations and brand guidelines and agree approval processes and sign-off deadlines to ensure these guidelines are met and maintained we also undertake due diligence to ensure our partners share our values and do not pose any undue risks to our work. We also sign legal agreements with partners to safeguard the charity and our partners.

A key fundraising moment for many of our corporate partners is International Women's Day and in 2025 we had 16 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK).

We closed out a fantastic two years as A&O Shearman's Global Charity of the Year Partner in 2025 with the final amount raised through the firm's staff coming in at £1.2M.

We are committed to dealing with any, and all, complaints in an open, honest and accountable way. On receipt, all complaints are logged, and an acknowledgement sent within three working days. Wherever possible, we aim to provide a full resolution to complaints at the same time but where we are not able to do this, we aim to give a reply within ten working days, setting out how the problem will be dealt with. Our website outlines our complaints policy for the public and clearly explains how an individual can complain. Additionally, we also track any Fundraising Preference Service (FPS) requests. In 2025, we received three complaints and no communication preference requests via the FPS service.

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.

Achievements and Performance (Highlights)

Our Intentions for 2025

Last year we said we would focus on a number of priorities against our strategic objectives, including:

SO1	**Invest in the social and economic empowerment of marginalised women**	• Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve by being data-driven and applying evidence-based strategies informed by internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between Country Offices, as well as with partners. • Continuing our Country Power Journey, through strengthening the capacity in our Country Offices to lead the work at every level, including finalising the country power baseline assessment process for the remining four Country Offices. • Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plann**ed** to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund
SO2	**Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme**	• Continuing to support the delivery of the MEP in Country Offices and any interested partners, as well as 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. • Building an Enabling Environment for women by addressing social norms, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.
SO3	**Support marginalised women survivors of conflict so that they can influence decisions**	• Continuing to verify and connect with Change Agents and partners on the dissemination of From Asking to Action: 2025 was a major year for verifying the findings and continuing to disseminate recommendations from the "From Asking to Action" consultation at major milestone events at the national and international levels. • Enhancing the additional resources for the Change Agent curriculum by producing a participant handbook, integrating a new peacebuilding module and working on an adaptable climate change module. In addition to these module developments, we will also be rolling out the tools developed as part of the Change Agent audit and confirming these with colleagues across country offices. We will work with an external consultant who previously supported us on the Change Agent illustrations for the participant handbook. • Conducting similar strategic workshops to those we delivered in DRC and Iraq in 2023 to develop context-specific policy and advocacy strategies in South Sudan and Nigeria. We will also continue working to sensitise the wider organisation to our Theory of Change for policy and advocacy. This is budget dependent, but we will continue to invest in strategic regional and national advocacy opportunities. • Working in partnership with the global MERL Team to develop monitoring indicators and measuring tools to align with the Theory of Change and help us better monitor our impact. This will be rolled out with our new Change Agent audit process. We will also work to strengthen our policy and advocacy impact tracking at national and global levels, we will lead this internally within GPAT tracking back against our impact for 2023 and 2024 before proactively tracked ongoing impact for 2025. • The implementation of new transformative partnership projects: with funding from the UK's Integrated Security Fund (ISF), United Nations Trust Fund (UNTF) and Swedish International Development Cooperation Agency (SIDA) in Iraq, South Sudan and Afghanistan.

SO4	**Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict**	• The 25th anniversary of the WPS Agenda - upscaling the dissemination and verification process of findings of "From Asking to Action: As mentioned under strategic objective 3, we will continue to transform the enabling environment for women's rights with critical recommendations and insights from our global consultation. • Responding to the external crisis climate: funding cuts, ongoing conflict, protracted crises: The first few months of 2025 was increasingly unstable for our sector and for women's rights in conflict affected contexts. We have seen huge reductions to global funding for development, including in both the US and the UK. Our Global Policy and Advocacy Team will be sharing and disseminating about the impact of these cuts with our networks, partners, coalitions and global audience as well as collaborating with teams internally to scale up our messaging with major donors on the impact of these interconnected crises to our work. • Continuing to expand our regional and national visibility: Now that we have built partnerships with GIMAC, the NGO WG on WPS and the WPS-HA Compact we continued to strengthen our advocacy partnership with these organisations throughout 2025.
SO5	**Raise £6 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships**	• Raising £3.85M in Restricted funds from Institutional, Trusts and Foundation and Corporate donors at 31st December 2025 • Raising £2.56M in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships at 31st December 2025 • Using targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.
SO6	**Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.**	• Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month. • Increasing our website visits by 20% year on year. • Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok. • Achieving 1 influencer engagement per month • Increasing press mentioned and views by 3% annually. • Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%. • Increasing website donation pages sessions, organic traffic by 10%. • Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% at 31st December 2025. For paid digital averts, achieve a base CTR of 2.1% per impression. • Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75. • Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok. • Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%. • Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants. • Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

SO7 **Run an effective and financially sustainable organisation**	• Continuing to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice. • Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey. • Continuing to manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Our Achievements in 2025

Reflecting on these ambitious goals we set for ourselves at the outset of 2025, we are proud of how much we have accomplished together, meeting our targets across almost all objectives. These achievements are discussed in full in the Appendix. Below are just some of our successes from the year:

- In 2025 we raised a total of £5m in income. £2.9m in Restricted funds from Institutional, Trusts and Foundation and Corporate donors and £2.1m in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships
- In 2025, WfWI served or reached women across 17 countries. 67,841 women and girls were served directly through our SWSN programme in 2025 (including through Sister Organisations and partners implementing SWSN). Women were served through the SWSN programme for the first time in the West Bank, Palestine and for the first time girls aged 15-17 were also served in Afghanistan, South Sudan and the Democratic Republic of Congo (DRC) with the tailored adolescent-girls SWSN programme. In 2025 our partnership work continued to grow, and we worked with partners at the local or national level in every Country Office as well as across seven countries on the Conflict Response Fund (CRF).
- WfWI, alongside partners and programme participants, worked toward building an enabling environment for women by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making. Women Now for Development and Center for Social Integrity supported women and communities affected by crisis in Syria, Myanmar, and Bangladesh through flexible funding, humanitarian aid, education, and training. In Sudan, Sudanese Organisation for Research and Development, Zenab for Women Development Organisation, and Sudan Family Planning Association provided health, counselling, and emergency support. Femmes et Développement, Association Munyu des Femmes, Association pour la Promotion Féminine de Gaoua, Association D'appui d'Eveil Pugsada, The Andreev Family Foundation, and Bergenia Women's Association delivered economic empowerment, survivor support, and refugee assistance in Mali, Burkina Faso, Ukraine, and Poland.Globally, we reached 1,139 men with our MEP in 2025. The year also marked the end of piloting the new curriculum and the completion of two important learning

and research pieces on the effectiveness of the program – the WfWI Men's Engagement Learning Paper and the endline report by International Center for Research on Women (ICRW) on the results of a six-year grant looking at the effectiveness of MEP on outcomes for women and men.

- Our Global Charity of the Year Partnership with A&O Shearman closed out a fantastic two years in 2025. Women for Women International and A&O Shearman partnered between September 2023 – August 2025 to help women survivors of war to rebuild their lives and create lasting change in their communities. Final amount raised was £1.2M - which will be invested in supporting displaced women in Iraq and responding to critical conflict situations globally. At the time of writing, we have already beaten our £1m target for the partnership!
- A key fundraising moment for many of our corporate partners is International Women's Day and in 2025 we had 14 UK partners support us through a range of activations including a number of special products sold in aid of Women for Women International (UK)
- During the course of 2025, we were able to match over 900 Stand With Her sister supporters with more than 1,200 sisters in our Stronger Women, Stronger Nations programme. At the end 2025 we had 1,083 active Stand With Her sister supporters with the addition of a further 600 regular monthly givers.
- Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2025 #SheInspiresMe Car Boot Sale raised just over £416k.
- Our marketing and communications work has helped us grow our audience of supporters we saw our mailing list grow from 29.3k to 31.0k, marking a 5.77% increase. While on social media and website, we grew our Instagram following by 9.6% and our website sessions increased by 9.2%
- We were mentioned in 56 pieces of press, which gained 4.5m estimated views. Titles included The Economist, Grazia, Stylist, Metro, Service95, and BBC Woman's Hour, and specialist publications such as Alliance Magazine.
- We continued to work closely with our colleagues throughout the Women for Women International Movement globally to ensure that our staff can work seamlessly to deliver the responsibilities of their role and our resources are utilised efficiently and for the highest impact.

Our Ambitions for 2026

Next year we will focus on the following operational priorities in pursuit of our strategic objectives:

SO1 — **Invest in the social and economic empowerment of marginalised women**

- Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve by being data-driven and consistently measuring quality and impact, while fostering continuous learning and knowledge-sharing within and between Country Offices, as well as with partners.
- Continuing our Country Power Journey, through evaluating organisational understanding of the Country Power process and finalising a refresh on the approach to ensure a common understanding of concept and application across the organisation.
- Achieving impact at scale by extending our reach to support marginalised women in conflict-affected countries. In 2026, we plan to continue partnering with aligned local organisations through grants and subgrants including licensing of our SWSN curriculum with new partners and in additional countries, and continuing support of our Sister Organisations, and lead a transformation of our "Conflict Response Fund" into a "Crisis Response Fund" in light of the refreshed Global Revenue Strategy and the potential for this fund to grow significantly.

SO2 — **Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme**

- Strengthening Change Agents, Country Offices, and Partner skills, networks and resources to effectively advocate and take collective action to address harmful social norms, practices, and decision-making processes.
- Engaging collectively and strategically with partners, networks, and coalitions to take joint action to influence social norms, practices and behaviours, as well as policies, services, and decision-making processes.

SO3 — **Support marginalised women survivors of conflict so that they can influence decisions**

- Continue rollout of Change Agent audit tools and systems, embedding standardised processes, resources and MERL tracking across country programmes, while maintaining flexibility for locally led advocacy and learning.
- Target advocacy and technical support to priority programmes, including the UK Integrated Security Fund programme NISAAM in Iraq and UN Trust Fund programme in South Sudan, ensuring women's rights organisations are supported to sustain influence amid shrinking civic space and funding constraints.
- Provide strategic advocacy support to country and regional programmes, aligning programme evidence with policy engagement opportunities and amplifying women's priorities in national, regional and global decision making spaces.

SO4	**Use advocacy to transform the enabling environment for women's rights at the grassroots, national and global levels to drive systemic change on gender equality for the most marginalised women affected by conflict**	• Implement Phase Two of From Asking to Action, working with partners to co develop tailored, context specific advocacy plans that respond to funding cuts, civic space restrictions and political backlash, while strengthening collective approaches to influence. This phase will also include the development and piloting of Women for Women International's first ever "Advocacy Fund", which will enable partners and country offices to operationalise their advocacy action plans through small grants, and offers an opportunity to generate funding from advocacy focused donors. • Lead strategic convening and coalition building, with partners planning for safe, targeted and innovative convenings that prioritise women's leadership and mitigate risks associated with shrinking space for public advocacy. • Maximise influence at key global moments and in technical policy spaces, with coordinated advocacy and communications at Skoll Forum, CSW70, Women Deliver, UNGA81, and others in close collaboration with the Global Communications team, and a strengthening and expansion of our evidence-based policy analysis and dissemination through targeted policy briefs, informal bilateral engagement with member states, and…. • Deepen and expand strategic partnerships, including a new collaboration with the Royal African Society coordinated with the Global Communications and Executive teams, to expand platforms for women's voices and strengthen cross sector engagement on women, peace and security in Africa.
SO5	**Raise £5 million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships**	• Raise £2.7m in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2026 • Raise £2.3m in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2026 • Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.
SO6	**Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.**	**Awareness:** • Secure 12 press interviews/features and 30 mentions • Grow website visits by 20% year-on-year • Increase Instagram followers by 0.8% monthly **Engagement:** • Maintain Facebook follower numbers • Grow the mailing list by 10% with 55% of our total list being active subscribers • Maintain email CTR at 2.7% • Increase Instagram engagement rates by 4% • Maintain Facebook engagement levels • Keep average mailing list sign-up costs under £4 **Individual Giving:** • Increase donation page conversions by 5%, while donations from ads target a 5% uplift • Raise £50,250 online in one-time gifts, £7,200 in offline gifts, £9,788 via Gift Aid at 60%, £10,000 through matched giving and £31,000 via third-party challenges • Raise £155,298 from our Stand With Her - Classroom giving programme & Regular Giving • Raise £341,464 from our Stand With Her - Sister giving programme

SO7

Run an effective and financially sustainable organisation

- Continue to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- Continue to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

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Financial Review

The Statement of Financial Activities for the year ended 31 December 2025 shows a net deficit (income less expenditure) for the year of £35k, compared to the previous year where a surplus of £397k was recorded. This was made up of an unrestricted deficit of £37k (2024: surplus £195k), and a restricted surplus of £2k (2024: surplus £202k).

Income for the year of £5m was 4% higher than the £4.8m received in 2024. Grants contributed 58% of total income (2024: 58%). Our teams are actively identifying new income sources to support delivery of our critical work and strengthen the funding pipeline, thereby enhancing income diversification and supporting sustainable growth in the years ahead.

Expenditure for the year of £5.1m represents a 13.6% increase from the £4.4m shown in 2024. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts. This included a direct contribution to our overseas programmes of £3.68m (2024: £3.1m), representing 73% of income, and 72.5% of expenditure. Charitable expenditure – being overseas programme and policy and outreach – represented 75.5% of income and 75% of expenditure. Within the UK, Policy and Outreach expenditure amounted to £123k (2024: £152k) as we consolidated our advocacy work under our Global Support Centre.

As of 31 December 2025, Women for Women International – UK had net assets of £934K, (2024: £969k). Of these funds £310k (2024: £308k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2026. Unrestricted funds amounted to £624k (2024: £661k).

Since the year end and at the time of signing this, the organisation has been notified by the Foreign, Commonwealth & Development Office of the early closure of the UK Integrated Security Fund project in Iraq, which will now end in July 2026 rather than March 2028. This provides a direct example of the wider reduction in UK aid funding, following the UK Government's decision to reduce Official Development Assistance from 0.5% to 0.3% of GNI by 2027/28. This illustrates the increasing volatility of the external funding environment in which we operate. The decision will have a significant impact on our ability to deliver critical programme activities as planned, curtailing support to women in fragile and conflict-affected contexts, disrupting programme continuity, and reducing the time available to achieve intended outcomes. It also reinforces the importance of continuing to diversify our income base and strengthen funding resilience to protect the delivery of our mission in an increasingly constrained funding landscape.

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.

On 31 December 2025, the charity held total funds/net assets of £934k. These can be sub-divided between a restricted fund of £310k and unrestricted funds of £624k.

The organisation's reserve policy is to hold four to six months of its annual operating expenditure (calculated as total Unrestricted expenditure) in free reserves. The current free reserve balance of £624k (being equivalent to around 3.6 months of operating expenditure based on the budget for 2026) is below this target and having reviewed the risk landscape the Trustees believe this to be sufficient funds to be starting the year 2026. The reserves policy and reserves target are reviewed periodically and were reviewed in 2025.

Trustees are satisfied, given the performance in the first months of 2026, 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 registered in the United States of America (US). Together with charities operating under the Women for Women International banner in Kosovo, Bosnia and Herzegovina and Women for Women International – Germany, these entities form the Women for Women International organisation worldwide.

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

The staff department for managing the programmes is led from Washington DC.

The primary activity of Women for Women International (UK) is fundraising for our programmes, managing multi-year programme grants and policy & advocacy. The UK's managing director sits on the leadership team, which makes decisions about global initiatives, policies, and strategies.

In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International with the restriction that they must be spent on the implementation and management of our programmes for the women we serve. The US charity reports both formally and informally to the UK charity about how the monies the UK entity has donated are being spent.

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

In 2025, there were two departures from the Board. The Board committed to prioritising diversity and lived experience reflective of the settings and contexts in which we work when appointing replacements. The recruitment of one new Trustee was successfully concluded in December 2025.

The Trustees

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

Name	Date of appointment or retirement
Tony Gambino	Resigned December 2025
Rachel Corp	Appointed December 2019
Nadjia Yousif	Appointed January 2022
Nina Patel	Appointed January 2022
Vanessa Leung	Appointed January 2022
Paula Gay	Appointed January 2022
Champa Patel	Appointed March 2023
Neha Kagal	Appointed October 2024
Dominique Conteh	Appointed October 2024
Francesca D'Arcy	Appointed October 2024
Leyla Hussein	Resigned December 2025
Samir Farrag	Appointed December 2025

Board Committees

Subsequent to the committee structure review in 2023, the Board agreed on the following sub-committees and entities:

- The Governance Committee
- The Finance and Audit Committee
- The Fundraising, Marketing and Communications Committee
- People Lead

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

Ambassadors

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

Gillian Anderson
Juliet Aubrey
MyAnna Buring
Tom Burke
Elizabeth Debicki
Alex Eagle
Mick Élysée
Tina Daheley
Azita Ghanizada
Jasmine Hemsley
Mary Katrantzou
Basma Khalifa
Cherie Lunghi
Clarrisa Ward
Lake Bell
Thomasina Miers
Savannah Miller
Dame Helen Mirren
Arizona Muse
Charlotte Olympia Dellal
Zara Martin
Niomi Smart
Philomena Kwao
Nadja Swarovski
Alice Temperley
Charlotte Tilbury
Sophie Turner
Monica Vinader
Waad al-Kateab

Our Management

Trustees have delegated the day-to-day running of Women for Women International (UK) to an Executive Team, in 2025 this was our two Co-Managing Directors, Sara Bowcutt and Carrie Brownlee. Our Managing Directors operate a leadership model holding roles for – Fundraising, Partnerships and Communications, Finance, Operations and Culture. They have delegated authority from the Board of Trustees for planning and directing the activities of Women for Women International (UK) and as such are, along with our Trustees, our Key Management Personnel as defined by the SORP. No Trustees are remunerated. During the year, following the resignation of Carrie Brownlee, the leadership structure changed from Co-Managing Directors to a single Managing Director, Sara Bowcutt.

In 2025, they continued to lead Women for Women International (UK) together with the support of the Senior Manager's Group (being our Director of Global Corporate Partnerships and Philanthropy, Director of Finance (SCO) along with our Heads of People and Culture, Communications, and Marketing) and all our staff.

The remuneration of Managing Directors is considered annually by the Board, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size.

We are grateful to our Managing Directors for leading our organisation with strength, compassion and wisdom throughout 2025.

Risk Management

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

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

Processes to manage risk include:

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

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

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

National and international economies and political and social environments

The global and UK economies have been affected by a number of severe shocks in recent years and the full impact of the pandemic, the wars in Ukraine and the Middle East, Brexit and other significant events are still unfolding.

With the announcement of significant cuts to the UK aid budget in early 2024 and further cuts in 2025, we recognise that the ability of Women for Women International (UK) to grow its impact for women affected by conflict will be dampened. Our secured funding through the UK-ISF in Iraq will be impacted by the cuts as with the project closing in July 2026, we know that overseas aid funding will become harder to secure.

In 2025, we directed our attentions to finding new sources of income to support and scale our work. We secured a number of new donors in the year including SWIFT, H&H Group and Wanderlust Life.

Our ability to create and maintain strong relationships with individual donors, corporate partners and other key supporters has provided Women for Women International channels to continue raising vital funds during these challenging times. Our diverse income streams are sustained by an agile and innovative fundraising team, underpinned by a robust fundraising strategy and monitored through regular Management Accounts and Key Performance Indicator reporting at Executive Team and Board levels.

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 heart of Women for Women International and therefore is important in its own right.

In addition, in order to retain our ability to operate as a charity within the UK, we must meet the expectations of the Charity Commission and our key donors including the Foreign, Commonwealth and Development Office and be mindful of the significant risk of reputational damage which would very likely have a negative financial impact on the organisation and our ability to deliver impact in the immediate and longer-term. The requirements surrounding safeguarding have rightly increased significantly in the past few years and it is essential that we remain compliant with these to the highest standard.

Management of this risk is discussed in more detail below.

Management & Leadership Diversity and Inclusive Culture

There is a risk that lack of diversity within the Executive Team and Board will result in poor decision making informed by limited perspectives. In addition, a lack of diversity or an exclusionary culture will always result in lower staff engagement and higher staff turnover.

In 2021 we established a Senior Managers Group made up of our 'Heads of' and 'Directors of' teams who each report to our Managing Director. This wider group meets fortnightly, including once per month with the Executive Team and brings a depth and breadth of perspectives, experience and expertise to inform decision making within Women for Women International (UK).

At the Board level, we were successful in appointing one new trustee to the Board at the end of 2025. This has enabled us to broaden the perspectives of the Board and better inform decision making. We also had two trustee resignations at the end of the year.

The ways in which we are looking more broadly at Equity, Diversity and Inclusion as part of a global organisation are discussed further below.

Staff Capacity, Staff Turnover & Staff Well-being

As a values-driven organisation whose impact depends on our people, we remain committed to meeting both our duty of care to staff and their expectations of us as an employer.

We continue to prioritise flexibility in how work is delivered, recognising the diverse personal circumstances of our workforce. Our hybrid working model enables individuals to balance office and home-based working in a way that supports organisational effectiveness and personal well-being. In parallel, we encourage flexible working patterns to help staff maintain a sustainable balance between their professional and personal commitments.

As an ambitious organisation, we remain mindful of the impact of growth and organisational change on staff capacity and well-being. This includes ensuring that colleagues have the time and space for reflection, learning, and innovation. In 2024, the delivery of a comprehensive staff development offer was constrained by budget limitations, as reflected in feedback from our global engagement survey. We have continued to promote opportunities for knowledge sharing, and during 2025 we delivered a number of staff well-being initiatives which were positively received.

During 2025, the organisation experienced increased staff turnover, reflecting a combination of career progression opportunities for colleagues and a competitive external market for talent. While this created some short-term capacity pressures, it also enabled internal development and created opportunities to bring in new skills and perspectives.

In response, we are strengthening our focus on retention, development, and reward. This includes increasing investment in our people by doubling the per-head staff development budget, alongside targeted market-aligned salary adjustments. These measures are intended to support staff to grow in their roles, feel valued, and continue contributing to the organisation's mission.

Operating in Conflict-Affected Countries

While Women for Women International (UK) does not directly deliver our programme, our mission is to support the most marginalised women in conflict-affected countries to: earn and save money; improve health and well-being; influence decisions at home and 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

In 2025 we continued to improve our safeguarding capabilities across the organization, building on the work accomplished in 2024. This included the development of an investigation manual to guide all internal investigations processes. The effort was led by our three certified safeguarding investigators and the Director Safeguarding and Security. The investigation process enshrines our survivor-centric approach and ensures confidentiality and multiple levels of review to ensure accuracy and fairness in resolving safeguarding and PSEAH claims. In August 2025, during the first ever WfWI Operations retreat, a focus on safeguarding, investigations, whistleblowing and compliance provided insight, training and capacity strengthening across operations staff from all global offices. Additionally, a review of the 2022 Global Safeguarding Policy led to the formation of a cross- functional/cross-offices working group tasked to draft an update to the current safeguarding policy that strengthens protections and adds in a focus on working with adolescent girls. This new draft is due for submission in Q2 2026.

In 2025 we had one safeguarding case reported, investigated and resolved in a country office where a male staff member was reported to be carrying on an affair with a married, adult program participant. The case was thoroughly investigated and disciplinary action taken to address the situation. A second whistleblowing complaint was received that made unspecified claims against a male staff member in a country office. An investigation was conducted and found the claim unsubstantiated. The findings concluded that the claim was made by individuals representing local organizations who failed to meet requirements for sub-granting programs and hence not made in good faith.

Equity, Diversity, Inclusion and Belonging

Diversity, equity, inclusion and belonging (DEIB) have been a priority for Women for Women International (UK) for some time, and we continue to work towards our ambitions in this area, recognising that there is more to do.

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 recognise that our approach to building women's power must be nuanced and intersectional. Within our own organisation, we also understand that our approach to power must be similarly nuanced and intersectional, and that this should inform our day-to-day practices.

In 2024, Women for Women International established a Global DEIB Council, representing a cross-section of staff from across the organisation. The Council focuses on advancing global DEIB efforts in line with our strategy, supporting the development of an inclusive organisational culture, and building understanding and capability in DEIB across our workforce.

We welcome both internal and external feedback to challenge and hold us accountable as we continue to progress diversity, equity and inclusion within our workplace. As we listen and learn, we will continue to review our commitments, assess our progress, and evolve our approach where needed. We believe that change happens one person at a time, including through investing in the people within our own organisation.

In 2025, all staff participated in internal training on fostering a respectful work culture. This training included a focus on our Code of Conduct and provided an opportunity for staff to explore and discuss responses to a range of ethical scenarios.

Thank You to

Our donors and partners

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Alessandra Frame
Catherine and Stephen Nelson
The Al Swaidi Family
The Medlock Family
The Miller-Mutimear Trust
Nadjia Yousif and Andrew Browning
Peter F. Hilf
Women on a Mission
Selfridges

Our grantors

Postcode Justice Trust

Mclain Foundation

Foreign, Commonwealth and Development Office

De Rigo Vision S.p.A.

Our volunteer fundraisers

Thank you to all of our amazing #SheInspiresMe Car Boot Sale Committee, booters, volunteers and contributors and all of our volunteer fundraisers throughout the year!

Related parties and connected organisations

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

Subsidiary Undertaking

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

Women for Women International Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2025 the trading company generated a profit of £nil (2024: profit of £12). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of Women for Women International Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Statement of Trustees' Responsibilities

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

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

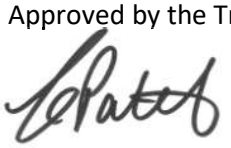
Each of the Trustees confirms that:

- 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. This report has been prepared in accordance with provisions for small companies.

Approved by the Trustees on 31st July 2026 and signed on their behalf by:



Dr Champa Patel, Chair of the UK Board of Trustees

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 2025 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, 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 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 37, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognize non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the organisation through discussions with management, and from our knowledge of the broader sector;
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- we considered the legal and regulatory frameworks that are applicable to the organisation and determined that the most significant are the Companies Act 2006 and the Charities SORP 2019 alongside employment legislation; and
- we understood how the organisation is complying with those legal and regulatory frameworks by making enquiries to management and those responsible for legal, compliance and governance procedures. We corroborated our inquiries through our review of the minutes of trustees' meetings and papers provided to the trustees.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- tested the authorisation of expenditure as part of our substantive testing thereon;
- assessed whether judgements and assumptions made in determining the accounting estimates set our in the accounting policies were indicative of potential bias; and
- performed analytics to identify any significant or unusual transactions and identify the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reviewing the minutes of trustees' and appropriate sub-committee meetings;
- enquiring of management and those charged with governance as to actual and potential litigation and claims; and
- reviewing any available and relevant correspondence with regulators.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Buzzacott Audit LLP

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

31 July 2026

Women for Women International (UK)
Statement of Financial Activities to 31 December 2025

	Note	2025 Restricted £000	2025 Unrestricted £000	**2025 Total £000**	2024 Restricted £000	2024 Unrestricted £000	2024 Total £000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	65	1,630	**1,695**	54	1,834	1,888
. Grants	2	2,906	-	**2,906**	2,558	5	2,563
Other trading activities:							
. Events		-	415	**415**	-	377	377
Income from investments:		-	23	**23**	-	22	22
Other income		-	-	**-**	-	-	-
Total income		2,971	2,068	**5,039**	2,612	2,238	4,850
EXPENDITURE on:							
Raising funds	4	-	1,271	**1,271**	-	1,209	1,209
Costs of charitable activities		-	-		-	-	
Policy & Outreach		-	123	**123**	-	151	151
Overseas Programmes		2,969	711	**3,680**	2,410	683	3,093
Total expenditure		2,969	2,105	**5,074**	2,410	2,043	4,453
Net (expenditure) / income for the year		2	(37)	**(35)**	202	195	397
Net movement in funds		2	(37)	**(35)**	202	195	397
Funds at beginning of year		308	661	**969**	106	466	572
Funds at end of year		310	624	**934**	308	661	**969**

Women for Women International (UK)
Balance Sheet as at 31 December 2025

	Note	**2025** **£000**	2024 £000
Fixed assets			
Tangible fixed assets	7	**8**	10
Current assets			
Debtors	9	**451**	518
Cash at bank and in hand		**954**	873
Short term deposits		**233**	223
		1,638	1,614
Creditors: amounts due within 1 year	10	**712**	655
Net current assets		**926**	**959**
Net assets	11	**934**	**969**
Funds	11		
Income funds			
Restricted funds		**310**	308
Unrestricted funds			
General funds		**624**	661
Total funds		**934**	**969**

Notes on pages 46-54 form part of these accounts.

These financial statements are prepared in accordance with special provisions of Part 15 of the Companies Act 2006 relating to small companies.
Approved by the Trustees of Women for Women International (UK) on 31st July 2026, Company Registration No. 05650155 (United Kingdom) and Charity Registration No. 1115109 (England and Wales) and signed on their behalf by:



Dr Champa Patel

Chair of Board of Trustees

	2025	2024
	£000	£000
Cash flows from operating activities:		
Net (expenditure) for the year	**(35)**	397
Depreciation of fixed assets	**7**	9
(Decrease) in debtors	**67**	(213)
Increase / (decrease) in creditors	**58**	(196)
Net cash used in operating activities	**97**	(3)
Cash flows from investing activities:		
Payments to acquire fixed assets	**(6)**	(5)
Investment into Short Term Deposits	**(10)**	(6)
Net cash used in investing activities	**(16)**	(11)
Increase/(decrease) in cash	**81**	(14)
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	**873**	887
Increase/(decrease) in cash in year	**81**	(14)
Balance at end of year	**954**	873

Analysis of change in net debt	**At 1 Jan 2025**	**Movement in year**	**At 31 Dec 2025**
	£000	**£000**	**£000**
Cash in hand	**873**	81	**954**
Total	**873**	81	**954**

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2025. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (Charities SORP FRS 102) , including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. 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 facing the organisation as a result of the ongoing economic situation in the UK, 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 2026, and more summarised forecasts for 2027 and 2028. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations and are satisfied that the charity has sufficient free reserves to manage any unforeseen events impacting income or expenditure.

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:

- Allocation of support costs to areas of the charity's operations.

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

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

Income derived from events is recognised as earned.

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

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

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

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

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

Overseas programmes	73%	(2024 – 69%)
Policy and outreach	2%	(2024 – 4%)
Cost of raising funds	25%	(2024 – 27%)

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

1. Accounting policies (continued)

In some 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 in person 2025 Car Boot Sale.
Support and goverance costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

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

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

- Equipment 33%
- Furniture and fittings 20%

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

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

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

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

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

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

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

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

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

2. Voluntary income

	2025 Restricted £	**2025** Unrestricted £	**2025 Total £**	2024 Restricted £	2024 Unrestricted £	2024 Total £
Donations and Gift Aid						
Donations and Legacies from individuals and corporations	60	1,155	**1,215**	49	1,336	1,385
Sponsorship Income	2	389	**391**	3	424	427
Gift aid	3	86	**89**	2	74	76
	65	1,630	**1,695**	54	1,834	1,888
Grants receivables						
Governments						
Saferworld CSSF	64	-	**64**	636	-	636
Foreign, Commonweath & Development Office - UKISF Iraq	1,301	-	**1,301**	316	-	316
Trusts, Foundations and Corporates						
Players of the People's Postcode Lottery	1,100	-	**1,100**	1,100	-	1,100
De Rigo Vision S.p.A.	26	-	**26**	25	-	25
Allen and Overy Shearman	250	-	**250**	250	-	250
McLain Foundation	151	-	**151**	-	-	-
EA Foundation	5	-	**5**	-	-	-
		-	**-**	-	-	-
Other Trusts and Foundations			**-**	221	5	226
Grants from Major Donors	9	-	**9**	10	-	10
	2,906	-	**2,906**	2,558	5	2,563
Total Income	**2,971**	**1,630**	**4,601**	2,612	1,839	4,451

3. Gifts in kind and donated services

We were grateful to receive support in the form of gifts in kind and donated services, the estimated value of gifts and services which was received by the charity during the year ended 31 December 2025 was £72,291 (2024: £47,815). In the prior year 2024, £5,150 related to goods and services provided to the charity as donations for fundraising events, and the charity does not consider that they would have purchased the items at the market price had these not been provided free of charge, with the balance of £42,665, relating to essential pro-bono support. The £72,291 relates to essential support the charity would had to have paid for if not offered pro-bono.

4. 2025 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2025 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	721	109	15	271	72	**1,188**
Overseas Programmes funding	-	-	3,211	-	-	**3,211**
Premises and other office costs	45	-	-	163	-	**208**
Marketing and events	200	-	-	-	-	**200**
Consultancy and other professional costs	138	-	-	34	-	**172**
Travel and other staff costs	14	-	-	34	-	**48**
Grants to other organisations	5	-	42	-	-	**47**
	1,123	109	3,268	502	72	**5,074**
Support costs allocated to grants management	-	-	(16)	16	-	**-**
	1,123	109	3,252	518	72	5,074
Support costs	148	14	428	(518)	(72)	-
Total	**1,271**	**123**	**3,680**	**-**	**-**	**5,074**

2024 Resources expended

	Cost of Generating Funds	Policy & Outreach	Overseas Programmes	Support Costs	Governance Costs	2024 Total
	£000	£000	£000	£000	£000	£000
Staff costs (Note 6)	771	130	42	303	51	**1,297**
Overseas Programmes funding	-	-	2,655	-	-	**2,655**
Premises and other office costs	45	-	-	143	-	**188**
Marketing and events	160	-	-	-	-	**160**
Consultancy and other professional costs	54	-	5	70	-	**129**
Travel and other staff costs	5	-	-	13	-	**18**
Grants to other organisation (incl. WfWI Germany)	-	-	-	-	-	**-**
	-	-		-		
	1,035	130	2,702	529	51	**4,447**
Support costs allocated to grants management	-	-	(53)	53	-	**-**
	1,035	130	2,649	582	51	4,447
Support costs	172	22	440	(582)	(51)	**1**
Total	**1,207**	**152**	**3,089**	**-**	**-**	**4,448**

5. Net incoming resources for the year

This is stated after charging:

	2025 £000	2024 £000
Depreciation	**7**	8
Auditor's remuneration		
- Statutory audit	**17**	16
- Non-audit services	**5**	5
Operating lease rentals: property	**49**	29
Operating lease rentals: equipment	**-**	3

6. Staff costs and numbers

Staff costs were as follows:

	2025 £000	2024 £000
Salaries and wages	**1,012**	1,117
Social security costs	**124**	121
Pension costs	**52**	59
Redundancy / severance payments	**-**	-
	1,188	1,297

Key management personnel during the year were our two co-Managing Directors. In the prior year, key management personnel included the two co-Managing Directors. Their staff costs were as follows:

	2025 £000	2024 £000
Salaries and wages	**132**	181
Social security costs	**18**	22
Pension costs	**9**	13
Redundancy / severance payments	**-**	-
	159	216

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

	2025 No.	2024 No.
£60,001 - £70,000	**3**	2
£70,001 - £80,000	**1**	1
£81,000 - £90,000	**-**	1
£90,001 - £100,000	**1**	1

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

	2025 No.	2024 No.
Cost of generating funds	**13.3**	14.4
Charitable activities	**2.1**	2.4
Support costs	**5.7**	6.5
	21.1	23.3

No trustee received any remuneration in respect of their services as a trustee during the year (2024: £nil)

7. Tangible fixed assets

	Furniture & fittings £000	Equipment £000	**Total £000**
Cost			
At 1 January 2025	7	76	**83**
Additions in year	-	6	**6**
At 31 December 2025	7	82	**89**
Depreciation			
At 1 January 2025	7	67	**74**
Charge for the year	-	7	**7**
At 31 December 2025	7	74	81
Net book value at 1 January 2025	-	9	**9**
Net book value at 31 December 2025	-	8	**8**

8. 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 2025 the trading company generated a profit of £nil on turnover of £nil (2024: Profit of £12 on turnover of £552). The aggregate reserves of the company at 31 December 2025 and 31 December 2024 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 82 Tanner Street, London SE1 3GN.

9. Debtors

	2025 £000	2024 £000
Grants Receiveable	**112**	301
Accrued Income	**275**	157
Prepayments and rental deposit	**31**	26
Other Debtors	**18**	19
Due from trading subsidiary		
- profit for the year (note 8)	**-**	-
- other amounts due	**15**	15
	451	518

10. Creditors: amounts due within 1 year

	2025	2024
	£000	£000
Trade creditors	**23**	13
Commitments to overseas programmes	**532**	531
Taxation and social security	**57**	50
Accruals	**74**	46
Pension creditor	**26**	15
Deferred income	**-**	-
	712	655

11. Analysis of net assets between funds

	Restricted funds	General funds	**2025 Total funds**	2024 Total funds
	£000	£000	**£000**	£000
Tangible fixed assets	-	8	**8**	10
Net current assets	310	616	**926**	959
Net assets at 31 December 2025	**310**	**624**	**934**	**969**

12. Movements in funds

2025	1 January 2025	Incoming resources	Outgoing resources	Transfers	31 December 2025
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	-	64	(64)	-	-
Players of the People's Postcode Lottery	8	1,100	(1,088)	-	20
Multi COs	2	235	(236)	-	1
FCDO UKISF	267	1,302	(1,290)		279
Grants & donations with geographical restrictions					
Afghanistan	25	29	(54)	-	-
DRC	-	-	-	-	-
Iraq	-	61	(53)	-	8
Myanmar	-	1	(1)	-	-
Nigeria	-	5	(5)	-	-
Palestine	5	174	(178)	-	1
Rwanda	1	-	-	-	1
Total restricted funds	308	2,971	(2,969)		310
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	661	2,068	(2,105)	-	624
Total unrestricted funds	661	2,068	(2,105)	-	624
Total funds	969	5,039	(5,074)	-	934

2024	1 January 2024	Incoming resources	Outgoing resources	Transfers	31 December 2024
	£000	£000	£000	£000	£000
Restricted funds:					
Grants & donations with programme specific restrictions					
Saferworld CSSF	(1)	636	(636)	2	-
Players of the People's Postcode Lottery	1	1,100	(1,094)	-	8
Swedish Postcode Foundation	17	(7)	(10)	-	-
Multi COs	57	-	(55)	-	2
FCDO UKISF	-	316	(49)		267
Grants & donations with geographical restrictions					
Afghanistan	29	32	(45)	8	25
DRC	-	25	(25)		-
Nigeria	(1)	45	(45)	2	-
Rwanda	1	310	(310)	-	1
South Sudan	3	2	(5)	-	
Palestine	-	80	(75)	-	5
Sahel	-	73	(73)	-	-
	-	-	-		-
Total restricted funds	106	2,612	(2,422)	12	308
Unrestricted funds:					
Designated Funds					
Programme development	-	-	-	-	-
General funds	466	2,238	(2,031)	(12)	661
Total unrestricted funds	466	2,238	(2,031)	(12)	661
Total funds	572	4,850	(4,453)	-	969

13. Operating lease commitments

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

	2025	2024
	£	£
Property - less than 1 year	**12**	10
Other- less than 1 year	**-**	
Other - 1 year to 5 years	**-**	-
	12	10

14. Related parties

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

- WfWI collected donation income of £40,359 (2024: £15,239) on behalf of WfWI-UK;
- WfWI charged programme costs of £3,210,984 (2024: £2,654,939) to WfWI-UK in relation to UK grants;
- WfWI charged operating expenses of £60,785 (2024: £47,673) to WfWI-UK;
- WfWI-UK charged operating and programme expenses of £1,052,904 (2024: £807,200) to WfWI.

At year end the net amount due to WfWI, including commitments to overseas programmes, was £532,217 (2024: £530,925) (see Note 11).

Champa Patel and Paula Gay are Trustees of WfWI-UK and Directors of WfWI.

The aggregate amount donated by the Trustees and Key Management to WfWI-UK during the year was £11,456 (2024: £11,412). Expenses of nil (2024: nil) relating to the Trustees were incurred during the year.

15. Post Balance Sheet Events

We have been notified that on the 31 July 2026 our funding from the Foreign, Commonwealth & Development Office – UKISF Iraq will cease with immediate effect. In 2025, this represented £1,301k, or 44%, of our restricted funding (2024: £316k, 12%). We have revised our budgets and forecasts accordingly.

Appendix
Additional Information

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

In 2025, we aimed to achieve the following:

- **Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve** by being data-driven and applying evidence-based strategies informed by internal and external learning mechanisms, while fostering continuous learning and knowledge-sharing within and between Country Offices, as well as with partners.
- **Continuing our Country Power Journey,** through strengthening the capacity in our Country Offices to lead the work at every level, including finalising the country power baseline assessment process for the remining four Country Offices.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries. In 2025, we plan to finalise our Partnership Strategy, and continue partnering with aligned local organisations, continuing support of our Sister Organisations, and by providing critical care to women affected by violence in acute conflict settings through our Conflict Response Fund.

SWSN Programme Context

Through our tested and transformative 12-month Stronger Women, Stronger Nations (SWSN) programme, we equip individual women living with the daily realities of poverty and violence with skills, knowledge and resources to build livelihoods and savings, awareness of their rights, family well-being, and support networks. In 2025, the women we serve continued to face immeasurable challenges and growing conflict and violence, yet the overwhelming story of 2025 is one of strength, unimaginable resilience, and hope.

Strengthening the Quality of SWSN and Increasing our Impact

In 2025, the WfWI Program Design and Development team continued to strengthen the quality of the SWSN programme by integrating internal learning from Country Offices and industry best practices. Following a 2024 consultative process to optimize the Social Empowerment curriculum's content, delivery, and timing, the **finalised curriculum was rolled out in the Democratic Republic of Congo (DRC), South Sudan and Palestine with new cohorts in 2025**.

In Economic Empowerment, **a learning grant in South Sudan concluded its assessment** of women's empowerment outcomes, particularly comparing outcomes around savings, earnings, health and well-being, and decision-making **between women involved in couples' vocational training and women-only vocational training**. A learning paper was shared with the donor and internally in March 2025 and concluded that there are likely to be some benefits from joint vocational training that warrant further exploration due to mixed results across different locations and groups. While there are low additional cost of involving men in training when done in combination with the Men's Engagement Program (MEP), further pilots with additional risk mitigation methods to prevent some identified unintended outcomes are needed to further evaluate the approach. Moreover, as an organization that prioritizes both women's

social and economic empowerment, it is important for us to assess overall impact and balance potential income gains for the family with women's autonomy, decision-making power and safety.

Simultaneously in 2025, **the vocational track curriculum was reviewed** for the first time in 13 years. The review took into consideration: current market needs; the need to incorporate a more specific climate resilience lens so that women can adapt with greater agility, resulting in secure livelihoods in the face of crises; inclusive employability and entrepreneurship opportunities; and equal access to vocational training for women from diverse backgrounds. After a desk review and consultation with Country Offices **key changes included climate-smart adaption techniques, health and safety, post-harvest management techniques as well as integrated agriculture and agroforestry, and possible career paths at the end of each vocational training.**

Impact at Scale

In 2025, WfWI served or reached women across **16 countries**. **More than 21,689 women and girls were *served directly* through our SWSN programme** in 2025 (including through Sister Organisations and partners implementing SWSN). Women were served through the SWSN programme for the first time in the West Bank, Palestine and for the first time girls aged 15-17 were also served in Afghanistan, South Sudan and the Democratic Republic of Congo (DRC) with the tailored adolescent-girls SWSN programme. In 2025 our partnership work continued to grow, and we worked with partners at the local or national level in every Country Office as well as across seven countries on the Conflict Response Fund (CRF).



Photo: Women in Luparate, South Sudan showing their harvests from vocational training as part of SWSN

As part of CRF, WfWI renewed our partnerships with several organizations to continue supporting women in crisis-affected regions:

- **Women Now for Development** – to provide support through flexible core funding to our partner as they go through a period of organizational transformation and change, and continue to learn and adapt from the effects of the 2023 earthquake as well as from the impact of the fall of the Asaad Regime in December 2024. A second grant began in August 2025 to strengthen the knowledge base of justice and accountability organisations working on the disappeared in Syria, and the resilience of women-led initiatives and women human rights defenders within Syria supporting local movements responding to their communities' needs.
- **Center for Social Integrity** – to provide pressing humanitarian support following a powerful earthquake in March 2025 centred in the Mandalay region of Myanmar. A second grant began in August 2025 to provide non-formal education classes (basic literacy and life skills) and vocational training to **30 Rohingya adolescent girls** (aged 14-17) and **20 Rohingya women** (aged 18-40) living in the Cox's Bazar Refugee Camp in Bangladesh, as well as support the training of **100 community-based school teachers** within the refugee camp.
- **Sudanese Organisation for Research and Development, Zenab for Women Development Organisation** and **Sudan Family Planning Association –** to improve the physical and psychological well-being of women in Sudan, through counselling and the provision of sexual and reproductive health services and access to services for survivors of gender-based violence. In addition, emergency food and dignity kits were distributed to both internally displaced persons and host community households.
- **Femmes et Développement –** to deliver our licensed Economic Empowerment curriculum in Mali for an adapted economic empowerment program to 300 displaced and vulnerable women.
- **Association Munyu des Femmes, Association pour la Promotion Féminine de Gaoua, and Association D'appui d'Eveil Pugsada –** to deliver our licensed SWSN social and economic empowerment training in Burkina Faso over a six-month period to 610 women.
- **The Andreev Family Foundation in Ukraine and Bergenia Women's Association in Poland –** to support Ukrainian women survivors of sexual violence with psychological first-aid, trauma-informed counselling, medical care, and legal support; and Polish language courses and vocational skills training to Ukrainian refugees.

A **new partner was identified in Ukraine**, The Day After Foundation, which received funds to **support learning around the meaningful participation of women in preparing for peace and contributing to social cohesion and strengthening civil society unity in Ukraine**. By the end of 2025, The Day After Foundation had engaged 173 women leaders and 34 men through their project aimed at promoting democracy, justice and a secure environment in Eastern Europe by facilitating women's meaningful participation in peace and security processes in Ukraine.

Partnerships are becoming an increasingly vital part of how we operate. By intentionally seeking out programmatic collaborations at every level, we can address more of Aziza's needs than we are able to meet on our own, extending our reach and deepening our overall impact. In 2025, we implemented two grants built centrally around a partnership-driven approach. **In Afghanistan,** funding from the Swedish International Development Cooperation (SIDA) funded 10 women's led organisations with projects focusing on women's economic empowerment, psychosocial counselling, and emergency relief across a diversity of geographies, sectors and marginalisation indicators. With this funding a total of 7,858 individuals, including 5,374 women, 1,407 children, and 1,077 men were reached with these interventions.

In Iraq, funding from the Foreign Commonwealth and Development Office, UK Integrated Security Fund supported **18 grassroots, women-led feminist civil society organizations in 2025 across 13 governorates in Federal Iraq and the KRI** helping to advance women's rights, promote gender equality, and strengthen women's participation in decision-making at local and national levels for more inclusive peace and security processes. In 2025, partners reached a total of 2,215 women as part of this grant. In DRC, our partner VIFEDE, provided immediate support to conflict-affected women through the distribution of essential household kits, dignity kits and medicines for the prevention of diseases. In addition, 80 community actors and health providers were trained on Gender-Based Violence (GBV) management, Protection from Sexual Exploitation and Abuse (PSEA) and the survivor-centred approach. Awareness-raising via local radio, community relays and social networks reached more than 60,000 people. In the Kivus, where conflict has disrupted access to formal banking, SWSN graduates trained as Village Agents stepped-down training to 900 women to establish their own Village Savings and Loan Associations (VSLAs), improving access to credit and strengthening community leadership.

The **Palestine** Country Office marked a milestone in 2025, as they **enrolled the first women into SWSN in the West Bank**. The team undertook a careful contextualisation process to ensure that the programme's content, delivery, and approaches were fully grounded in the lived realities and priorities of Palestinian women. Programming unfolded within a context defined by one of the most restrictive and complex environments with severe movement restrictions, chronic economic hardship, and frequent security-related closures in the Old City. Despite these constraints, both WfWI trainers and programme participants demonstrated remarkable perseverance. To safeguard continuity of learning, the team adopted a range of adaptive measures, including engaging shadow trainers from local communities, offering flexible scheduling, providing WhatsApp-based session summaries during lockdowns, and organising supplementary sessions for women unable to attend. Women repeatedly described the program as the first safe and supportive space they had accessed in years—an environment where they could speak openly, form meaningful connections, and feel genuinely heard.

Our Sister Organisations Kosova–Women 4 Women, Žene za Žene International (Bosnia), and Women for Women Rwanda (WfW-Rwanda), continue to serve women through a variety of activities **including 1,109 women served through the SWSN programmes in 2025**. Žene za Žene established the Sist'Her Sarajevo Centre, a feminist community hub dedicated to entrepreneurship, learning, and networking that welcomed over 2000 users in 2025 and was the location for their entrepreneurship incubator work providing education, mentoring, business development support, and access to start-up grants. For **WfW-Rwanda** a standout result this year was the success of the agribusiness track, where a formal purchasing agreement with an exporting company, resulted in higher income for participants (Rwf 9,877,950, approximately $6,760) for their French bean crops. This year marked a significant expansion at the Women's Opportunity Centre, which offered TVET (vocational education and training) courses for the first time, enrolling 684 women who graduated with professional qualifications in coffee shop operations, housekeeping, front of house hospitality, and milk production.

Women for Women International's Power Journey

In 2025, our DRC, Iraq, Nigeria and South Sudan country offices produced their five-year (2025-2029) strategic plans. Each country office embarked on a collaborative and in-depth analysis of their context, lessons learnt from their previous strategy, stakeholder analysis, fundraising landscape, opportunities to

scale, and management structures, among others. The leadership demonstrated by each country office in their respective strategy review processes culminated in comprehensive strategy development and is a testament to the Power Journey we have been on as an organisation over several years.

On a day-to-day basis, progress continued to be made by many of our country offices with strengthened capacity to lead their work. For example, we are pleased that a new Grants Management & Fundraising Manager position was created and filled in our Palestine country office, to support the work of their growing team and our collective grants management and fundraising capacity across the globe. However, due to several acting-up roles across key staff in the Global Programs Unit throughout the year, and multiple crises across our country offices resulting in several Crisis Management Teams being established, there was limited bandwidth within the Country Power Steering Committee members, so meetings were temporarily paused and additional planned Country Power baseline assessments were put on hold.

The Committee met at the beginning of the year to reflect on lessons from earlier baseline assessment pilots. Based on learning from these initial pilots, the Steering Committee identified the need to make the Country Power Assessment Tool more practical and accessible. Work began early in the year to explore ways to streamline the tool, including grouping related areas of assessment that overlap for easier mainstreaming of assessment process and tracking, and was picked up again at the end of 2025 due to the in-between pause in meetings.

When the Committee meetings resumed at the end of 2025, the Steering Committee recognised a broader organisational need for stronger alignment on what Country Power means in practice. Variations in understanding across the Global Support Centre, Country Offices, and Supporter Country Offices highlighted gaps in shared language and expectations. In response, the Steering Committee agreed to launch an organisation-wide staff survey in early 2026. The survey will inform analysis and strategy development, including clarifying the definition of Country Power, strengthening organisational alignment, and shaping next steps for the Steering Committee in 2026.

Next year, we will focus on:

- **Strengthening the quality of the SWSN program and increasing our impact on the lives of the women and girls we serve** by being data-driven and consistently measuring quality and impact, while fostering continuous learning and knowledge-sharing within and between Country Offices, as well as with partners.
- **Continuing our Country Power Journey,** through evaluating organisational understanding of the Country Power process and finalising a refresh on the approach to ensure a common understanding of concept and application across the organisation.
- **Achieving impact at scale** by extending our reach to support marginalised women in conflict-affected countries. In 2026, we plan to continue partnering with aligned local organisations through grants and subgrants including licensing of our SWSN curriculum with new partners and in additional countries, and continuing support of our Sister Organisations, and lead a transformation of our "Conflict Response Fund" into a "Crisis Response Fund" in light of the refreshed Global Revenue Strategy and the potential for this fund to grow significantly.

Strategic Objective 2: Invest in an enabling environment, addressing social norms, to support the sustainability of the results Aziza achieves in the SWSN programme

- **Continuing to support the delivery of the MEP** in Country Offices and any interested partners, as well as **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.
- **Building an Enabling Environment** for women by **addressing social norms**, behaviours and practices and by contributing to changing policies, laws, government services and decision-making processes.

Improve and Expand the delivery of MEP

Globally, **WfWI reached 1,139 men with our MEP in 2025**. The year also marked the completion of two streams of work related to MEP: the roll-out of the revised MEP curriculum and the final report and learnings of a six-year grant with International Center for Research on Women (ICRW) looking at the effectiveness of MEP on outcomes for women and men.

The **new MEP curriculum was implemented** in South Sudan, where a UN Trust Fund grant supported 197 of 200 enrolled men to complete the six-month programme. Following training, male participants reported positive behavioural changes at home, including sharing domestic responsibilities such as childcare and paying school fees, areas that had previously been a source of tension. In Nigeria, 298 of 300 enrolled men completed the programme, and 25 who demonstrated notable leadership and attitudinal change were selected as male allies to champion community action. Similarly, 319 men enrolled in the MEP in Iraq through a GIZ-funded grant in late 2025. While MEP enrolment and participation in Iraq has posed some challenges, several former participants continue to actively support programme implementation in Mosul, leading peer mobilisation, acting as informal ambassadors, and motivating peer-to-peer discussions on gender equality and positive masculinity, showcasing the programme's ripple effects. In DRC, however, the programme was suspended due to insecurity, and in Afghanistan it was not run in 2025, though the team remains hopeful the new curriculum will be implemented in 2026 if funding can be mobilised.

The **final report of the six-year Cartier grant in Rwanda assessed the impact of the MEP** (a version that pre-dated the curriculum update being implemented in 2025) by comparing two groups: a control group, where women completed the SWSN programme without their spouses' participation in MEP, and a treatment group, where both women and their spouses participated in the two programmes. The final report concluded that while MEP is not directly achieving behavioural changes that significantly improve women's outcomes, it is fostering positive changes for men, particularly in shifting gender-related attitudes. These attitude shifts often serve as the foundation for long-term behavioural change, suggesting that MEP has potential as a first step in a broader transformation process.

Enabling environment

In 2025, WfWI, alongside partners and programme participants, worked toward building an enabling environment for women by addressing harmful social norms, influencing laws and policies, and strengthening women's participation in decision-making.

While 2025 marked the 25th anniversary of the UN Women, Peace, and Security (WPS) agenda, the reality on the ground told a different story. Increasing exclusion, backlash, shrinking civic space, and restrictive travel policies systematically sidelined women's rights organisations from key decision-making forums and processes. In response, **WfWI's engagement this year focused less on New York than in previous years,**

and more on regional gatherings across the Middle East, Europe, and Africa. These spaces prioritised frontline responders, feminist movements and advocates from the Global Majority, centring those most affected by conflict and insecurity. In events such as the **Peace Connect Conference in Nairobi** in October, WfWI advocated to ensure that civil society, particularly women-led and women's rights organisations, remains at the heart of shaping the future of the WPS agenda. Alongside inspiring women leaders from Haiti, Uganda and Syria, Vianney highlighted that "*women are not just victims of conflict - they are powerful agents of peace."* She highlighted how, for over two decades, WfWI has worked in South Kivu in the DRC, supporting women's social, economic and civic participation, even amid ongoing conflict.

Alongside global advocacy, WfWI colleagues and participants have actively contributed to legal and policy discussions at national levels. In **Nigeria**, in September 2025, Change Agents in Bununu met with the Divisional Police Officer (DPO) to present their workplan on addressing gender-based violence, including rape, child marriage, and domestic abuse. As part of the 16 Days of Activism Campaign in the **DRC**, WfWI ran a digital campaign in partnership with FOSIP, a local charity in Bukavu, under the international and national themes focused on addressing digital violence against women and girls, disseminating 16 awareness-raising messages daily.

Globally, WfWI continued to expand its influence through strategic partnerships and contributing to changing policies and laws. **WfWI was accepted as a member of the *Alliance for Feminists Movements* (AFM)** which brings together governments, private philanthropists, women's and feminist funds, civil society organisations and other allies to ensure that feminist movements receive the financial and political support they need to succeed. Our inclusion offers valuable opportunities to share our expertise, projects and initiatives (such as *From Asking to Action*), participate in joint advocacy efforts, and connect with other members working on gender equality across the world. In the UK, **WfWI advocated with UK Government Ministers** to commit to gender equality in official developmental assistance budgets, for stronger action on human rights and accountability in Palestine, and met with the UK Government's WPS team (Johanna Greco and Aysha Shah) to better understand the UK's priorities for the 25th anniversary. Meanwhile, in the **US**, the WPS anniversary provided opportunities to advocate for Congress to advance the WPS Act implementation, including through closed-door bipartisan briefing events. WfWI has continued to provide recommendations to preserve capacity and resourcing within the US government to implement programmes and policies that will support women in conflict-affected settings, including countries and conflicts where we work. This has included informing legislators on best practices for the State Reauthorisation Act, advocating to the House and Senate to reject the Trump Administration's Rescission Package, and working with fellow advocates to push back against Secretary of Defence Pete Hegseths attacks on WPS to preserve minimum statutory requirements for implementing WPS via the National Defence Authorisation Act (NDAA). Similarly, in **Germany** the ***Germany 1325 Network***, of which we are a member, participated in a closed parliamentary briefing and pushed the German Federal Foreign Office on a new National Action Plan on WPS.

Next year, we will continue to focus on:

- **Strengthening Change Agents, Country Offices, and Partner skills, networks and resources** to effectively advocate and take collective action to address harmful social norms, practices, and decision-making processes.
- **Engaging collectively and strategically with partners, networks, and coalitions** to take joint action to influence social norms, practices and behaviours, as well as policies, services, and decision-making processes.

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

Last year we said we'd achieve the following in 2025

- **Continuing to verify and connect with Change Agents and partners on the dissemination of From Asking to Action:** 2025 was a major year for the continued dissemination of the *From Asking to Action* consultation findings. Verification of findings with partners and co-creation of country-level advocacy action plans has been postponed to 2026 to align with recently approved catalytic grant funding from the Swedish Postcode Lottery Foundation. We continued to share findings across national, regional and global decision-making spaces, including to mark the 25th anniversary of the Women, Peace and Security (WPS) Agenda.
- **Enhancing the additional resources for the Change Agent curriculum**: We collaborated with consultants and country office colleagues to co-create a Change Agent participant handbook for use across contexts where the tool was highly requested by country offices and women in our program. We also developed two new modules for the programme, focusing on climate change and Women, Peace and Security.
- **Conducting similar strategic workshops to those we delivered in DRC and Iraq**: Due to the funding climate in 2025, we did not prioritise developing tailored national advocacy strategies for Nigeria and South Sudan. Instead, we continued to generate and invest in iterative, but strategic regional and national advocacy opportunities.
- **Working in partnership with the global MERL Team**: We strengthened our policy and advocacy impact tracking at national and global levels. This was led internally by GPAT, and included retrospective tracking of our impact for 2023 and 2024 as the foundation for a dedicated impact tracker for 2025 and beyond.
- **The implementation of new transformative partnership projects:** We provided technical advocacy expertise to implement multiple core programmes including those funded by the UK's Integrated Security Fund (ISF), United Nations Trust Fund (UNTF) and Swedish International Development Cooperation Agency (SIDA) across Iraq, South Sudan and Afghanistan.

Influencing country-level decision-making, norms, and policy infrastructure: examples from Iraq, South Sudan and the DRC

Advancing women's influence through NISAAM (Iraq)

Through the UK Government funded Nisaa wa Al-Salam (NISAAM) programme, we are supporting more than 34 grassroots, women's rights organisations in Iraq to advance a locally-driven Women, Peace and Security agenda. During the year, we strengthened advocacy capacity within the programme by supporting partners to shape advocacy priorities collectively. Members of the Global Policy and Advocacy team visited the Iraq Country Office to support reforecasting following a budget cut by the donor. The team also supported a targeted consultation with women's rights organisations across federal Iraq and the Kurdistan Region, which revealed the increasing constraints facing women leaders, including funding cuts, shrinking civic space and growing anti-gender backlash. Despite these pressures, women leaders are adapting their advocacy strategies and sustaining trust within their communities. However,

the complementary learning series found that without renewed investment in independent feminist movements, Iraq's WPS commitments risk becoming increasingly symbolic rather than transformative.

Insights from this consultation informed the launch of the NISAAM Learning Series at a regional MENA convening in Amman, strengthening partner visibility and positioning evidence directly with donors and wider civil society partners. Given the sensitivity of the findings, the Learning Series is now being used for targeted, private advocacy to support women's influence and safe participation in decision-making spaces.

Engagement with the AU Special Envoy on Women, Peace and Security (South Sudan)

In November, Poni Abraham (Advocacy Coordinator at Women for Women International South Sudan) participated in a high-level visit by the African Union Special Envoy on Women, Peace and Security to Juba, marking 25 years of UN Security Council Resolution 1325. The visit provided an opportunity to position gender equality solutions at the centre of South Sudan's peace and governance agenda.

Through engagement with women's rights organisations, civil society and government actors, the visit helped elevate grassroots perspectives into high-level policy discussions and supported the development of shared priorities for advancing women's leadership in peacebuilding and governance. This engagement reinforced the critical role of women's leadership in sustaining peace and strengthened regional and continental visibility for women's voices from South Sudan.

Positioning Congolese women's leadership in peace and policy (DRC)

In partnership with Oxfam, Peace Direct and ActionAid, we led a civil society learning circle focused on the Democratic Republic of Congo (DRC), creating space for Congolese women leaders and civil society actors to shape advocacy priorities on peace and security. The discussion – featuring Vianney Dong, DRC Country Director as a speaker - reinforced that inclusive peace processes must centre the leadership, lived experience and expertise of Congolese civil society, particularly in eastern DRC where conflict, displacement and inequality intersect.

Insights from this engagement are informing our ongoing advocacy, ensuring that women's priorities continue to guide policy conversations on the DRC rather than being marginalised within external diplomatic processes.

Engagement with the US Women, Peace and Security Caucus (DRC)

We strengthened engagement with the bipartisan US Congressional Women, Peace and Security Caucus to advance understanding of the consequences of women's exclusion from peace processes and to reinforce oversight of WPS commitments. Through a series of closed-door briefings with Congressional staff, we positioned evidence from Afghanistan and the DRC to illustrate how marginalising women undermines peace outcomes and exacerbates instability.

The briefings elevated Congolese women's perspectives directly into US policy discussions, including on conflict dynamics, extractive industries, and the risk of declining support for WPS initiatives. Strong

participation across political parties underscored some continued recognition that women's leadership is essential to credible peacebuilding and informed foreign policy decision-making.

Change Agent programme updates: Strengthening women's collective voice through community advocacy

Through the Change Agent programme, women leaders continued to influence norms, decisions and priorities within their communities across South Sudan, Nigeria and Iraq. Advocacy approaches focused on expanding reach beyond formal training spaces and engaging key community gatekeepers to strengthen women's voice and leadership.

In South Sudan, Change Agents used radio programming to engage wider audiences on gender norms, women's influence in decision-making and the value of women's economic contribution, reinforcing Change Agent priorities at community level. In Nigeria, engagement through faith-based institutions opened new entry points for addressing gender-based violence, strengthening male allyship and laying foundations for sustained collaboration in influential community spaces.

In Iraq, Change Agents implemented coordinated community actions focused on women's rights and access to services, including legal awareness, maternal mental health, inheritance rights and inclusion of women with disabilities. Peer exchange across Change Agent cohorts strengthened collective leadership and reinforced confidence to raise sensitive issues with both community members and local decision-makers. Together, these activities demonstrate how locally rooted advocacy can shift norms, elevate women's priorities and create pathways for women to influence decisions affecting their lives.

Strengthening the Change Agent programme through audit and standardisation

During 2025, we completed a comprehensive audit of the Change Agent programme to strengthen quality, consistency and accountability across country contexts, while safeguarding flexibility for locally led advocacy. The audit was initiated in late 2023 in response to identified variation in delivery, monitoring and resourcing, and was conducted in close collaboration with country office advocacy and social empowerment colleagues, alongside the global MERL team.

The audit resulted in a standardised Change Agent programme framework, including an agreed delivery timeline, clarified roles and responsibilities, and revised core tools for implementation and measurement. This framework now provides a shared organisational baseline for how the programme is planned, delivered, described and budgeted, improving coherence across the organisation.

A key component of the audit process was strengthening how Change Agent advocacy outcomes are tracked. Working with MERL, we integrated Change Agent data more systematically into organisational data and performance systems, improving the visibility and use of evidence generated by women leaders at community level. These improvements enable stronger learning across contexts and more credible evidence to support policy and advocacy influencing, thus enabling us to better communicate the impact of our advocacy work at the local, subnational, and national levels.

Alongside process alignment, the audit took place whilst we developed new programme resources, including a Change Agent Handbook and additional thematic modules on Women, Peace and Security and climate change. These resources were co-created with advocacy colleagues in country offices and respond directly to advocacy priorities raised by Change Agents.

Implementation of the audit findings is being rolled out iteratively, shaped by country office priorities and capacity, and embedded within the broader organisation – this will continue throughout 2026.

In 2026, we will:

- **Continue rollout of Change Agent audit tools and systems**, embedding standardised processes, resources and MERL tracking across country programmes, while maintaining flexibility for locally led advocacy and learning.
- **Target advocacy and technical support to priority programmes**, including the UK Integrated Security Fund programme NISAAM in Iraq and UN Trust Fund programme in South Sudan, ensuring women's rights organisations are supported to sustain influence amid shrinking civic space and funding constraints.
- **Provide strategic advocacy support to country and regional programmes**, aligning programme evidence with policy engagement opportunities and amplifying women's priorities in national, regional and global decision-making spaces.

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

Last year, we said we would aim to achieve the following during 2025:

- **The 25th anniversary of the WPS Agenda - upscaling the dissemination and verification process of findings of From Asking to Action:** We continued to transform the enabling environment for women's rights by advancing critical recommendations and insights from our global consultation, From Asking to Action, across key global milestones, including the 30th anniversary of the Beijing Platform for Action and the 25th anniversary of the Women, Peace and Security (WPS) Agenda. **Responding to the external crisis climate: funding cuts, ongoing conflict, protracted crises:** 2025 was an unstable year for our sector, yet we were able to adapt our approach to continue centring and advocating for women's rights in conflict-affected contexts. We saw significant reductions in global development funding, including in both the US and the UK. In response, our Global Policy and Advocacy Team continued to raise awareness of the impact of these cuts across our networks, partners and coalitions, while working closely with internal teams to strengthen messaging with major donors on the implications of these interconnected crises for our work.
- **Continuing to expand our regional and national visibility:** We sustained partnerships with GIMAC, the AU, the NGO Working Group on Women, Peace and Security, the Women's Peace and Humanitarian Fund, and the WPS in Humanitarian Action (WPS-HA) Compact, and continued to strengthen these relationships throughout 2025. We also expanded our engagement with new networks and spaces, including the Alliance for Feminist Movements and the Feminist Humanitarian Network.

Responding to the External Crisis Climate: Aid Cuts in the US and UK

This year unfolded against an increasingly hostile external environment for gender equality, marked by rising conflict, accelerating attacks on women's rights and significant reductions in development

assistance. Our advocacy focused on responding to these intersecting crises by defending space for women's rights and elevating women's priorities into decision-making forums.

We continued to use findings from our global consultation, *From Asking to Action*, as a core advocacy tool to ground policy engagement in the lived realities of women affected by conflict. In January, consultation findings were referenced in a Westminster Hall debate led by Alice Macdonald MP on the impact of global conflict on women and girls. Ahead of the debate, we shared a briefing drawn directly from the consultation, and the priorities raised by women were reflected in parliamentary discussion, including evidence highlighting women's continued hope and expectations for improved circumstances despite protracted crises. This demonstrated the value of sustained, evidence-led advocacy in connecting women's voices to national policy debate.

At the same time, the global funding environment deteriorated sharply. Cuts to gender equality funding in both the United States and the United Kingdom were echoed across other donor countries and threatened critical programmes supporting women and girls in conflict-affected contexts. In response, the Global Policy and Advocacy Team, working closely with communications colleagues, prioritised coordinated advocacy to influence policy direction, protect resources for women's rights, and mitigate the impact of these decisions on women and partner organisations.

Responding to US aid cuts and policy regression

Following the change in US administration, the abrupt freezing and termination of foreign assistance programmes resulted in widespread disruption across the sector. This included the closure of our USAID-funded *Putting Survivors at the Centre* project, which had been supporting survivors of violence in the Democratic Republic of Congo, Iraq and South Sudan.

Our response combined public positioning with targeted policy advocacy. We issued statements highlighting the consequences of these decisions for women affected by conflict and mobilised support to reinforce the importance of foreign assistance as a lifeline for recovery, dignity and stability. Alongside this, we engaged directly with US policymakers, providing recommendations aimed at preserving minimum statutory requirements for Women, Peace and Security implementation and maintaining institutional capacity within the US government.

This engagement included sustained work with civil society partners to push back against proposed legislative changes that would weaken oversight, resourcing and accountability for WPS commitments. Our advocacy aimed not only to respond to immediate cuts, but to influence longer-term policy frameworks governing peace, security and gender equality.

We also played an active role in strengthening civil society coordination in the US. As part of the US Civil Society Working Group on Women, Peace and Security, we supported strategic reflection on the future of WPS advocacy amid a hostile political climate. This included contributing to agenda-setting discussions on narrative change, measuring impact and sustaining momentum for WPS implementation despite reduced political and financial support.

Through direct meetings with Congressional offices, we positioned WPS as a necessary component of credible foreign policy and effective peacebuilding, with particular emphasis on Congressional oversight and budget decisions. These engagements also enabled us to gather insight into emerging political priorities and risks, informing future advocacy strategy.

Responding to UK aid cuts and shifts away from gender equality

In parallel, the UK Government announced further reductions to the aid budget, alongside a strategic shift away from dedicated gender equality programming towards gender mainstreaming alone. This approach risked dismantling programmes that directly address violence against women and girls, reproductive health and women's participation, while failing to tackle the structural drivers of inequality.

Our advocacy focused on three core areas: evidence, positioning and coalition action. We issued public statements highlighting the disproportionate impact of these decisions on the most marginalised women, drawing directly on *From Asking to Action* findings that show how limited existing aid already fails to reach women affected by conflict. We also worked with partners to articulate why gender mainstreaming, without targeted investment, is insufficient and risks poorer outcomes and value for money.

Alongside public positioning, we engaged with civil society partners to coordinate joint advocacy, including statements and letters calling on the UK Government to protect gender equality commitments. We have been clear that these decisions are not inevitable, and that sustained advocacy from across the sector remains essential to influence policy direction.

Building public and political momentum through collective action

To complement direct policy engagement, we worked with allies to build broader public and political momentum. In the UK, we joined sector wide campaigning to call for a reversal of aid cuts targeting gender equality. Our participation centred women's voices and evidence, reinforcing that restoring funding is critical to protecting hard won rights and preventing further rollback.

We also deepened advocacy on Palestine through participation in the Red Line for Gaza campaign, working alongside UK partners to ensure gender justice remained central to calls for accountability and humanitarian access. This included leading a focused week of action on violence against women and girls, integrating testimonies from partners on the ground and mobilising significant public engagement. These efforts strengthened collaboration across the sector and created momentum beyond individual organisations. We worked with campaign partners to consolidate shared advocacy messages into a policy brief for UK decision-makers, and shared this at an MP Drop in during December to support sustained engagement beyond mobilisation moments.

Expanding our Regional Advocacy with key Networks and Coalitions

We strengthened our regional advocacy across Africa and the Middle East by engaging at African Union and regional policy forums, positioning women's rights organisations and evidence from conflict-affected contexts more prominently within decision-making spaces.

Through our continued engagement with the Gender is My Agenda Campaign (GIMAC), we contributed to collective civil society efforts to influence African Union priorities on gender equality, peace and justice. GIMAC provides a critical platform for civil society to shape AU deliberations, including through its Pre-Summit Consultative Meetings ahead of Heads of State discussions. Our engagement this year focused on advancing the AU's theme on reparations for African women and girls, linking justice for historical and ongoing harms to contemporary peace and security agendas. We contributed to policy dialogue on the role of Women, Peace and Security frameworks, including UNSCR 1325, in supporting reparations and accountability for women affected by conflict and human rights violations.

At the Humanitarian Leadership Conference, we elevated findings from *From Asking to Action* to highlight shared priorities of women across crisis contexts and to underscore the importance of cross-regional solidarity. By positioning evidence from women in Sudan within a global humanitarian forum, we strengthened the visibility of women's rights perspectives in debates that often marginalise local actors.

Engagement with the African Union was further deepened through targeted participation in coordination and dialogue mechanisms. We engaged with the AU–Humanitarian Coordination Forum, contributing to discussions on humanitarian priorities and collaboration between the AU, UN agencies and international NGOs. Alongside this, we pursued bilateral engagement with policy and diplomatic actors, including AU-focused think tanks, donor representatives and the Office of the AU Special Envoy on Women, Peace and Security, to explore opportunities for alignment and partnership. These efforts focused on positioning women's leadership, protection and participation as integral to peacebuilding and humanitarian action across the continent.

At national and regional levels, we supported women's movements through engagement with UN funding and coordination mechanisms. Participation in the UN Trust Fund Africa Regional Hub dialogue enabled direct engagement on the sustainability challenges facing women's rights organisations, including long-term funding gaps and backlash against women's rights. This engagement reinforced the importance of resourcing women's rights approaches and supporting collective care and solidarity as part of sustainable advocacy.

We continued to shape regional discourse through ongoing GIMAC engagement, including participation in meetings linked to Regional Economic Communities and the AU's Civic and Social Affairs architecture. These forums provided entry points to push for stronger grassroots inclusion in continental peace and security frameworks, greater accountability for implementation of commitments, and renewed momentum on regional instruments addressing violence against women and girls.

Finally, we expanded advocacy at the intersection of **c**limate, conflict and gender. At the Africa Climate Summit, we contributed to feminist policy dialogue on climate mobility and gender-responsive climate action, drawing on our research on the interlinkages between climate change, conflict and women's rights. Engagement with feminist constituencies and UN partners reinforced calls for gender, climate and conflict to be treated as inseparable policy issues, particularly in fragile and conflict-affected contexts, and for these intersections to be embedded more systematically within continental and global climate frameworks.

Delivering on our Women, Peace and Security visibility and thought leadership at the 25th anniversary of the WPS Agenda

In 2025 to mark the 25th anniversary of the WPS Agenda we focused on positioning Women for Women International as a credible, evidence-driven voice on Women, Peace and Security, while creating pathways for women affected by conflict to influence policy and practice at national, regional and global levels.

Shaping UK Women, Peace and Security policy

As the UK Government refreshed its Women, Peace and Security approach following the change in government in 2024 and wider aid reductions, we prioritised engagement to ensure women's lived

experience and expertise remained central to decision-making. At a UK Government-hosted civil society consultation day on the future direction of the WPS National Action Plan, we contributed directly to high-level policy discussion.

Drawing on findings from the *From Asking to Action* global consultations, we were invited to speak at a panel event that positioned evidence from women affected by conflict alongside academic and practitioner perspectives, reinforcing the continued relevance of the WPS agenda in an increasingly constrained environment. This engagement strengthened our visibility with senior government officials and sector leaders, while integrating women's priorities into conversations shaping the final years of NAP implementation.

We also reinforced parliamentary engagement through a formal briefing by Women for Women International's Director of Global Policy and Advocacy, Steph Siddall, to the UK International Development Committee. Using programme evidence and consultation insights, we highlighted how funding cuts, rising conflict and the rollback of women's rights directly undermine WPS commitments. This intervention strengthened parliamentary scrutiny and reinforced our role as a trusted source of evidence on women's participation and protection.

Global leadership on WPS implementation

We deepened our global thought leadership through engagement with multilateral and government-led WPS platforms. Participation in the Women, Peace and Security Focal Points Network in Tokyo enabled us to engage directly with governments responsible for WPS implementation, contributing practical insight on national and regional action planning. Our role in co-facilitating discussion reinforced our expertise and strengthened relationships with key government and UN actors.

We also contributed to global dialogue through the Compact on Women, Peace and Security and Humanitarian Action, positioning women's economic power as a cornerstone of peace and humanitarian response. By linking programme experience and *From Asking to Action* findings to global policy debate, we strengthened our visibility and credibility among governments, UN entities, civil society and private sector actors engaged in the WPS-HA Compact.

Influencing multilateral decision-making

We continued to create entry points for women's voices within highly constrained multilateral spaces. This included supporting participation in briefings linked to the UN Security Council's Informal Experts Group on WPS, enabling women leaders from Palestine and Iraq to share priorities and recommendations directly with senior UN and Member State representatives ahead of closed deliberations. These engagements supported targeted, confidential influencing where public advocacy is not feasible.

Our acceptance as a Resource Partner to the UK Integrated Security Fund Women, Peace and Security Helpdesk further strengthened our role in shaping government practice. Through this mechanism, we will provide technical expertise directly to UK Government teams, embedding WPS principles across policy and programming where they align with our strategic advocacy objectives.

Sector leadership and agenda-setting

We invested in sector-wide thought leadership by contributing to global policy and donor forums. Engagement at OECD Development Assistance Committee Civil Society Days enabled us to frame the implications of a shifting funding landscape, including emerging discussions about a "post-ODA world", while strengthening relationships with governments exploring future WPS investments.

Participation in major international forums such as AidEx Geneva and collaboration with the Imperial War Museum's Unsilenced exhibition further extended our reach. Through these platforms, we highlighted the consequences of funding decisions on women's access to justice, protection and participation, reinforcing the political nature of choices affecting women affected by conflict.

Evidence-led diplomacy on Afghanistan

We continued to position evidence for women's participation in contexts where women are increasingly excluded from formal decision-making. Through closed-door, high-level roundtables with UN agencies and Member States, we used consultation findings and partner insights to inform diplomatic discussions on Afghanistan. These engagements focused on how gender-inclusive evidence can inform principled policy responses, even in highly restrictive environments.

Building on this work, we coordinated with civil society partners, the UN, and the Latvian Mission to the UN – ahead of their current term on the UN Security Council – to address the Taliban's ban on Afghan women working for the UN and demand cohesive and clear responses from the UN, centring analysis from women inside the country while maintaining necessary security discretion. Together, these efforts reinforced our role as a trusted convener and evidence-based policy actor on Afghanistan.

Strategic engagement with global diplomacy

Finally, we expanded senior-level engagement through participation in invitation-only global convenings, including the Doha Forum. This provided a platform to share our work with influential policymakers and explore future collaboration with new and existing partners. Early engagement demonstrated the forum's strategic value as a space for relationship-building, with potential for deeper involvement aligned with our mission and expertise.

Global advocacy momentum with From Asking to Action: From CSW to WPS Month

Sustaining global advocacy momentum through *From Asking to Action*

At a time of escalating conflict, shrinking civic space and significant reductions in funding for women's rights, we used key global and regional moments to sustain advocacy momentum and ensure women affected by conflict could influence policy and practice. From CSW through WPS anniversary moments, *From Asking to Action* provided a shared evidence base to connect grassroots priorities with decision-makers.

Commission on the Status of Women (CSW): centring women's leadership across contexts

CSW69 provided a critical platform to amplify partner leadership and apply *From Asking to Action* findings across multiple advocacy spaces. Rather than relying on a single high-profile event, we supported a series of complementary engagements that enabled women's voices to reach different audiences.

- **Closed-door roundtable on Women Human Rights Defenders** We nominated our Syrian partner, Women Now for Development, to participate in a high-level, closed-door roundtable co-hosted by UN Women and the UK Government. This enabled women human rights defenders to brief senior policymakers directly on threats facing WHRDs and priorities for protection and meaningful participation.
- **From Asking to Action panel for donors and partners** we convened a public panel focused on findings from *From Asking to Action*, sharing priorities from Sudan, Palestine and Syria with donors, civil society and sector colleagues. The session positioned evidence from women affected by conflict as a foundation for policy and funding decisions.
- **Sudan: gender-responsive pathways to peace** In partnership with the Alliance for Peacebuilding, we co-hosted an official CSW side event focused on the gendered impacts of the conflict in Sudan, the exclusion of women from peace efforts, and conditions needed for a gender-responsive transition. The discussion reinforced Sudanese women's leadership as essential to any credible peace process.
- **Palestine: private roundtable with women leaders** together with Amnesty International and the General Union of Palestinian Women, we co-hosted a private roundtable where Palestinian women leaders shared humanitarian, gendered and human rights priorities. Findings from *From Asking to Action* were presented alongside partner analysis, supporting confidential influencing in a highly sensitive political context.
- **Virtual convening on movement-building and resourcing** To ensure inclusion beyond those attending CSW in person, we hosted a virtual session for partners and colleagues highlighting learning from the *Resourcing Change* project that Women for Women International implemented between 2022 and 2025. This event reinforced best practice on flexible funding, women's rights advocacy and movement-building.

Collectively, these engagements demonstrated how our evidence, including the *From Asking to Action* consultation, can be used flexibly across public, private and hybrid spaces to support women's influence, including where traditional advocacy routes are constrained. Access our CSW homepage here, and read our blog on the convening here.

Marking 25 years of WPS: regional leadership and intergenerational dialogue

We continued advocacy building on our year of marking the 25th anniversary of the WPS Agenda at CSW and beyond by engaging at regional peace and security convenings marking the 25th anniversary of the WPS agenda.

- **Peace Connect, Nairobi**: We co-hosted the only WPS session at Peace Connect, bringing together women peacebuilders from Africa, the Middle East, the Caribbean and Europe. Vianney Dong, DRC Country Director, was a featured speaker in discussions that emphasised women as agents of peace, drawing on long-standing programme experience in eastern DRC. Vianney was supported by Global Policy and Advocacy Senior Manager, Nisha Singh, who moderated breakout discussions that explored linkages between WPS and youth movements, including intergenerational organising, economic opportunity and conflict prevention.
- **Conciliation Resources WPS Dialogue, Nairobi**: Participation in this dialogue provided space to reflect on the evolution of WPS over 25 years, address current challenges, and explore

constructive engagement of men as allies. Discussions reinforced the need to re-centre grassroots leadership within WPS implementation.

Across these engagements, *From Asking to Action* continued to serve as a core advocacy tool, enabling sustained messaging across regions and themes, and ensuring that women's priorities shaped conversations on peace, security and justice. Rather than concentrating influence in a single moment, we built cumulative momentum, relationships and credibility over time.

Contributing to Business Development Opportunities

Alongside delivery and influencing, the Global Policy and Advocacy Team played a substantive role in supporting business development, ensuring that advocacy priorities, partner-led evidence and women's influence on decision-making are reflected in funding strategies and proposals. This included concept development, donor engagement, and positioning Women for Women International within emerging funding opportunities.

- **Global Affairs Canada: Afghanistan**: In partnership with the Business Development Unit, we contributed to a concept note for Global Affairs Canada focused on funding the *Adolescent Girls* and *Stronger Women, Stronger Nations* programmes. The proposal also includes a political and funding landscape analysis for Afghanistan, building on learning from the AIDI project, and positions WfWI's advocacy and evidence as integral to programme design in highly restrictive contexts.
- **Open Society Foundations: Transformative Peace in Africa**: We engaged with the Open Society Foundation through UNHCR's coordination platform for women-led organisations responding to the Sudan regional refugee crisis. Discussions focused on OSF's *Transformative Peace in Africa* initiative, which prioritises justice, inclusion and women-led peacebuilding across conflict and post-conflict settings including Sudan, the DRC and the Sahel. Follow-up engagement is planned to explore alignment and potential resourcing opportunities.
- **Government of Canada: Canada Fund for Local Initiatives (CFLI)**: Following policy engagement in Addis Ababa, WfWI was invited by the Canadian Embassy to submit a proposal to CFLI. We submitted a CAD 80,000 proposal focused on advancing the self-defined priorities of six women's rights organisations in Sudan. The proposal centres flexible sub-grants, tailored advocacy support and supported access to decision-making spaces at local, national and global levels.
- **Swedish Postcode Lottery: piloting advocacy resourcing**: We submitted an application to the Swedish Postcode Lottery for *Moving from Asking to Action*, proposing WfWI's first targeted Advocacy Fund. The project will support more than 20 women's rights organisations across nine conflict-affected countries through co-designed advocacy plans, toolkits and flexible funding, marking a strategic shift towards resourcing women-led advocacy and coalition-building. The funder has requested further information, which has been provided, and a decision is pending. A subsequent full proposal was also submitted for a 24-month project (approx. USD 245,000), with a proposed start date of June 2026.
- **Government of France and EmpowHer** We held several exploratory discussions with EmpowHer regarding a potential consortium application to Agence Française de Développement focused on addressing technology-facilitated gender-based violence across Africa and the Middle East.

While this opportunity did not progress, it laid valuable groundwork for future collaboration, particularly relevant to growing advocacy priorities in Iraq and Palestine.

- **John Ellerman Foundation**: In collaboration with the Business Development Unit, we contributed to a proposal for a one-year advocacy campaign focused on mobilising UK political support for aid, grounded in *From Asking to Action*. While the proposal was unsuccessful, we are actively refining the core concept for future submission.
- **Donor engagement at AidEx Geneva**: GPAT supported donor pipeline development through targeted engagement with potential funders including NORAD, the Irene M. Staehelin Foundation and PPL. These conversations helped identify areas of shared interest and positioned WfWI as a credible partner on gender-responsive humanitarian and development approaches.
- **Canada's International Development Research Centre (IDRC)**: GPAT led the design of a proposal, in partnership with the West Africa Civil Society Institute, to co-lead the West and Central Africa Regional Learning Hub under the renewed *Women's Voice and Leadership Learning Partnerships*. The proposal seeks USD 428,345 over 42 months to establish a locally led feminist learning hub strengthening evidence generation, advocacy capacity and collective influence among women's rights and feminist organisations across the region.

Joining new Networks and Coalitions

As part of our approach to shaping the enabling environment for women's rights, we continued to invest in strategic networks and coalitions that amplify feminist voices, strengthen collective advocacy and open new pathways to influence policy and funding decisions.

- **Joining the Alliance for Feminist Movements (AFM)** Women for Women International was accepted as a member of the Alliance for Feminist Movements, a growing global coalition bringing together governments, private philanthropies, feminist funds and civil society organisations to mobilise political and financial support for feminist movements. Membership provides a strategic platform to share our evidence and advocacy priorities, including *From Asking to Action*, contribute to joint advocacy efforts and engage with influential actors shaping global funding and policy agendas on gender equality. AFM's rotating steering committee includes the UK Government, the Government of Canada and the Ford Foundation, positioning the network as a key space for engagement with decision-makers influencing women's rights financing.
- **Joining the Feminist Humanitarian Network (FHN)** At the end of 2025, we joined the Feminist Humanitarian Network, a global collective of feminist leaders and organisations working to transform the humanitarian system so it is accountable to women, girls and gender-diverse people. The network prioritises leadership of women-led and grassroots organisations, with a strong majority of members based in the Global South. Membership strengthens our ability to contribute to collective advocacy on feminist humanitarian reform, amplify partner leadership from conflict-affected contexts and engage in joint learning and influencing around funding, localisation and accountability within the humanitarian system.

Together, these memberships strengthen Women for Women International's positioning within influential feminist networks, supporting more coordinated, collective advocacy at a time of heightened pressure on women's rights and women-led organisations.

In 2026, we will:

- **Implement Phase Two of *From Asking to Action***, working with partners to co-develop tailored, context-specific advocacy plans that respond to funding cuts, civic space restrictions and political backlash, while strengthening collective approaches to influence. This phase will also include the development and piloting of Women for Women International's first ever "Advocacy Fund", which will enable partners and country offices to operationalise their advocacy action plans through small grants, and offers an opportunity to generate funding from advocacy focused donors.
- **Lead strategic convening and coalition-building**, with partners planning for safe, targeted and innovative convenings that prioritise women's leadership and mitigate risks associated with shrinking space for public advocacy.
- **Maximise influence at key global moments and in technical policy spaces**, with coordinated advocacy and communications at Skoll Forum, CSW70, Women Deliver, UNGA81, and others in close collaboration with the Global Communications team, and a strengthening and expansion of our evidence-based policy analysis and dissemination through targeted policy briefs, informal bilateral engagement with member states.
- **Deepen and expand strategic partnerships**, including a new collaboration with the Royal African Society coordinated with the Global Communications and Executive teams, to expand platforms for women's voices and strengthen cross-sector engagement on women, peace and security in Africa.

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

Last year, we said we would aim to achieve the following during 2025:

- **Raise £3.85M in restricted funds** from Institutional, Trusts and Foundation and Corporate donors by 31st December 2025
- **Raise £2.56M in unrestricted funds** from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2025
- Use targeted marketing and communications campaigns and activity to **inspire and engage** individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support: 1) foundation level of donors that see our work, signing up to our mailing list; 2) developing those supporters to take their first action to become one-off donors; 3) further development and nurturing of those donors to progress their support up to regular giving.

Grants

Restricted grants, providing resources for programming, totaled £2,959 million this year. Our particular thanks go to players of Postcode Lottery for the funds they continue to raise, generously awarded by Postcode Justice Trust.

Corporate partnerships

Unrestricted income from corporate partnerships in 2025 was £951k (2024: £964k), which is a slight decrease on last year.

Our Global Charity of the Year Partnership with A&O Shearman came to a close in 2025. Women for Women International and A&O Shearman partners for 2 years to help women survivors of war to rebuild their lives and create lasting change in their communities. In 2025 our partnership raised £457,003 - which was be invested in supporting displaced women in Iraq and responding to critical conflict situations globally.

For International Women's Day in 2025, we were proud to have 12 current partners and 13 new partners take part in our campaign collectively raising £105,471 – highlights included new hospitality brands joining the campaign including The Mandarin and The Wolseley Hotel as well as the launch of the Monica Vindar Sisterhood pendant for WfWI.

Once again, we leveraged both the holidays and Giving Tuesday to raise money and our profile at the end of the year. This campaign remains a strong touchpoint for corporate partners in Q4. In 2025 the campaign saw 1 current partner and 4 new business supporting us- all of which raised a total of £69,219 compared to £78,646 in 2025.

Grassroots

In 2025, our community once again showed their generous support with 1,009 supporters donating to one or more of our campaigns with a combined 1,215 donations. While this did mark a slight decrease in the total number of gifts, the average gift amount increased by over £7 compared to 2024, meaning that thanks to the incredible kindness of our supporters the total amount donated increased by 17%.

Once again, our crisis appeals were especially successful. Most notable among these was the response to our work in Palestine, which through the year received 190 donations, totalling over £10k.

Away from crisis appeals, we celebrated Women's History Month with our '#SheDares to Hope' campaign, sharing inspiring participant stories of hope when the news was at its bleakest. Through a combination of a matched giving appeal and our heart badge incentive, the campaign received nearly 200 gifts and raised over £10.5k. In October, we were successful in securing a £5k match fund, as part of the Big Give's Women and Girls Match Fund. This campaign focused on our Adolescent Girls Programme, culminating on International Day of the Girl Child. In total we received 77 donations to successfully hit our fundraising target and raising of £10.8k, including matched funds.

Our #SheDares Squad also welcomed over 40 members in 2025. From marathons and hikes, to bake sales and art workshops our community came together to help raise nearly £25k through a variety of fun and imaginative fundraising activities.

Sponsorship and Regular Giving

March 2025 marked one year since we launched our sponsorship programme under its new Stand With Her rebranding. As we moved away from the dated terminology of sponsorship and its inherent power imbalance, we have received nothing but positive responses to the new communication from supporters both old and new. Additionally, the new flexible giving options helped increase our average gift from £22 to over £27 per month for new sign-ups.

During the course of 2025, we were able to match over 900 Stand With Her sister supporters with more than 1,200 sisters in our Stronger Women, Stronger Nations programme. At the end of 2025 we had 1083 active Stand With Her sister supporters with the addition of a further with 600 regular monthly givers.

We had great success in 2025 with corporate partners supporting Stand With Her on behalf of their staff and clients. Addleshaw Goddard continued their incredible multi-year partnership, supporting 109 sisters for clients as part of the Flourish programme.

Events and Philanthropy

Major Donors and Events

In 2025 we raised £828,848 of unrestricted income through events and major donors (2024: £652,878k), a year-on-year increase of 27%.

Our flagship live event, the #SheInspiresMe Car Boot Sale once again took place in Selfridges car park in central London and brought together a huge range of brands and fashion icons. Our 2025 #SheInspiresMe Car Boot Sale raised just over £416,000. We sold 2,139 tickets, raising £31,235.74 from ticket sales and with press and VIP guests we welcomed over 2,400 guests in total. We had 36 boots. We had fantastic press coverage and key titles included Stylist, Citizen Femme, Marie Claire, SheerLuxe, FT HTSI and The Know.

Our Leadership Circle membership remained stable, with three members renewing at Champion Level (£5,000/year) and two at Supporter Level (£1,000/year). We also saw growth in the programme with 5 new members joining in 2025. Leadership Circle members attended a number of bespoke cultivation events, including an in conversation with Nadjia Swarovski at The Peninsula Hotel as well as a virtual event with Iraq Country Director, Aram Shakerm.

In November, we hosted an end of year event which was attended by WfWI Ambassador Tina Daheley, existing donors and a number of new HNW prospects. The event was co-hosted by a small committee with Trustee Frankie D'Arcy and Fundraising Council member Sarah Beddingfield-Shutt supporting the event with their networks and taking on speaking roles on the night.

Communications

Women's History Month (March) once again proved highly successful. Our matched gift campaign exceeded its target in record time, supported by our heart badge incentive. We raised nearly £2k over target for the month. For lead generation, we also received 1,819 calendar signups, resulting in the recruitment of 1,441 new members for our mailing list, 44% over our £1k target. We also had 26 corporate partners engaging with the campaign during the month.

We also featured in a display at the Imperial War Museum's groundbreaking exhibition – *Unsilenced: Sexual Violence in Conflict* – running between 23 May and 2 November 2025. This partnership increased brand visibility and secured wide ranging press coverage, including featuring Sara Bowcutt on BBC Radio 4's Woman's Hour, and social media attention, including a collaborative post with our Ambassador Sophie Turner.

We partnered with over 37 UK organisations on a Red Line for Gaza partnership, using our platform to raise the voices of the women in Gaza and encouraging supporters to take action. The partnership significantly increased our reach, raised our profile across the sector, and reinforced our role as thought leaders on the issue.

In 2025, we were mentioned in 56 pieces of press coverage, which gained 4.52m estimated views. Titles span flagship outlets including The Economist, Grazia, Stylist, Metro, Service95, and BBC Woman's Hour, and specialist publications such as Alliance magazine. On social media, we grew our Instagram following by 9.6% and our website sessions increased by 9.2% compared to the previous year. We also saw our mailing list grow from 29.3k to 31.0k, marking a 5.77% increase.

Ambassadors

Our Ambassadors and Champions play a key role in helping women survivors of war rebuild their lives, using their platforms to raise the voices of the women we serve, and we are so grateful for their ongoing support. In 2025 we welcomed a new Champion, a Yazidi activist Mediha Ibrahim.

Our Ambassadors and Champions supported our Women's History Month campaign and International Day of the Girl by resharing our content on their channels. Lake Bell took part in a #SheDares video for the Day of the Girl.

Niomi Smart ran the Brighton Marathon, fundraising for Women for Women International and posting about her support on social media. She also took part in a corporate partnership with a jewellery brand, Rachel Jackson, designing a piece of her own with proceeds going to our work.

Once again, Alex Eagle hosted the incredible #SheInspiresMe Car Boot Sale, supported by a range of our Ambassadors through committee membership, donations, attendance and content. Basma Khalifa took over our Instagram on the day of the event.

As Imperial War Museum's chosen NGO for a media partnership for their *Unsilenced: Sexual Violence in Conflict* exhibition, we were pleased to work with them on various events throughout the exhibition's run, inviting stakeholders and new contacts (including but not exclusively, corporate partners, major donors and board members). Ambassador Tina Daheley spoke at the Opening Night event and other high-profile names and Ambassadors engaged, including Waad al-Kateab who was in attendance. Towards the end of the run, our board member Leyla Hussein spoke at the Discussion Day. Sophie Turner also engaged on social media through a collaborative post on Instagram, which helped to expand our reach significantly.

Next year, we will aim to:

- Raise £2,671,518 in Restricted funds from Institutional, Trusts and Foundation and Corporate donors by 31st December 2026
- Raise £2,257,383 in Unrestricted funds from Major Donors, Special Events, Sponsorship and Individual Giving, Community Fundraising, and Corporate Partnerships by 31st December 2026
- Use targeted marketing and communications campaigns and activity to inspire and engage individuals in our target audiences to take action with and/or donate to Women for Women International.

Strategic Objective 6: Use targeted marketing and communications campaigns and activity to inspire and engage individuals to support the creation of a sustainable fundraising ecosystem developing 3 different levels of support. 1) foundation level of donors that see our work, signing up to our mailing list. 2) developing those supporters to take their first action to become one-off donors 3) further development and nurturing of those donors to progress their support up to regular giving.

Last year, we said we would aim to achieve the following during 2024:

- Increasing the email mailing list by 20%, while decreasing the number of unsubscribes from 1.59% to 1.00% per month.
- Increasing our website visits by 20% year on year.
- Growing our social media followers monthly across all platforms (Instagram 0.8%, Facebook 1.4%, Twitter 0.2% & TikTok 2.6%), while increasing reach by 5% annually across Instagram, Facebook and TikTok.
- Achieving 1 influencer engagement per month
- Increasing press mentioned and views by 3% annually.
- Maintaining high email open rates above sector average of 26%, while increasing the Click Through Rates (CTR) on newsletters and other general emails to 2.7%.
- Increasing website donation pages sessions, organic traffic by 10%.

- Increasing social media engagement across all platforms (Instagram 4%, Twitter: 0% (maintain), Facebook: 3%, TikTok: 5%) and Instagram saves by 5% by 31st December 2025. For paid digital averts, achieve a base CTR of 2.1% per impression.
- Continuing to develop our digital advertising strategy and for lead generation maintain an average cost per sign up at £4.00, while increasing the ROAS from £0.24 to £0.75.
- Increasing organic social media shares annually by 2% on Facebook and 5% on TikTok.
- Increasing online cash donations by 10% (50% from first time donors), while increasing conversion rate for donation page visits by 50%.
- Raising a total of £119,050 split between one-time gifts (£91,050 supported by 60% gift aid rate) and community fundraising (£28,000) with 20 organic fundraisers and 10 challenge participants.
- Raising a further £494,062 in recurring giving recruiting a combined 488 donors across Stand With Her sister, classroom and regular giving, achieving an average retention rate of 86%. 20% of total recruitment sourced from cultivation of OT cash donors to regular.

1) **Foundation level of donors that *see* our work, signing up to our mailing list.**

In 2025, we saw our mailing list grow from 29.3k to 31.0k, marking a 5.77% increase. This was supported by some stand-out activities such as our Women's History Month Calendar of Action (free download upon joining our mailing list) and the #SheInspiresMe Car Boot Sale (mailing list sign-ups for early bird ticket access and option to opt in for the chance to win our event raffle). Additionally, we were mentioned in 56 pieces of press coverage, which gained 4.52m estimated views. Titles span flagship outlets including The Economist, Grazia, Stylist, Metro, Service95, and BBC Woman's Hour, and specialist publications such as Alliance Magazine.

2) **Developing those supporters to take their first *action* to become one-off donors.**

In 2025 , we received a total of 1,215 donations from 1,009 donors during the course of the year. While this did mark a slight decrease in the total number of gifts, the average gift made was over £7 higher than in 2024, meaning that thanks to the incredible kindness of our supporters the total amount donated increased by 17%. Of the 1,009 donors, 649 (64%) were first time donors, either brand new to Women for Women International or were cultivated from existing contacts who were making their first donation in 2024.

3) **Further development and nurturing of those donors to progress their support up to regular giving.**

2025 marked one year since we launched our sponsorship programme under its new Stand With Her rebrand. As we moved away from the dated terminology of sponsorship and its inherent power imbalance, we have received nothing but positive responses to the new communications from supporters both old and new. Our focus for this area was the continued development of Stand With Her through which we targeted reactivating lapsed supporter, upgrading existing regular donors and converting one-time donors to regular.

KPI 1:

Increase the email mailing list by 20%, visits to our website by 20%, social media reach (Instagram, Facebook and TikTok by 5% - Twitter/X deprioritised) and press mentions by 3% by 31st December 2025.

In 2025, we saw our mailing list grow from 29.3k to 31.0k, marking a 5.77% increase. While on social media and website, we grew our Instagram following by 9.6% and our website sessions increased by 9.2% compared to the previous year.

In 2025, we were mentioned in 56 pieces of press coverage, which gained 4.52m estimated views. Titles span flagship outlets including The Economist, Grazia, Stylist, Metro, Service95, and BBC Woman's Hour, and specialist publications such as Alliance Magazine.

KPI 2:
Maintain high email open rates above sector average of 26%, increase donation pages sessions, organic traffic, social media traffic by 10% and increase engagement on social media (Instagram 4%, Facebook: 3%, TikTok: 5% - Twitter: deprioritise to just maintain) by 31st December 2025.

Our average email open rate for 2025 was 46.88% - vastly above sector average. This is supported by "unopened" suppression process, whereby we exclude contacts who have not opened any emails in over 90 days from our mass emails, and target them for separately on an automated journey for winning back. This effectively reduces our mailing list by approx. 13k but better supports deliverability.

In 2025 our engagement on Instagram grew by 232.9% compared to 2024.

Next year, we will focus on:

Awareness:

- Secure 12 press interviews/features and 30 mentions
- Grow website visits by 20% year-on-year
- Increase Instagram followers by 0.8% monthly

Engagement:

- Maintain Facebook follower numbers
- Grow the mailing list by 10% with 55% of our total list being active subscribers
- Maintain email CTR at 2.7%
- Increase Instagram engagement rates by 4%
- Maintain Facebook engagement levels
- Keep average mailing list sign-up costs under £4

Individual Giving:

- Increase donation page conversions by 5%, while donations from ads target a 5% uplift
- Raise £50,250 online in one-time gifts, £7,200 in offline gifts, £9,788 via Gift Aid at 60%, £10,000 through matched giving and £31,000 via third-party challenges
- Raise £155,298 from our Stand With Her - Classroom giving programme & Regular Giving
- Raise £341,464 from our Stand With Her - Sister giving programme

Strategic Objective 7: Run an effective and financially sustainable organisation

Last year we said we would aim to achieve the following during 2025:

- **Continuing to run an effective, well governed and financially sustainable organisation**, **providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.
- **Continuing our work to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our staff development plans and working through the Management Action Plan developed in response to our recent global staff survey.
- **Continuing to manage risk as per Global Risk Framework** promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.

Throughout 2025, we provided a stable platform through effective and efficient finance and people processes. This enabled teams to make informed decisions and take carefully considered risks, so we could achieve more for the women we serve.

In 2025, all staff completed online training on Fostering a Positive Work Culture, covering behaviours aligned with our Code of Conduct and how to respond to ethical dilemmas.

We maintained robust risk management throughout 2025, keeping a comprehensive Risk Register and progressing the actions required to mitigate identified risks.

We continued to work closely with colleagues across the Women for Women International movement to ensure staff can operate seamlessly, and that resources are used efficiently and to maximum impact.

We work closely with the Finance and Audit Committee throughout the year, with four scheduled meetings in 2025. The Committee reviews the organisation's financial sustainability and oversees key governance and risk matters.

We reviewed our Board Committee structure to better align with organisational needs, reducing it from four standing committees to two standing committees plus one as-needed committee (the Nominations Committee, convened to recruit new trustees when required). We also appointed a People Focal Point on the Board, removing the need for a separate People & Culture Committee.

Next year, we will focus on:

- **Continue to run an effective, well governed and financially sustainable organisation, providing a supportive, effective, and impactful business partnering relationship to UK stakeholders** and sharing the expertise with GSC through collaboration and teamwork. Ensuring that the organisation has a robust control environment and appropriate compliance frameworks in place; adopts best practice in

carrying out its operational and governance responsibilities and is well prepared to be responsive to prolonged uncertainty, risk and opportunities. Ensure that the UK Board and sub-committees of the Board meet sector best practice.

- **Continue to align with Global PCC initiatives to ensure a good employment experience for all UK and UK hosted staff** through the delivery of our People Programme and manage risk as per Global Risk Framework promoting and monitoring compliance with internal policies and procedures and ensuring compliance with external laws and regulations.