



Women Win believes that every girl and woman is entitled to actualise her full potential. It's her RIGHT.



BRAC, Bangladesh



CONTENTS

LETTER FROM LEADERSHIP

1.	OUR WORK	
	• MISSION, VISION, VALUES	5
	• MILESTONES	6
	• ABOUT WOMEN WIN	9
2.	OUR POINT	
	• WHY GIRLS?	10
	• WHY SPORT?	11
	• OUR THEORY OF CHANGE	15
3.	2012 STRATEGY IN FOCUS	
	• LEARN	17
	• STRENGTHEN	21
	• IMPACT	23
	• OPERATIONS	27
4.	2013 GAME PLAN	
	• GOALS AND OPPORTUNITIES	29
	• POTENTIAL RISKS	29
5.	OUR ECOSYSTEM	
	• GLOBAL PARTNER PROFILES	30
	• SUPPORTERS	35
	• THE TEAM: STAFF AND BOARDS	40
6.	OUR FINANCES	
	• OVERVIEW OF FINANCIALS	43
	• 2012 ANNUAL ACCOUNTS	44

Letter from Leadership



Sport is an effective strategy to empower girls and women

around the world and continues to gain traction across sectors and geographies.

What a privilege it is for us at Women Win to bear witness to the immense power of sport for girls and women everywhere. From the London 2012 Olympic and Paralympic Games to the most remote and underserved communities in cities Mumbai, Nairobi, Freetown and Bogota to the countryside of Nicaragua, Liberia and Bangladesh, the impact is glaring. We see, feel and confirm that sport reaches all corners of the globe, cultivates dreams and possibilities, inspires determination and serves as a natural field for leaders and role models to emerge. This has never been more true and widespread than in 2012.

Our Women Win Annual Report comes to you on the heels of another exciting and productive year of equipping adolescent girls and young women to exercise their rights through sport. We continue to listen and learn, to expand our work and to be inspired by the girls who teach us about leadership across the globe.

As global economies continue to sustain a visible fiscal tightening, our diversified funding strategy has paid off. This year we reached 14 countries serving more than 18,000 girls through the work of 25 partner organisations. Moreover, we increased our budget by 14%. In addition, we entered a three-year partnership with the UK's Department for International Development (DFID), in which we will expand our geographical reach to build girls' leadership through the combined power of sport, digital storytelling and mentoring. We renewed key partnerships with core key investors such as Hivos, NoVo Foundation, Australian Sports Outreach Programme, Standard Chartered and others, allowing us to continue our work in some of the most challenging places in the globe to be born female.

As we turned five years old in 2012, we took time to explore and re-examine the ways we define, conceptualise and operationalise our impact on adolescent girls and young women, their communities and the organisations (the groups we support) who serve them.

Our conclusions are not revolutionary but affirming.

- Working towards safe inclusive spaces for all is the foundation we need to build upon for more girls and young women to reap the benefits of sports worldwide.
- Simultaneously building irrefutable evidence and collective impact are critical for the effectiveness of sport as a strategy to empower adolescent girls and young women.
- Positively engaging boys and men in the addressing gender-based violence, community engagement and child protection in sports is core to our success.
- Moving from transactional collaboration to transformative partnerships with our implementing partners is a top priority for 2013-2016.

We take this learning, our continued commitment and focus into 2013. We maintain a tenacious resolve to continue to innovate, better demonstrate impact and further expand our footprint in the space we serve. Most importantly, we reaffirm our promise to live our values in the ways that matter most.

Sport is powerful. Through sport, we strive to level the globe's playing fields to provide all girls the opportunity to develop their full potential, access their rights and grow into the (s)heroes they were born to be.

With gratitude,



Astrid Aafjes
Founder



Maria Bobenrieth
Executive Director



Ellen Sprenger
Board Chair



OUR WORK

Mission, Vision, Values

OUR MISSION

TO EQUIP ADOLESCENT GIRLS TO EXERCISE THEIR RIGHTS THROUGH SPORT.

OUR VISION

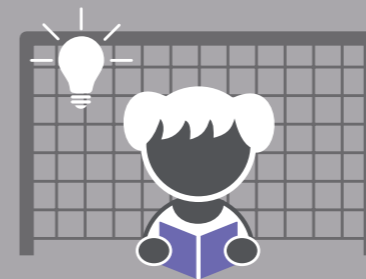
BY 2016, 1 MILLION GIRLS AROUND THE WORLD RISE TO CHALLENGES AND COURAGEOUSLY TRANSFORM THEIR LIVES.

OUR CORE VALUES

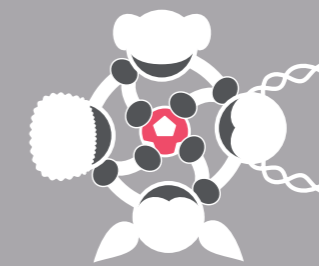


Girls are our purpose

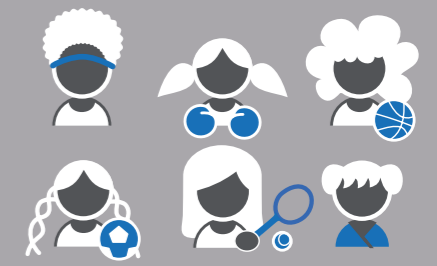
Sport is our power



Innovation is our edge



Collaboration is our strength



Change is our promise

Women Win Milestones

2007

- At the Course Feminine 5K race in Casablanca, Morocco, Mama Cash Program Director, Astrid Aafjes, invited by Nike, is inspired by the power of sport to mobilise society, running alongside more than 22,000 Moroccan girls and women. Aafjes leaves to start an organisation to support this work. The seed is planted.
- Through a seed grant from Nike, Women Win (WW) is born and registered in the Netherlands.
- WomenWin.org website is launched.
- Maria Bobenrieth, Nike Global Director of Community Investments, becomes the first Chair of the Board of Stitching Women Win NL.

Programme Partners: 3 in 3 countries: Rwanda, Kenya and The Netherlands
Seed Funds Acquired: Nike, Greenpark Foundation and Dreilinden Gesellschaft

2008

- First employees are hired.
- A real office is set up in Amsterdam.
- Women Win co-hosts women's Dam to Damloop running race with Le Champion in Amsterdam to raise funds for partners.
- Our granting portfolio increases significantly, and we begin to investigate non-financial ways of advancing our sector.

Programme Partners: 20 in 15 countries, including Palestine, Bangladesh and Morocco
Impact: 7,000 girls
Funds Raised: €681.988

2009

- Women Win obtains 501(c)(3) charity status in the United States.
- Goldman Sachs awards WW a three-year grant to develop organisational capacity.
- The first research report is published: Empowering Girls and Women Through Sport and Physical Activity (with Population Council).

Programme Partners: 17 in 9 countries, including Bangladesh, Cameroon, Rwanda and Nepal
Impact: 12,000 girls and young women
Funds Raised: €1.099.546

2010

- Official charity status is established in the United Kingdom.
- NoVo Foundation supports Women Win to explore sport as a strategy to GBV in conflict/post-conflict settings.
- International Guide To Designing Sport Programmes for Girls is launched.

Programme Partners: 18 in 11 countries, including Kenya, Uganda and Zimbabwe
Impact: 13,773 girls and young women
Funds Raised: €1.238.515

2011

- At Clinton Global Initiative annual meeting, WW commits to reaching one million girls by 2016.
- Partnership with Standard Chartered is established to license the Goal Programme globally.
- The multi-year Girl Power project begins in 10 countries in collaboration with five Dutch child's rights NGOs.
- The International Guide to Addressing Gender-Based Violence Through Sport, including special section on Conflict/Post-Conflict Regions, and International Guide To Economic Empowerment Through Sport are launched.
- WW commits to 'Collective Impact' work with partners and employs Salesforce system to gather data.
- Agreement with Australian Sport Commission is signed to support the growth of six India sport for development organisations in the area of gender inclusion and child protection.

Programme Partners: 21 in 14 countries, including India, Bolivia, Colombia, Nicaragua and Zambia
Impact: 16.900 girls and young women
Funds Raised: €1.427.527

2012

- GoalProgramme.org is launched for global dissemination of the award-winning curriculum.
- One Win Leads To Another campaign is unveiled.
- 'Building Young Women's Leadership Through Sport' programme begins with support from the UK's Department of International Development (DFID).
- Updated International Guide To Developing Sport Programmes for Girls 2.0 is released.
- Partnership with the International Centre for Research on Women (ICRW) is launched.
- WW delivers gender-based violence and sport training in South Sudan for Swiss Academy of Development.
- Partnerships are established with BRAC and Standard Chartered to bring the Goal Programme to Bangladesh

Programme Partners: 25 in 14 countries, including Ethiopia, Bangladesh, Liberia, Sierra Leone and India.
Impact: 18,000 girls and young women
Funds raised: €1.624.964



FCAM, Nicaragua

About Women Win

WHO WE ARE

Women Win is an internationally recognised centre of excellence on gender and sport. We are a thought leader and global convener, strategically positioned at the intersection of women's rights, development and sport.

Since our 2007 inception, we have actively listened to and worked with girls and women, boys and men, community leaders and programme partners, and donors and investors to advance the case of sport as a powerful strategy to address gender inequity and empower adolescent girls and young women.

We are most effective as a cross-pollinator of impactful strategies, resources and tools. We are relentless in our commitment to meaningful collaborations, outcomes-based approaches and learning from the genius of our partners in the field.

WHAT WE DO

Women Win uses sport as a strategy to advance girls' rights with a focus on three areas:

- Addressing gender-based violence
- Accessing sexual and reproductive health and rights
- Gaining economic empowerment

We deliver on our mission through the connected work of our three organisational pillars:

STRENGTHEN: Through grants and capacity building we invest in organisations to deliver sport and empowerment programmes for girls. We partner with both 'flagships,' well-established global leaders, as well as smaller, grassroots groups that are employing fresh and innovative approaches.

LEARN: We collect promising practices and learn from the field with the aim of being a centre of excellence in identifying innovation, building tools and catalysing dialogue that advances organisations' ability to address girls' rights through sport.

IMPACT: We deliver a world-class, evidence-based monitoring and evaluation system, drive an innovative research agenda that bolsters qualified research and substantiated proof, and report with consistency, accuracy and efficiency.

HOW WE PLAY

Partnerships and strategic alliances are a core element to achieving the Women Win mission. The complexity and scale of gender inequality means that no one can effectively tackle it alone. Our collaborations (formal and informal) allow us to increase impact and efficiency and, at their best, are rooted in the virtuous circle of exchange.

Our partners span sectors, including women's rights, child's rights, development and sport. They are NGOs, private sector actors, government bodies, media outlets and individuals. In all partnerships, we put an uncompromising emphasis on three principles:

- Equity
- Transparency
- Mutual Benefit

OUR POINT

Why Girls?

Women Win believes that adolescent girls and young women are powerful agents of change. When a girl is empowered and given a chance, she will grow into a strong leader.

Yet, gender inequity and discrimination remain deeply entrenched and widely tolerated throughout the world, resulting in a devastating and cascading list of global social, economic and development costs. Limitations placed upon adolescent girls and young women restrain them from fulfilling their potential and play a significant role in perpetuating the world's poorest economies.

Research shows that investing in females produces effects far beyond the individual. A young woman multiplies the impact of an investment made in her future by extending the benefits to the world around her: she builds a better life for her family, a stronger community, a more stable nation, and eventually – collectively – a more equal world.

There are more than 580 million adolescent girls and young women in the world aged 10 to 19 years, of which roughly 90 million are in low-income countries. Women Win believes that by improving the welfare of these girls, we can deliver a measureable, positive impact with the distinct possibility of bringing exponential returns in addressing some of the world's most complex, omnipresent issues.

Leading her life

Anita, 17, comes from a very poor family in Delhi that spun into new depths of struggle after her father abandoned them. She had never played sport before, but the idea of learning fascinated her. In 2008, Anita was one of the first girls to join the Goal Programme as it was introduced at the Deepalaya School at Sanjay Colony.

A striking talent for netball was cultivated, and she quickly rose in the ranks. Three short years later, she was named the 'Most Promising Player' at the Under-19 Delhi State Netball Championship and commended by Australia's Deputy High Commissioner, Dr. Lachlan Strahan, for her performance.

And this was only the beginning. The power of sport began to influence her life off the court. She discovered her ability to affect change. She found her voice.

Due to her immense potential and eagerness to learn, Anita was selected to become a Community Sports Coach at the Sanjay Colony in 2012. However, due to her familial situation, she was forced to move to a different school – one with no fees and free books and uniforms. This school did not have Goal.

With her inherent drive to play and belief in the strength of Goal, she began advocating for the programme to be installed. To convince the principal, she single-handedly organised two netball teams for a school-level tournament. Overwhelmed by the success of the teams, the principal instantly granted permission for Goal.

Around the same time, Anita's father suddenly returned after his three-year disappearance. He ordered the family to move with him to Bangalore. With strong conviction, Anita explained to her father that she would not move. She wanted to excel in sport through Goal and would not relocate to a place that could not provide these opportunities.

Due to her strength in leadership and sport, Goal was able to provide a stipend to cover Anita's personal costs, and her elder sister stayed with her in Delhi.

"Goal has given me a boost in confidence and strengthened my belief in myself and what I can do. I love playing netball. It has taught me the value of punctuality, team spirit, discipline, communication and, more importantly, to have the sportsman...no...sportswoman spirit to play the game right and let losses inspire me to strive for victory."

Anita, 17 years
Naz Foundation, India

OUR POINT

Why Sport?

Sport can empower

When girls play, they have an opportunity to....

- Become physically stronger and healthier.
- Develop a greater ownership and understanding of their bodies. If a girl considers her body her own, she is more likely to become aware of, understand and demand bodily integrity.
- They can develop life skills, such as confidence and leadership. It also offers girls a chance to develop their courage and overcome fears. Psychologically, sport can enhance a girl's self-esteem and self-efficacy.
- Challenge socio-cultural norms and gender stereotypes at the community level and society at large. When girls play, they raise questions about deeply rooted notions of masculinity and femininity.
- Sport provides a natural platform to share information and educate girls and young women and their communities about women's rights.
- Come together with people regardless of their class, race, gender, nationality, which in turn can promote mutual respect and a greater understanding of one another.
- Have an opportunity to become leaders, to be exposed to strong role models, to witness and be applauded for their own progress, and to use their voices. It increases girls' belief in their own ability. This translates into everyday life – it encourages them to take initiatives and attempt things they never assumed were possible.

Women Win believes that sport can offer a girl a place to develop skills and knowledge that translate into life off the field – how to assert herself, use her voice, make decisions, call the shots. In short, her wins on the field translate into

wins off the field.

FACT

- **One in five girls in developing nations who enrol in primary school does not finish. When 10% more girls go to school, a country's GDP increases an average of 3%.**
- **One in seven girls in developing countries will marry before reaching the age of 15. Girls who stay in school for seven or more years marry later and have fewer children.**
- **96% of girls say playing sports makes them feel strong and healthy .**

¹We apply the World Bank's low-income country definition where the per capita income for those who live in poverty is less than USD 1,005 per year. <http://issuu.com/world.bank.publications/docs/9780821376133>

²A Snapshot of Girls Perspectives on Sport, Health and Empowerment



Moving the Goalposts, Kenya

MY STORY, MY WORDS

I had no hope in my life. There were so, so many problems. I was 20 years old, at home and unsure if I should continue school. My parents didn't have stable jobs, yet we were caring for six siblings and two nieces. I was so depressed.

I would see these girls going to play football, and to me they looked so happy. I decided to find out what Moving the Goalposts was all about. After that first day, I went back almost every single day.

Many people told me it was a waste of time. But, when we had the peer learning sessions, we could share and talk about our challenges. I learned it wasn't me alone. I could belong to this group. I also wasn't very good at football in the beginning. But, when I played, everything in my life was fine for those moments. So I kept playing, kept practising.

And then things started to change in my life. Through my participation and commitment to MTG, I won an award, and so I received some money and started my own business. Now I could support my family. I was selected to Kenya's national team for the Homeless World Cup. It was so exciting. We travelled to Paris and won all our matches, except for one against Mexico. We even beat Brazil! And we came home with first-place gold medals.

Now I am employed by MTG as the divisional coordinator in Bahari. I helped my mother to expand our business. I support my family, especially my sister who, with my help, finished form 4, and I continue to play football. Turns out, MTG and football helped me find my way. Together, they gave me hope.

Sabina, 25 years

Moving the Goalposts, Kenya

Leadership [lee-der-ship]: The ability of an adolescent girl or young woman to effectively utilise available resources, exercise rights, take control and be an agent of change in her own life as well as the lives of people around her, including family, friends and community.



OUR POINT

Our Theory of Change

Women Win's work stems from a theory of change that espouses that a well-designed sport programme can provide access to resources, build assets and develop agency through the practice of newly acquired skills. The outcome is positive growth in girls' B.A.C.K.S. (Behaviour, Attitude, Condition, Knowledge and Status) related to a variety of issues, including economic empowerment, sexual and reproductive health and rights, and gender-based violence.

1. BUILDING ASSETS

There are three primary assets that can be built through sport: social, human and sport skills. When a girl has the opportunity to develop these areas through the learning of important life skills, she can create social networks, build mental and emotional health, become educated about her rights, and develop tactical and technical sport skills as well as physical strength.

2. PROVIDING ACCESS TO RESOURCES

Community and institutional resources are often limited for girls. Well-designed sport programmes can help link girls to health, education and other critical sectors as well as provide access to powerful and important information for their healthy development. Sport programmes can also provide girls with access to mentors, strong female role models and the social support of a team or group of peers.

3. DEVELOPING AGENCY

The foundation of agency for every girl is her want and ability to act in her own interest. Sport gives girls the opportunity to develop self determination in a safe environment. When paired with leadership skills and increased individual potential, that agency serves not only the girl, but also those around her. The value of her contribution to her family, her programme and community increases.

Learn



Empowering Women of Nepal

Women Win's strategy to achieve our mission is based on a constant interplay between three pillars: **Learn**, **Strengthen** and **Impact**. We Learn from partner organisations and develop free, open-source tools to advance the work in this sector. Through Strengthen, we grant and build capacity for organisations successfully using sport as a strategy to address girls' rights. And lastly, we are working to build a base of evidence through Impact to demonstrate the power of sport in a girls' life and the value of our services to the sector.

About LEARN

The goal of the Learn pillar is to be a globally recognised centre of excellence in identifying innovation, building tools and catalysing dialogue to help girls attain their rights through sport. We do this work at an international level by engaging small grassroots organisations, international federations, sport bodies and women's rights groups in a spirit of open-source collaboration. This cross-sector network not only helps bring to the forefront innovative approaches to issues and obstacles around girls' rights and sport, but also aims to increase the investment in the strategy of sport.

In other words, the work of Learn is to capture and spread promising practices, reduce redundancy of sector inhibitors and create a vibrant global conversation that fuels progress. It is through this work that Women Win acts as an accelerator to improving sport programmes that target girls worldwide.

The key objectives of the Learn pillar include:

- Identifying 'Long Tail' innovations in girls' and women's rights
- Building effective tools and pollinating promising practices
- Informing and engaging stakeholders to cultivate a movement
- Assuring and certifying excellence in this sector

Identifying 'Long Tail' Innovations

At Women Win, we have repurposed a business model used to describe development and distribution of small-audience products for creating new tools and concepts. This concept, called the 'Long Tail' pushes us to identify, invest and build on very specific approaches and methodologies for addressing girls' rights through sport

with the hope of distributing them to eager audiences with efficiency. This is our strategy for capturing innovation and sharing it for social progress.

Each year, we target at least three 'Long Tail' innovations to explore as a result of listening to our partners and conversations in the field. 'Long Tail' topics of interest include using sport to address female genital mutilation, trafficking, homophobia and engaging boys in addressing gender-based violence. Beyond issue-specific applications, we are interested in exploring the application of the 'Long Tail' to programme delivery methodologies, such as peer-to-peer education and gaming technologies.

Building Effective Tools and Pollinating Promising Practices

At the heart of the Learn portfolio is the practical and utilitarian goal of sharing promising practices. Women Win employs a customised product development process to continuously build, disseminate and improve tools that serve on-the-ground practitioners. These resources include collaboratively authored international guidelines, free curricula, collaborative workshops, sample organisational policies, procedures and frameworks, and more.

The knowledge used to build these tools comes from constant connection and conversation with Women Win partners around the world. The subject matter is based on needs and trends, and answers questions ranging from mainstream challenges, such as how to address common barriers to girls' sport participation, to more specific queries, such as how to use sport to engage communities in conversations about gender-based violence.

Informing and Engaging Stakeholders

Informing and engaging stakeholders is essential in strengthening and increasing advocacy for sport as a tool to promote adolescent girls' and young women's rights. As a globally recognised centre of excellence, Women Win seeks to employ innovative, effective and integrated communication initiatives that deliver a consistent level of unmatched excellence across its activities while maintaining a tight allegiance with the organisation's overall strategic plan and brand.

We produce rights-based Women Win position papers regarding critical and timely topics related to girls' rights, development and sport. We publish innovative thought-leadership papers to generate global conversations on emerging topics. We attend key conferences and meetings, where we share our knowledge and build awareness of sport as a powerful strategy.

WomenWin.org is our online hub, where our audiences and stakeholders come to learn about our work and our partnerships.

We believe social change comes from the spreading of powerful, personal stories that ignite others to take action. Through the sharing of photos, videos, thoughts, experiences and news, Women Win spreads its messages to ultimately provoke inspiration, reaction and change.

To further target specific audiences with focused messages, Women Win distributes highlight emails to relevant stakeholders and parties of interest. Furthermore, we proactively engage the media to enhance exposure. Media interest allows us the opportunity to spotlight our work as well as the amazing work of our partners in the field and across sectors.

Assurance and Certification

Not all girls' development programmes utilising sport are equal. Some are extraordinary and others are more like boys' programmes that have been "pink washed" and only serve girls on a shallow level. As we continue to identify new sector-leading standards and quality parameters for girls' sport participation, we identified a need to reward excellence through a graduated model of recognition. Women Win approaches this through a process of certification and assurance.

Still in the discovery phase, this aspect of our work includes incentivising individuals and organisations to raise their game regarding girls' sport programming. This could be through participation in a 'training of trainers' or demonstrating excellence in providing safe space and protective policies for play. It is through this certification and assurance process that we contribute to pushing our sector forward.

2012 Key Achievements

- Built the capacity of more than 250 people from 140 organisations worldwide through collaborative workshops
- Provided free girls' life skills curriculum (Goal Programme) to more than 97 organisations in 117 countries through GoalProgramme.org
- Developed and implemented an experiential-education workshop for training Goal Trainers produced sector-leading Child Protection and Gender Inclusion frameworks
- Created and launched 'Drawing the Line,' a groundbreaking game aimed at taking a child-centric approach to discussions of safety and inclusion in sport
- Launched a video series for '16 Days to End Violence Against Women' to tell the stories of individual girls and women who lives have been impacted by sport and GBV
- Supported the Swiss Academy for Development in developing and delivering a gender-based violence play-based curriculum in South Sudan

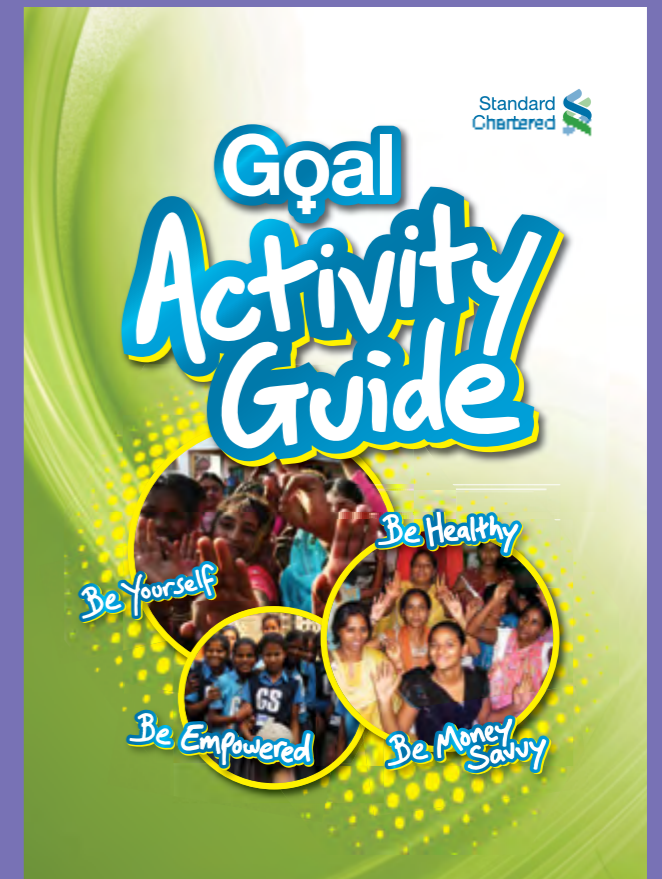
2012 Notable Challenges

- Adapting Goal train-the-trainer workshops to accommodate various levels of practice, educational backgrounds and experiences across cultures
- Sourcing adequate funding for the pillar's 'Long Tail' innovation work
- Working with partners to share innovations online in areas with low or no connectivity

About The Goal Programme

Goal is an award-winning development programme that combines sport with life skills education to transform the lives of adolescent girls. Created by Standard Chartered and the Population Council, it is primarily designed for girls ages 12-18 who are living in underserved communities. Goal is typically offered on a weekly basis, over the course of 10 months with regular life skills sessions coupled with sport sessions. The programme is divided into four modules focused on one of four key life skills: communication, health and hygiene, rights and financial literacy.

Since 2011, Women Win partners with Standard Chartered to expand and improve the Goal program globally through our partners. To further the reach of this tool, we developed an open-sourced, interactive platform online (GoalProgramme.org) where organisations around the world can access the curriculum free of charge under a Creative Commons license. Goal is currently being implemented on three continents and in 15 countries, reaching more than 36,000 adolescent girls.



"The sport programme has changed my life completely. Earlier, I was only a common girl from my community. Now people know me as Vaishnavi, Community Sports Coach of Goal Programme. I am powerful as I can take all my own decisions. Now, I am independent and I have freedom."

**Vaishnavi, 19 years
Naz Foundation, India**



“Our interaction with Women Win has ensured that Child Protection and Gender Inclusion are seen as integral parts of our programme in a formalised way. The policies have become robust, both documenting existing practices and making provisions for action going forward.

Our vision is that all girls in India will have access to safe play spaces, that girls will realise that, just like the playground, in everyday life, too, there is nothing to stop them from occupying the same public spaces as boys.”

**Havovi Wadia
Magic Bus India Foundation**

2012 STRATEGY IN FOCUS

Strengthen

About STRENGTHEN

Through our Strengthen pillar, Women Win invests in a balanced portfolio of programmes throughout Africa, Asia and Latin America. We typically support three types of organisations:

- Women’s rights organisations that are interested in sport as a tool
- Sport for development organisations that are interested in improving girls’ programming and rights-focus
- International development organisations that are interested in sport as a tool to address women’s rights

Through financial investment and organisational capacity building, Women Win enables these partners to run high-quality sport programmes that equip adolescent girls and young women to exercise their rights.

The key objectives of the Strengthen portfolio include:

- Investing in key flagships and innovative grassroots organisations
- Strengthening organisational, implementation and technical capacities

INVESTING

Within the Strengthen pillar, Women Win grants both ‘flagships,’ well-established, larger and sustainable organisations, and smaller, grassroots groups that spotlight innovation. Furthermore, we link leaders to new ideas, up-to-date information and data, and key players in the field. We provide practical tools and offer technical expertise to programmes worldwide.

BUILDING ORGANISATIONAL, IMPLEMENTATION AND TECHNICAL CAPACITIES

Women Win also invests in capacity building to strengthen organisations’ operations, to build their coaching and mentoring capacities, and to help programmes document their impact. Increasing capacity for partners requires a detailed understanding of the strengths that can be built upon, as well as the limitations or challenges that need to be addressed. To this end, we create organisational development plans with our partners that identify and focus specifically on their capacity needs.

2012 Key Achievements

- Financially supported 25 organisations in 14 countries, directly impacting more than 18,000 adolescent girls and young women
- Expanded geographical reach to West Africa with four new programme partners
- Expanded portfolio to include new programme partners in East Africa, India and Bangladesh
- Redeveloped and launched new organisational assessment tool with 18 of our 23 programme partners

2012 Notable Challenges

- Lack of unrestricted funding needed to invest in seed funding for local innovators
- Effectively managing partnerships around the globe due to distance and limited staff. Women Win plans to hire a designated programme manager in 2013 to mitigate this.
- Ensuring a solid match between donors and local partners as donor requirements relative to geography, organization type and rigor of policies and accountabilities.

After many years of seeking ways to improve the lives of girls by ensuring that they are well-informed, educated and empowered, through our Girl Power Africa Clubs, Sadili has found in Women Win, the perfect fit. Together with Women Win, we have been able to reach the underserved and provide a platform for self-expression, self-belief and finally, a chance for every girl to feel needed by her community and begin to dream again.”



**Dr. Liz Odera, Director
Sadili Oval Sports Academy, Kenya**



Impact

About IMPACT

The Impact pillar exists to develop a body of irrefutable evidence for sport as a powerful tool to equip adolescent girls and young women to exercise their rights. Women Win and our partners in the field are committed to our ethos of outcomes-based approaches, demonstrating change through consistent, accurate and efficient reporting.

Our Impact pillar work sets out to:

- Deliver world-class monitoring and evaluation (M&E)
- Drive an innovative research agenda
- Report with excellence

DELIVER WORLD-CLASS MONITORING AND EVALUATION

To demonstrate our impact, Women Win developed a customised and fully integrated M&E system. It is effective, scalable and allows Women Win and our programme partners to easily compile, present, analyse and compare data. With these streamlined measures, we increase our ability to demonstrate our collective impact and increase a mutual accountability between Women Win and our programme partners.

DRIVE AN INNOVATIVE RESEARCH AGENDA

Many people accept anecdotally that sports can have a positive impact on the lives and development of young people. However, there is an obvious lack of qualified research into the specific impacts of how sport addresses social development and virtually none about the impact of sport on gender-based violence, sexual and reproductive health and rights (SRHR) or economic inequalities.

Women Win plays a hands-on role by supporting programme partners to translate community-generated knowledge into forms that resonate with researchers and policy makers, and to produce knowledge that is valuable for landscape planning and cooperation among key stakeholders at different scales. We do this through providing partners with world-class data-gathering tools and methodologies, as well as a platform to store and analyse data called a platform to store.

REPORT WITH EXCELLENCE

Women Win aims to report consistently, accurately and efficiently to our stakeholders. High-quality reporting is critical to the effective implementation of development programmes and to accountability in the use of development resources. Women Win promotes reporting and monitoring systems that are of international standards. Simultaneously, we encourage organisations to contextually adapt existing M&E tools and mould them to fit their reporting needs and purposes.

2012 Key Achievements

The major achievements of the year centred around the redesign of Women Win's strategy and approach toward measuring and evaluating our impact, including an upgrade to our guidelines, tools and instruments. The year's Impact highlights were:

- Created a new Impact strategy to consolidate our thinking around best methods to measure and evaluate our influence, which included developing a cohesive set of outcome indicators across our programme partners
- Customised and launched our new Impact and M&E data management platform, Salesforce®, within Women Win as well as across our programme partners
- Initiated the rollout of Salesforce® by providing comprehensive training for 18 individuals in 14 organisations, with either onsite or virtual sessions and on-going support from our main offices
- Redesigned Women Win's M&E toolkit and instruments of measurement



2012 Notable Challenges

In advancing our understanding of and work with collective impact, Women Win experienced valuable challenges and learning opportunities in the year. This included:

- Establishing validity in our methodology when comparing, combining and understanding data from programme partners who implement programmes and activities in unique manners
- Advancing our ability to capture Women's Win impact at the global level rather than limited to the individual girl and organisational level

The Impact of Sport

When I reflect on our impact, I think of people like Dipa Rani Shaha, a member of the Jopurhat cricket team in Bangladesh. Sadly, she lost her father in 2011, but she managed to provide for her family and pay her school fees with earnings from playing in cricket tournaments.

Girls like Dipa, who learn to play sport, tend to feel a greater sense of ownership of their own bodies, carry themselves more confidently, and learn the value of teamwork. We're seeing more and more girls, like Dipa, getting the opportunity to continue education, join the workforce, start small businesses and make healthy choices when it comes to their own families – all because of sport.

In Bangladesh, we now have 40 girls' cricket teams, 35 girls' football teams and 20 girls' volleyball teams. Young girls look up to the girls on these teams. Society learns to respect them, and their families feel proud of them. My hope is that young girls will never have to search the world for a female role model because they will be surrounded by them. The next Serena Williams could come from Bangladesh, Pakistan or Uganda.

*Susan Davis
President and CEO, BRAC USA*



Operations

About OPERATIONS

The Operations team at Women Win provides a safe, playing field for our strategic pillars to operate on a global level. The year 2012 has been a year of transition. As the organisation continues to grow, so do the complexities of managing a well-organised, in-sync global team.

The operations department consists of four focus areas:

FINANCE

Finance is responsible for the day-to-day and long-term financial operations of the organisation. The finance department at Women Win is responsible for planning, organising, monitoring and accounting for and controlling the organisation's finances. Additionally, our finance department produces the organisation's financial statements, prepares the organisation for its annual audit and liaisons with the Treasurer of the Board.

BASIC OPERATIONS

Operations provides the general administration and support to the organisation to ensure that our Women Win team is able to fulfil its commitment to the girls we serve. The operations department encompasses office management, donor/partner contract management, logistics, travel policies and procedures, risk management and compliance.

HUMAN RESOURCE MANAGEMENT

Our Human Resources department is devoted to supporting the accomplishment of the organisation's goals by ensuring effective policies and procedures and people-friendly guidelines to support Women Win staff employees, contractors, consultants, interns and volunteers. Salary administration, benefits, performance planning, development and compliance are a prerequisite to the long-term success of our organisation.

INFORMATION TECHNOLOGY (IT)

At the beginning of 2012, Women Win made a strategic decision to in-source our IT support. Our IT team now maintains the network infrastructure, data management and desktop support of the organisation. Security, redundancy, availability, scalability and user-friendliness are key elements to ensuring the team has the proper tools to get the job done.

2012 Key Achievements

- In-sourced our accounting services in 2012 to QuickBooks Pro software, allowing us to:
 - Save significant accounting cost and time
 - Improve internal/external reporting capabilities
 - Improve budget and forecasting capacity
 - Streamline accounting processes
 - Develop new control mechanisms to ensure operating efficiencies
 - Ease future scalability
- Centralised five years of our internal data storage devices to a "cloud network" storage platform, where as our data is now stored virtually, available anytime and anywhere in the world. In choosing our "cloud" provider, security, redundancy, availability, scalability and user-friendliness were key decision points.

2012 Notable Challenges

- While 2012 was a financially successful year for Women Win, one of the biggest hurdles faced is the availability of unrestricted funding to support the growth of the organisation.
- To ensure the long-term success and stability of the organisation, the Board of Directors has established a minimum amount to increase our continuity reserve each year. Due the non-availability of unrestricted funding, no funds were added to the reserve in 2012.
- Women Win raised a significant amount of its funding through bi-lateral donors. Experience has proven that these donors are key to our long-term growth and require different rigor in reporting and financial management.

Goals and Opportunities



Boxgirls, Kenya

As a globally recognised centre of excellence, Women Win look forward to building on this powerful trajectory of growth. In 2013, we anticipate the following elements of evolution:

GOALS AND OPPORTUNITIES

- Continue to deliver our core competences with excellence
- Expand our collective impact ethos and better understand impact at community and organisational level
- Invest in exploring effective ways sport can engage boys and men in addressing gender-based violence and accessing sexual and reproductive health and rights for adolescent girls and young women
- Launch a Digital Storytelling campaign to place the power of girls' narratives in their own hands
- Develop Guidelines on Engaging Communities through Girls' Sport Programmes
- Develop a self-defence curriculum for addressing gender-based violence targeted at engaging women's rights organisations as a tool to empower adolescent girls and young women
- Pilot our first community-based measurement process to capture the impact at the community level in India, Kenya and Zambia
- Invest in a world-class team and operational structure to support our work
- Direct fundraising of donations as a method to help reduce the risk of "unrestricted" funding. A fundraising specialist has been hired by our sister organisation in the United States, Women Win Foundation, Inc., and a fundraising specialist will join the Dutch team in 2013.

- Pilot a mentorship program focused on developing young women's leadership and access to resources
- Explore potential partners and work with girls in sport in Middle East North Africa (MENA)

POTENTIAL RISKS

- Continued global economic turmoil. We will balance pursuing a diversified funding strategy with a focused approach.
- Adequate expert staffing to cover all capacity-building opportunities through our Learn pillar
- Political situations can be unstable in several nations in which we partner. Unpredictable events can influence our beneficiaries, our programme partners and disrupt planned fieldwork.
- Finding sufficient resources for Impact work. Historically, this portfolio has not been directly funded.
- Securing unrestricted funding for basic organizational staffing and operations.

GLOBAL PARTNER PROFILES

During the year, Women Win supported 25 girl-serving organisations in 14 countries across the globe. We added 11 new programme partners, expanding our reach in both West Africa and India.

We are proud to introduce our 2012 programme partners, who directly implement empowerment and sport programmes for girls. Without them, there would be no Women Win.

ASSOCIATION FOR KIGALI WOMEN IN SPORTS (AKWOS), RWANDA

Rwanda was torn apart by a destructive civil war and genocide in 1994. Founder of AKWOS, Felicite Rwemalika, saw football as a powerful instrument to re-engage and empower girls and women. Since 2001, she has successfully introduced football in all provinces of Rwanda. Playing football on a team mixed with Hutu and Tutsi, the women learn to depend on each other for victory and find reconciliation in the camaraderie. AKWOS also focuses on reproductive health, economic empowerment, promotion of women's rights and addressing and overcoming the trauma of gender-based violence.

BOXGIRLS NAIROBI, KENYA

Boxgirls Nairobi organises boxing training for 800 adolescent girls and young women from disadvantaged backgrounds in the slums of Nairobi. Boxgirls' mission is to create a world where women and girls lead dignified lives in secure communities, are valued as equal members of society, and have control over their sexuality and economic development. Boxgirls uses the sport of fists as a tool to build girls' confidence, self-esteem and leadership as well as enable them to achieve their aspirations and goals. They serve girls from more than five slum neighbourhoods, including Korogocho, Kariobangi, Kibera, Huruma, Mathare and Dandora. Boxgirls is particularly successful at challenging gender norms and uses the ring as a platform for educating the community through, for example, role-play on issues girls face.

BRAC, BANGLADESH

BRAC was founded in Bangladesh in 1972 and during the course of their evolution, have established themselves as a pioneer in recognising and tackling the many different realities of poverty. BRAC works directly with adolescent girls through their Adolescent Development Programme in which girls have the chance to socialise, play games, sing, dance and exchange views and experiences in a safe space within their community. Girls participate in sport training, joining the BRAC cricket and football teams, and compete in sport tournaments and festivals. With support from Women Win and Standard Chartered, BRAC is increasing and improving their investment in sport through implementing the Goal programme in select clubs.

COLOMBIANITOS, COLOMBIA

Founded in 2001, Colombianitos currently works directly with 3,474 children (indirectly affecting 15,000 people, including families) in six Colombian communities affected by guerrilla warfare, paramilitaries, violence and forced displacement as well as those severely impacted by extreme poverty. Colombianitos integrates education with structured, community-driven programmes focused on sport, cultural arts and recreational activities. This unique yet simplistic combination has inspired thousands of Colombia's affected children to leave behind the dangerous street life and gangs, attend school, meet academic requirements and play, all while learning life-long values and positive social behaviour such as respect, honesty, friendship, tolerance and fair play.

EMPOWERING WOMEN OF NEPAL (EWN)

By offering education and skills training in adventure guiding and trekking, a male-dominated field in Nepal, EWN seeks to encourage the development of self-supporting, independent and decisive women. EWN provides vocational training courses designed to expand educational, empowerment and entrepreneurial opportunities to disadvantaged rural women and youth from all over Nepal. Trainees go through an intensive four-week programme followed by a five-month paid apprenticeship to become trekking guides, and some are offered employment opportunities.

FONDO CENTROAMERICANO DE MUJERES (FCAM), NICARAGUA

Central American Women's Fund (FCAM) was created in 2003 and focuses strengthening the (young) women's movement across Central America. Specifically, their efforts guarantee the right of Central American women to physical and emotional integrity and economic justice, and the promotion of their participation as leaders in their lives and communities. In addition to grant making, FCAM shares knowledge and tools and cultivates opportunities for the exchange and creation of networks and alliances. They developed a Feminist Leadership Institute for young women that uses sports (volleyball, softball and football) as a tool of empowerment and to create change in the community regarding the perception of young women.

FÚTBOL CON CORAZÓN, COLOMBIA

Fútbol Con Corazón is a grassroots social change organisation that utilises football's calling power to provide new life opportunities for almost 3,000 vulnerable boys and girls, ages 5-17 years, who live below the poverty line on Colombia's Caribbean coast. This extra-curricular, holistic programme focuses on three areas: athletic training using the 'football for peace' methodology; values-based experiential workshops focusing on gender, conflict resolution and tolerance, among other crucial values; and well-balanced nutrition.

GIRLS & FOOTBALL SA, SOUTH AFRICA

HIV/AIDS, teen pregnancy and violence against girls and women are highly prevalent in South Africa. Inspired by this fact and the need to provide girls with a positive platform to develop, Girls & Football SA uses football as a vehicle for education and a source of empowerment. The award-winning organisation encourages girls in South Africa to play football as a source of empowerment, while promoting body ownership, increasing self-esteem and using an education campaign and media to raise awareness on the importance of sport for women.

GREGORIA APAZA CENTER FOR THE PROMOTION OF WOMEN, BOLIVIA

Gregoria Apaza aims to decrease the vulnerability of young women in La Paz/El Alto by addressing gender-based violence and its related risks regarding sexual and reproductive health and rights. Gregoria Apaza has created several girls' sport programmes, including

martial arts, judo and football, to enhance self-esteem and educate on violence against women, women's rights, economic empowerment and sexual and reproductive health and rights.

KMG, ETHIOPIA

KMG works to enable women in Ethiopia's marginalised rural communities to create environments where women's rights are observed. They seek to assist women in realising their socio-economic well-being and advancement through integrated and sustainable development interventions that link economy, society and ecology. KMG is currently exploring sport as a strategy to address female genital mutilation by empowering members of their "Uncut Girls Clubs" who are trained in gender, women's rights and harmful cultural practices.

MIFUMI, UGANDA

MIFUMI is a women-led organisation that seeks to end domestic violence. Based in Uganda, they work with both survivors and other grassroots organisations to increase support and enable groups to become more effective and skilful in promoting women's rights. MIFUMI is internationally recognised for its successful campaign and referendum against bride price in Uganda, a major contributing factor to violence and women's subordination. MIFUMI currently uses karate combined with its 'Feel Free' gender training to empower adolescent girls in schools in rural Tororo, Uganda.

MOVING THE GOALPOSTS (MTG), KENYA

Moving the Goalposts (MTG) is a community-based organisation located in the rural Kilifi district of the Coast Province, Kenya. It started as a sport and development project in 2001 with less than 100 girls. Now it has more than 3,000 adolescent girls participating in weekly leagues in which girls get training on sexual and reproductive health and rights as well as football skills. Participants are encouraged to be active in leadership roles such as committee membership, coaching, refereeing, first-aid, peer educating and counselling. MTG utilises leadership award schemes to support girls' start-up businesses as well as pay for expenses as a means of keeping girls enrolled in school.

NARI UDDUG KENDRA (NUK), BANGLADESH

NUK is a powerful women's development organisation based in Bangladesh that promotes women's rights and personal and political empowerment. Advocates for the importance of sport in female development, NUK delivers karate training in parallel with gender training. NUK established football and cricket teams for rural girls as well as a boxing programme. At every location, NUK seeks to create safe spaces where girls can gather, play and discuss issues in their lives.

NATIONAL ORGANISATION FOR WOMEN IN SPORT, PHYSICAL ACTIVITY AND RECREATION (NOWSPAR), ZAMBIA

NOWSPAR is a Zambian membership organisation comprised of women and men who believe that sport, physical activity and recreation have the power to foster social change and increase an individual's quality of life. It advocates, educates and increases participation of women and girls in sport. NOWSPAR aims to encourage and promote engagement of women and girls in all areas, levels and abilities of physical activity, sport and recreation for fun and excellence.

THE NAZ FOUNDATION TRUST, INDIA

The Naz Foundation Trust, founded in 1994, is a New Delhi-based NGO addressing HIV/AIDS and sexual health. Naz began implementing the Goal programme in 2006 as a strategic effort to empower girls and women in exercising their rights through netball. This community-based programme is aimed at building self-confidence, knowledge and leadership amongst adolescent girls as well as educating on a variety of topics, including sexual health, gender-based violence and financial literacy. Each session is paired with netball skills training, led by a female community sport coach. Naz currently operates the Goal programme in three cities, Mumbai, Delhi and Chennai, and retains more than 3,000 girl participants each year.

ONE FAMILY PEOPLE (OFP), SIERRA LEONE

OFP is an NGO based in Freetown, Sierra Leone. The organisation was created in 2004 to generate support for the high population of people with disabilities resulting from the civil war. OFP envisions a society in which people with disabilities are respected and treated as equal, and granted equal participation in all sectors of social life. As a member of the Girl Power alliance in Sierra Leone, OFP has been implementing the Goal programme since 2011 to

empower adolescent girls, with special attention to those with disabilities. Participants train in football or other sports and learn basic life skills with the opportunity to play and grow in a safe space.

PLAY 31, SIERRA LEONE

Play31, founded in 2008 in New York, draws its name from the UN Convention on the Rights of the Child, in which article 31 stipulates that all children have the right to play. Play31 uses the unifying passion for football to bring together people and communities that have been torn apart by armed conflict. By facilitating community tournaments and workshops focused on human rights and conflict resolution, Play 31 contributes to the creation of peaceful societies in which children can fulfil their right to play. Play31 has recently initiated Girls Peace Clubs in local communities in Sierra Leone and uses the Goal curriculum. Adolescent girls come together in these clubs to discuss issues around health and hygiene, communication, conflict resolution, women's rights and financial literacy.

REHABILITATION AND DEVELOPMENT AGENCY (RADA-SL), SIERRA LEONE

RADA-SL is an NGO that supports community-driven initiatives in the areas of vocational skills training, peace education and women's empowerment. As young people remain the most marginalised and abused group in the society, one of RADA-SL's major focus areas is to enhance girl power. Through its partnership with Women Win, they are committed to protecting girls and young women against violence and to enhancing their capacity to participate politically and economically in their communities. RADA-SL employs sport as the entry point to achieve these aims.

SADILI OVAL SPORTS ACADEMY, KENYA

Sadili Oval Sports Academy is an indigenous, non-profit, community-driven sport centre, one of the few of its kind in eastern and central Africa. With Women Win support, Sadili Oval Sports Academy has expanded its programming to develop a network of 'Girl Power Clubs.' They now reach 67 secondary schools in different parts of Nairobi, with emphasis on the most vulnerable groups. Through sport, Girl Power Clubs aim to help girls address action against violence, explore personal abilities, develop healthy lifestyles, build self-esteem, create role models and take leadership roles in the community.

SAFE SPACES, KENYA

Safe Spaces, an organisation run for and by young women in the slums of Eastlands, Nairobi, uses basketball, yoga and arts in combination with life skills training. The project offers female youth a safe space for discussion and exchange around the unique challenges they face as they grow through adolescence into womanhood. It also provides a platform for the girls to build upon a diverse range of life skills education while creating social change. Safe Spaces is a forum where young girls and females have the opportunity to express themselves, build confidence, develop knowledge of self and advance leadership skills.

TIEMPO DE JUEGO, COLOMBIA

Since it began operating as a football school in Cazuca, Tiempo de Juego has worked to promote learning and build principles of coexistence through instilling values such as solidarity, fair play, teamwork and gender equity. Through football, Tiempo de Juego teaches young people in Colombia to win with humility and defeat with dignity, tolerance and respect for others. This organisation uses football as a strategy to engage and teach about peace building. The model seeks to promote gender mainstreaming by adopting rules that encourage the participation of women in sport. Since 2011, Tiempo de Juego has been implementing the Goal programme.

YOUTH EMPOWERMENT FOUNDATION (YEF), NIGERIA

YEIF is a youth-focused, non-profit organisation established in 1995 in Nigeria that addresses the needs of young people by building their capacities through trainings on life skills, leadership development and reproductive health (HIV/AIDS). With Goal, YEIF reaches about 13,000 girls per year in Lagos and Abuja through a combination of intensive classroom and football training sessions as well as peer-to-peer education sessions. YEIF's peer-to-peer model has allowed the organisation to continually expand the programme and reach more girls.

Partner Quote:

"For FCAM, beyond being a donor, we hold Women Win as an ally. The interest shown in really knowing the work of FCAM and its counterparts allows us to create a bond of closeness. We have increased our knowledge of women's human rights, especially of the girls, adolescents and young people, and we have contributed to the creation of family and community environments favourable to the development of the teen girls and young people."

*Carla Lopez, Executive Director
FCAM, Nicaragua*





OUR ECOSYSTEM Supporters

SUPPORTERS

Women Win is incredibly grateful for people and organisations who invest in our mission alongside us. Every single offer of support, whether it is financial, service-related or in-kind product donations, helps our team equip adolescent girls and young women to exercise their rights through sport.

FUNDING PARTNERS

- Australian Sport Commission
- Comic Relief
- Department for International Development (UK)
- DLA Piper
- Ministerie van Buitenlandse Zaken
- The Green Park Foundation
- Hivos
- Nike
- NoVo Foundation
- Ribbink Van Den Hoek
- Standard Chartered
- Swiss Academy for Development

IN-KIND SUPPORTERS

- bbb Healthclub
- Salesforce
- Tech Soup
- Wieden+Kennedy

A SPECIAL THANK YOU TO OUR INDIVIDUAL DONORS

"A penny spent on a girl is a penny spent on the community. Women Win convinced us that sport is a good vehicle to get important messages across. Being physically strong and healthy makes one mentally strong. The goal is for all girls to have equal rights and possibilities in life in both words and deeds."

*Nienke van den Hoek
Ribbink Van Den Hoek*

Supporter Profiles

CYCLING FOR GIRLS' SPORT

Who: Natalie Sisson

Age: 35 years

Country: New Zealand

Work: Founder, The Suitcase Entrepreneur

What: Biked 6,500 km through seven African nations, from Nairobi to Cape Town, in two months to raise awareness of the powerful impact of changing girls' lives through sport

Why: To raise about €10,000 for Women Win

Her adventure in three words: Challenging, redefining and epic

Q: WHY DID YOU DECIDE TO CYCLE THE LENGTH OF AFRICA?

What is life without a challenge or two? I've never done anything other than commuter cycling, so I knew this would be one heck of a challenge and a great way to visit a continent that's been on my list of places to travel to since I was a kid. I also used it as a reason to support something much bigger than just my own personal goal, and that was to raise money for the charity Women Win, which empowers young girls in developing countries through sport – perfectly aligned with my values in life.

Q: WHAT WERE THE BIGGEST CHALLENGES OF YOUR EPIC RIDE?

Challenges, aside from the terrain, daily distances, cultural variations and climate, were things like getting flat tires or having bike problems. I became known as Flatalie after having a whole week of at least one flat tire a day! There was also being run off the road by crazy buses or trucks on busy highways.

Q: WHY DID YOU PARTNER WITH WOMEN WIN?

I just love the fact that you support women and girls to build their confidence and become key members of the community through sport. Playing sports in my life has given me so many opportunities to define myself, build my confidence, teamwork, communication skills, competitive spirit and a sense of belonging. So it felt only natural to devote my ride (and sporting endeavour) to helping others be able to achieve the same benefits through sport.



Q: WHY DO YOU BELIEVE SPORT PROGRAMMES ARE A MEANINGFUL STRATEGY IN EMPOWERING GIRLS?

Playing any sport develops a number of skills that people don't always consider. Not just physical, but mental. You learn to push yourself, you learn what you're capable of. You also understand how to get the best out of yourself and others, through teamwork and individual pursuits.

Q: WOULD YOU DO THIS ADVENTURE AGAIN?

Most definitely.

NOVO FOUNDATION

Who: Jennifer Buffett

Family: Husband, Peter

Work: President and Co-Chair of the NoVo Foundation

Sport: Hiking, tennis, yoga, dance

BACKGROUND: In 2006, Jennifer and Peter Buffett received a pledge of approximately \$1 billion from Peter's famous father, Warren Buffett, putting both of them on the philanthropic fast track.

WHAT IS NOVO?

The NoVo Foundation is a philanthropic organisation focused on creating a more just and balanced world based on cooperation and partnership.

What does NoVo seek to accomplish? NoVo aims to unlock the potential of girls and women to be powerful agents of change, and to help children grow into caring adults who are skilled at working cooperatively and comfortably across lines of difference.

WHY DOES NOVO WORK TO EMPOWER GIRLS?

Warren attached one instruction to his gift. He told us to go where people weren't otherwise working – pick a place where we can really make a difference and stick to it. After travelling the world with my husband, our mission was clear. We repeatedly witnessed the severe plight of women and girls in all corners of globe. But we also saw that when empowered, girls and women can positively impact both their own lives and entire communities.

WHY IS PARTNERING WITH WOMEN WIN MEANINGFUL TO NOVO?

The NoVo Foundation believes that sport is an innovative strategy in addressing gender-based violence in conflict-affected settings. We feel Women Win expertly uses sport to address girls' and women's rights. Research tells us that girls and women affected by conflict are extremely vulnerable and that sport participation can aid them both physically and emotionally in addressing trauma, raising self-esteem and reducing stress. Women Win's depth of knowledge, networks and partners help us in expanding on this strategy.



WHAT IS NOVO'S MAIN GOAL IN COLLABORATING WITH WOMEN WIN?

In partnering with Women Win, we focus on empowering girls and women to access their own rights in an innovative, effective way. Sport can also engage the entire community and begin to deconstruct the building blocks of gender inequity – and ultimately help shift the social and cultural norms that so often hold girls and women back.

WHAT IS YOUR HOPE FOR THE GROWTH OF GIRLS IN SPORT?

The NoVo Foundation seeks a bold response to end violence against girls and women everywhere. We want to provide the opportunity for all girls and women to access their right to play in both sport and life, and to realise their full potential.

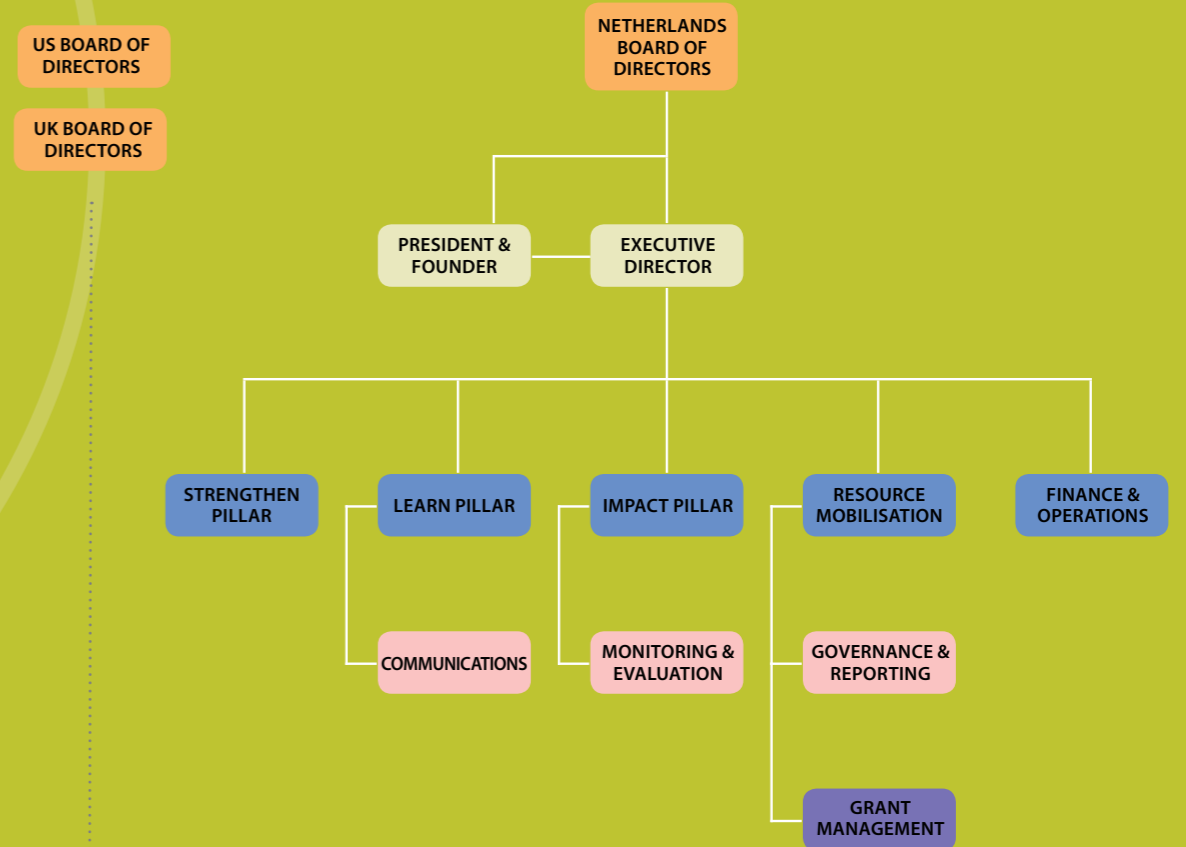


OUR ECOSYSTEM

THE WOMEN WIN TEAM

For me it is all about the girls: reading about, meeting and working with the girls in the programmes and witnessing first-hand the positive impact sport has on their lives; and the team – collaborating with such a committed and special team – that's why I love working with Women Win."

Yvonne Henry
 Women Win Reporting and Research Associate



* The primary focus of the US and the UK Boards of Directors is fundraising and supporting global initiatives based on the advice and guidance of the Netherlands Board of Directors. Both entities are independent, operating autonomously in day-to-day management and decision-making.

The Team: Staff and Boards

STAFF

The talented staff at Women Win are ferociously devoted to the mission and the girls we serve. We thank each individual for their dedication this year.

Astrid Aafjes
Founder and President

Maria Bobenrieth
Executive Director

Sarah Murray
Learn Director

Michael Brewe
Finance and Operations Director

Clementine Klijberg
Major Grants Manager

Manu Wildschut
Impact Manager

Nicole Matuksa
Learn Manager

Shea Morrissey
Communications Manager

Yvonne Henry
Reporting and Research Associate

Alan Guedes
M&E Database Manager

Lotte Snoek
Financial Administrator

Julieta Hernandez
Office Manager

Liezel Castillo
Financial Operations Assistant

BOARD OF DIRECTORS

The Board of Directors of Stichting Women Win, in the Netherlands, was formally established by notary, qualified and registered as a non-profit entity in 2007 under Dutch Law (RJ650) with the Chamber of Commerce.

The primary purpose of the Board is to provide strategic direction that leverages the diverse and rich professional experiences of its members to advance the mission of Women Win.

Board Members do not receive remuneration for their role; however, Women Win pays for travel costs incurred due to board meetings and/or other meetings where Board members represent Women Win.

BOARD OF DIRECTORS (NETHERLANDS)

Ellen Sprenger, Chair
Executive Director at Spring Strategies

Carina Hamaker, Treasurer
Investor Relations and Communications Advisor

Eline Harderwijk, Secretary
Former Attorney at Law with DLA Piper Nederland N.V.

Dr. Auma Obama, Member
Technical Advisor, Sports for Social Change Initiative Programme, CARE USA

Vera Pauw, Member
Technical Advisor and former National Coach of the Dutch and Russian Women's Football Team

BOARD OF DIRECTORS (UNITED STATES)

Ellen Sprenger, Chair
Executive Director at Spring Strategies

Tuti Scott
Executive Director at Imagine Philanthropy

Ziba Cranmer
Vice President, cone Inc

Dale Needles (Treasurer)
Nonprofit Management Consultant

Sara K. Andrews (Secretary)
Programme Manager & Int'l Pro Bono Counsel, DLA Piper

Joanne Sandler
Senior Associate, Gender@work

BOARD OF DIRECTORS (UNITED KINGDOM)

Martha Brass (Treasurer)
Managing Director, International Operations, Endemol Group

Mandy Ayers
Director of Sustainable Business and Innovation, Nike

Julia McCabe
Associate, DLA Piper (UK)

Kate Heljula
Associate, DLA Piper (UK)

Astrid Aafjes
Founder and President, Women Win

BOARD OF ADVISORS

Martha Brady
Senior Associate, Population Council

Sarah Forde
Founder of Moving the Goalposts, Kenya

Dr. Annelies Knoppers
Professor of Sports and Physical Education, University of Utrecht, the Netherlands

Lydia la Rivera-Zijdel
Consultant, DCDD and Respot International

Claudie Makumbe
Coordinator, Int'l Affairs, Amsterdam School of Sports, Management and Business, the Netherlands

Marianne Meier
Sport for Development, Swiss Academy for Development

Geetanjali Misra
Co-Founder, Executive Director of CREA, India/USA

Overview of Financials



Moving the Goalposts, Kenya

Balance sheet as per 31 December 2012 (after proposed appropriation of results)

	Ref	31 Dec 12	31 Dec 11
ASSETS			
Tangible fixed assets			
Property, plant & equipment	1	6,393	9,921
Current assets			
Receivables and prepayment	2	562,449	327,704
Cash and cash equivalents	3	332,029	560,579
		894,478	888,283
		900,871	898,204
RESERVES, FUNDS & LIABILITIES			
Reserves			
Continuity reserve	4A	180,804	251,040
Funds			
Earmarked funds	4D	580,486	261,448
Current liabilities			
Accounts payable	5	35,388	9,378
Taxes and social security payments	5	12,220	13,025
Accruals, provisions & other liabilities	5	91,973	363,313
		139,581	385,716
		900,871	898,204

Statement of income and expenses in 2012

Statement of income and expenses in 2012	Ref	Actual 2012	Budget	Actual 2011	2012 as a % of 2011
Income					
Income from direct fundraising	6	569,192	1,037,500	836,237	68%
Income from third party campaign	7	381,745	250,000	205,126	186%
Grants from governments	8	647,839	450,000	375,091	173%
Other income	9	26,187	10,000	11,073	236%
Total income		1,624,964	1,747,500	1,427,527	114%
Expenditures on objectives					
Objective strengthen	10	647,520	665,000	417,813	155%
Objective learn	10	455,681	500,000	415,806	110%
Objective catalyze	10	103,691	195,500	176,536	59%
Sub-total expenses on objectives		1,206,892	1,360,500	1,010,155	119%
Expenditures on fundraising	10	73,596	170,000	121,622	61%
Overhead and administration	10	95,675	217,000	129,889	74%
Total expenses		1,376,163	1,747,500	1,261,666	109%
Result (surplus/deficit)		248,801	0	165,861	150%
Added to/withdrawn from:					
Continuity reserve		-70,236		101,040	
Earmarked reserve				-19,549	
Earmarked fund		319,037		118,336	
Other reserve				-33,966	
Total		248,801		165,861	

Ratios (%)	Actual 2012	Budget	Actual 2011
Cost of own fundraising expense/Total income	5%	10%	9%
Cost overhead and administration/Total expenses	7%	12%	10%
Total expenditure on behalf of the objective/Total income	74%	78%	71%
Total expenditure on behalf of the objective/Total expenses	88%	78%	80%

INCOME NOTES

The total income for 2012 was €1,624,964.

Total income from fundraising was €1,598,777. Other income of €26,187 consists of reimbursed travel expenses by our donors and interest earned on bank accounts as of 31 December 2012.

Expense Notes

The total cost for Women Win in 2012 was € 1,376,163, which included funding of our strategic objectives, fund raising efforts on behalf of our objectives and general overhead and administration cost of the organisation.

Costs spent on objectives calculations

Women Win spent a total of € 1,206,892 on the objectives of the organisation. The total income in 2012 was €1,624,964. In 2012 Women Win spent 74% (2011: 71%) of income on its strategic objectives.

Cost of fundraising calculation

In 2012, Women Win's total income from fundraising was € 1,598,777. Total cost for fundraising in 2012 was €73,596. The percentage of fundraising cost (cost of direct fundraising/income from direct fundraising) for Women Win is very low. Our total cost of fundraising is 5% (2011: 9%) (Including the direct fundraising cost). This is well below to 25% as stipulated by the CBF, which is the Dutch Certificate for charitable institutions. Women Win expects higher fundraising cost in 2013, as we actively expand our fundraising efforts, within the Netherlands and abroad. Women Win is in the process of recruiting a part-time fundraising specialist for 2013.

Cost of overhead and administration

The total cost of Women Win's overhead and administration was € 95,675 (2011: € 129,889). The total cost for Women Win in 2012, was € 1,376,163. The total overhead and administration cost expressed as a percentage of expenses for 2012 is 7% (2011: 10%). Cost reductions in 2012 can be attributed to the in-sourcing of accounting services and IT.

For the percentage cost overhead & administration, Women Win maintains a low cost policy. For that reason, Women Win has put the long term objectives for the percentage at 10% or below. The entire growth in costs should be made on behalf of the objectives in order to keep the percentage overhead and administration low.

Cost allocation of expenditures

Women Win has done the cost allocation based on percentages. We used the estimated time spent per full time employee as the most important allocation

NOTES TO THE BALANCE SHEET AND THE STATEMENT OF INCOME AND EXPENSES

Accounting policies for the Balance sheet and Statement of Income and expenses

General

This report is drawn up following the principles of historical costs. The annual accounts are in Euro and will be compared by the board of directors with the approved budget for 2012 and the actual accounts of 2012. Unless indicated otherwise, assets and liabilities have been admitted against par value. The annual accounts are arranged according to the accounting principles generally accepted in the Netherlands for Fundraising Organisations RJ650. The object of this directive is to give better insight into the costs of the organisation and expenditures of the resources in relation to the objective for which these funds were brought together.

Fixed assets

Fixed assets are value at purchase price minus depreciation, determined on a straight line basis over the economic life span, taking into account any residual values.

Reserves and funds

The equity of the organisation is in place in order for the organisation to achieve its objectives. The equity is divided into the continuity reserve and earmarked funds. The reserves are earmarked by the Board, whereas the funds are earmarked by the third parties, corporations and sponsors.

Other assets and liabilities

The other assets and liabilities are valued against par value. The valuation of accounts receivable is made by deduction of a provision because of uncollectibility based on the individual valuation of the accounts receivable.

Impairment of non-current assets

At each balance sheet date, the foundation tests whether there are any indications of assets being subject to impairment. If any such indications exist, the recoverable amount of the asset is determined. If this proves to be impossible, the recoverable amount of the cash-generating unit to which the asset belongs is identified. An asset is subject to impairment if its carrying amount exceeds its recoverable amount; the recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Foreign currency

Transactions in foreign currency are converted to Euro at the exchange rate of the transaction dates. At the end of the financial year all accounts receivable and liabilities in foreign currency are converted to Euro on the basis of the exchange rate as per balance date. Any conversion and exchange rate differences arising are added or charged to the profit and loss account.

Interest paid and received

Interest paid and received is recognised on a time-weighted basis, taking account of the effective interest rate of the assets and liabilities concerned. When recognising interest paid, allowance is made for transaction costs on loans received as part of the calculation of effective interest.

Contributions, donations and grants

The income consists of the proceeds from contributions, donations, grants and other income which are ascribed to the financial year concerned. Donations are recognised in the year in which they were committed. Donations that have been received but have not yet been assigned to objective spending are included in the balance sheet under earmarked funds. Losses are taken into account if they originate in the financial year in question and as soon as these are anticipated. Grants are accounted for in the year of receipt.

Government subsidies

Operating grants are accounted for as income in the profit and loss account, in the year in which the subsidized costs have been incurred or resulted in losses of revenue, or when a subsidized operating deficit occurred. The income is recognised when it is probable that it will be received by Women Win and that Women Win can show compliance with donor conditions.

Gift in kind

Gifts in kind are valued against fair value in The Netherlands. Contributions from volunteers are not financially accounted for. Processing of in kind does not affect the results and the equity, but only in volume of the income and expenses. The income is accounted for under the income own fundraising. The expenses are accounted for where they are usually accounted for.

Cross-charged expenses

Based on the accounting principles generally accepted in the Netherlands for Fundraising Organisations RJ650, the following activities have been determined within the organisation:

* Project activities

- Strengthen

- Learn

- Catalyse

* Fundraising activities

* Administration & overhead activities

The organisation has cost in support of these activities. These costs are recognised to the year concerned and are charged to the respective activities based on a fixed distribution matrix as approved by the Board of directors. This distribution formula is determined per staff member based on time spent on the activity. Direct costs on behalf of the main activity are also ascribed to the year concerned. Administration and overhead cost is presented as net, after charging time and cost to the other activities based on the board approved allocation distribution matrix.

Notes to Balance Sheet as per 31 December 2012

1. Tangible fixed assets	Capital assets
Opening balance on 1 January 2012	
Acquisition costs	10,690
Accumulated depreciation	769
Book value	9,921
Changes	
Investments	0
Divestments	0
Depreciation	3,528
Depreciation divestments	0
Balance	6,393
Closing balance 31 December 2012	
Acquisition costs	10,690
Accumulated depreciation	4,297
Book value	6,393

Depreciation percentage used: 33%

Office equipment is depreciated over a life term of 3 years

Capital assets

There were no capital assets purchased during 2012. Women Win anticipates the purchase of several new laptop computers in 2013.

2. Receivables (in euro)	31 Dec 12	31 Dec 11
Taxes and social security	0	1,287
Other receivables, prepayments and accrued income	562,449	326,417
	562,449	327,704
Taxes and social security		
Pensions	0	1,287
Other receivables, prepayments and accrued income		
Receivable income	549,443	307,917
Receivable interest	5,352	11,073
Deposits	4,730	4,730
Prepaid cost	2,924	2,697
	562,449	326,417

3. Cash and cash equivalents (in euro)	31 Dec 12	31 Dec 11
ABN AMRO, current account	5,044	6,073
ABN AMRO, savings account	196,383	553,937
ABN AMRO, internet savings account	130,399	0
Petty Cash	202	570
	332,029	560,579

Cash and cash equivalents include cash in hand, bank balances and deposits held at call with maturities of less than 12 months. Cash and cash equivalents are stated at face value.

4. Reserves and funds (in euro)					
	"(A) Continuity Reserve"	"(B) Earmarked Reserve "	"(C) Other Reserve "	"(D) Earmarked Funds"	Total
Opening balance as per 01 January 2012	251,040	0	0	261,448	512,488
- Additions				716,424	716,424
- Withdrawals	-70,236			-397,386	-467,622
Closing balance as per 31 December 2012	180,804	0	0	580,486	761,290

The reserves are spent in concordance with the designated purpose given to them with the establishment of the income. In the view of correct justification of the tied-up reserves, already, at the receipt of gifts, donations and grants, the earmarking of funds for projects is taken into account.

At the end of 2012, the reserves and funds were € 761,290 (2011: €512,488), including a continuity reserve of €180,804

(A) Continuity reserve

The continuity reserve has been drawn up to cover risks in the short-term to ensure that Women Win can meet its obligations in the future.

Guidelines

For the determination of the size of the continuity reserve, Women Win follows the guidelines of the Dutch Fundraising Institutions Association (VFI). The guidelines allow for a maximum reservation of 1.5 times the cost of the operational organisation. The operational organisation is defined according to the VFI code as cost own staff (for the recruitment as well as the execution of the objectives), housing costs, office and administration cost on behalf of the organisation, management costs, costs for fundraising as well as the costs of out-sourced services concerning the above mentioned posts.

Women Win is not a member of the VFI. However, we can confirm that our continuity reserve falls within the range given in the VFI guidance for reserves. The continuity reserve is currently at 0.25 times the operational cost.

The board of directors strives to reach a minimum of 0.5 times the annual operational cost for the continuity reserve in order to minimize the short-term risk and to ensure that the ongoing obligations of the organisation can be met in the future.

(B) Earmarked reserve

This reserve is no longer used and only mentioned due to previous transactions in 2010/2011.

(C) Other reserve

This reserve is no longer used and only mentioned due to previous transactions in 2010/2011.

(D) Earmarked funds

When third parties, thus not Women Win, have given specific destinations to its funds, an earmark fund is created. At the end of 2012, Women Win earmarked the following funds:

Earmarked funds	As of 31		As of 31	
	Dec 2011	Additions	Withdrawals	Dec 2012
Novo	16,484	136,550	-145,913	7,121
Goldman Sachs	6,867		-6,867	0
Comic Relief	8,494	231,745	-85,972	154,267
Nike Brazil	12,125		-12,125	0
Standard Chartered Bank	62,534	267,491	-66,565	263,460
DLA Piper	4,944		-4,944	0
Ribbink van den Hoek	150,000		-75,000	75,000
Anonymous	0	5,638		5,638
Stichting Hivos	0	75,000		75,000
	261,448	716,424	-397,386	580,486

At the close of 2011, Women Win earmarked € 261,448, to be spent in future years, for the specific purpose it had been granted for. The use of these funds in 2012, were consistent to the donor's wishes. From the granted funds in 2011 and 2012, € 580,486 has not been spent. These funds will be spent in the future, according to the donor contract and therefore, have been added to the Earmarked funds. The total increase of the Earmarked funds in 2012 was €319,037.

5. Current Liabilities (in euro)		
	31 Dec 12	31 Dec 11
Accounts payable	35,388	9,378
Taxes and social security	12,220	13,025
Other current liabilities, accruals and deferred income (in euro)	91,973	363,313
	139,581	385,716
The current liabilities all have a residual maturity of less than one year.		
Creditors (in euro)		
Creditors	35,388	9,378
	35,388	9,378
Taxes and social security (in euro)		
Wage taxes	12,220	13,025
	12,220	13,025
Other current liabilities, accruals and deferred income (in euro)		
Received in advance	0	49,990
Grant obligations	18,075	66,927
Accruals	28,584	81,313
Subsidies received in advance (MFSII)	21,193	102,773
Obligated future expenditures	23,750	58,333
Holiday allowance	0	3,119
Net Salary and staff cost	371	858

Rights & obligations that are not included in the balance sheet

Rental Contract

As from 01 March 2012, the rental contract can be cancelled by either party with a 3 month notice period.

MFS II / Girl Power Alliance

Promoting Equal Rights and Opportunities for Girls and Young Women - The subsidy for the Girl Power alliance is a five year programme for €52 million financed by the Ministry of Foreign Affairs (MFSII). The alliance consists of Women Win, Child Helpline International, DCI-ECPAT, Free Press Unlimited, ICDI and Plan Nederland as coordinator. The programme is an effort by six allied Dutch civil society organisations to fight the injustices girls and young women face daily in 10 developing countries. The total contribution for Women Win is EUR 1.9 million over five years. Income is realised under RJ 274, therefore income must equal expenditures. The contributions for 2011 and 2012 that have not been spent are referred to in other current liability as "subsidies received in advance (MFSII)." 2012 was the second year of a five year programme.

Department of International Development (DFID)

In the 4th Quarter of 2012, Women Win entered a 3 year agreement with DFID, the Department for International Development of the United Kingdom. The project, part of DFID's Leadership for Change programme, focuses on building leadership in young women through sport. As part of the project, Women Win works with 8 local partners in 7 different countries.

Women Win will pre-finance the cost for implementing programmes under the terms of the contract to an agreed upon maximum budget with DFID per annum. Incurred cost from the previous quarter will be realised as "Income from government grants and subsidies" on date of invoicing, following the close of the quarter. The total contribution for Women Win is EUR 1.8 million over three years.

Embassy of the Kingdom of the Netherlands (EKN)

Women Win has renewed its agreement with the Embassy of the Kingdom of the Netherlands in Nairobi. We will be supporting 3 young and innovative organisations that work in Nairobi and Marsabit. All organisations use sport in an innovative way to address peace, FGM or HIV/AIDS in Kenya. The grant will focus on building their capacity in becoming a sustainable organisation beyond the 3-year grant of the Embassy. Contract is worth EUR 149,400 over three years. Terms of contract run from 01 Dec 2012 to 30 Nov 2015. Contributions received in advance from EKN are referred to in other current liability as "obligated future expense."

Notes to Statement of Income & Expenses 2012

6. Income from sponsoring and donations (including pro bono donations)	2012	Budget	2011	2012 as a % of 2011
Received sponsoring grants*	280,456	550,000	488,442	57%
Donations and gifts	288,736	487,500	347,795	83%
Total income from sponsoring and donations (including pro bono)	569,192	1,037,500	836,237	68%
Sponsoring grants from:				
Discover Football	400			
Standard Chartered Bank	263,098	200,000	98,946	266%
Swiss Academy of Development (SAD)	5,358			
Goldman Sachs			113,974	0%
Nike			105,000	0%
Koornzaayer Foundation		25,000	25,000	0%
Australian Sports Commission (Included in grants from government in 2012)		65,000	35,855	0%
Other		110,000		
	268,856	400,000	378,775	71%
*Women Win received in-kind donations from the following partners:				
Wieden + Kennedy		100,000	98,067	0%
Salesforce	11,600	11,600	11,600	100%
Other		38,400		
	11,600	150,000	109,667	11%
Total received sponsoring including pro bono	280,456	550,000	488,442	57%
7. Income from third party campaign				
Comic Relief	231,745	100,000	60,925	380%
Stichting Hivos	150,000	150,000	75,000	200%
Stichting DOEN	-		20,000	0%
Nederlandse Sport Alliantie (NSA)	-		49,201	0%
Total income from third party	381,745	250,000	205,126	186%
8. Grants from government				
DFID	135,233			
Embassy of the Kingdom of the Netherlands	46,374		82,154	56%
Australian Sports Commission (ASC) (Income 2011 in sponsoring grants)	63,471			
Plan Nederland / MFS2	402,762	450,000	292,937	137%
Total grants from government	647,839	450,000	375,091	173%
9. Other income				
Additional Plan Nederland (MFS)	2,332			
Donor Reimbursed Expenses	15,500			
Bank Interest Earned	8,356	10,000	11,073	75%
Total other income	26,187	10,000	11,073	236%
Total income	1,624,964	1,747,500	1,427,527	114%

*Gift in kind

In 2012, the gifts in kind amounted to approximately €11,600. In 2011, this was approximately €109,667 and 2010, €150,000. The pro bono in 2012, is the value of licenses for annual use of Salesforce CRM Tool. In accordance with the notes to the balance sheet, Women Win values gifts in kind against par value in the Netherlands.

Women Win received additional pro bono work from the PwC in the United Kingdom during 2012 related to impact measurement. Due to regulations in the United Kingdom, PwC UK is not allowed to attribute a cash value to the services provided.

10. Summary: Specification and cross-charge of expenses to objectives (in euro)

Objectives	Objectives			Fundraising	Overhead & Admin	Total 2012	Budget 2012	Total 2011
	Strengthen	Learn	Catalyze					
Grants and contributions	392,501	133,556	38,217			564,274	665,000	522,164
Work done by third parties	4,793	64,540	6,597			75,930	418,500	166,152
Staff costs	188,030	193,560	44,242	55,303	71,894	553,029	526,000	480,665
Rent and accommodation	9,669	9,953	2,275	2,844	3,697	28,438	28,438	27,324
Office and general costs	51,327	52,837	12,078	15,096	19,625	150,963	106,034	63,766
Depreciation and interest	1,200	1,235	282	353	459	3,529	3,528	1,595
	647,520	455,681	103,691	73,596	95,675	1,376,163	1,747,500	1,261,666

Allocation of expenses by percentages

Staff cost	34%	35%	8%	10%	13%	100%
Rent and accommodations	34%	35%	8%	10%	13%	100%
Office and general cost	34%	35%	8%	10%	13%	100%
Depreciation and interest	34%	35%	8%	10%	13%	100%

Cost allocation of expenditures (cross-charge)

As mentioned in the Statement of income and expenses, Women Win has done the cost allocation based on percentages. We used the estimated time spent per full time employee as the most important allocation percentages. The Board of directors has approved these allocation percentages.

11. Staff Costs	2011	2012
Salaries and wages	400,113	296,770
Social security	53,375	37,871
Pensions	20,497	15,668
Freelancers	71,974	123,526
Other staff costs	7,071	6,830
	553,029	480,665

Periodic affordable benefits

Wages, salaries and social security according to the employment terms and in accordance with Dutch labour laws are included in the profit and loss account as long as they are due to employees.

Pensions

The foundation pays premiums based on (legal) requirements, contractual and voluntary basis to pension funds and insurance companies. Premiums are recognised as personnel costs when they are due. Prepaid contributions are recognised as deferred assets if these lead to a refund or reduction of future payments. Contributions that are due but have not been paid yet are presented as a liability.

Number of full time equivalents

In the year 2012 there were on average 7 employees, employed full time. In 2011, there were on average, 6 full time employees, 2010, 4 full time employees and 2009, 3 full time employees.

Volunteers

The non-financial contribution that is provided by volunteers is not accounted for in the statement of income and expenses. In 2012, Women Win had on average 2 volunteers working on programme activities.

Board remuneration

No remuneration was offered to board members and no loans, advances or guarantees were given.

Director Remuneration	2012
The total salary of the Founder and President was:	
Gross salary	55,620
Holiday allowance	4,450
Social security	8,919
Pension	3,599
Full-Time percentage: (Jan - Sept: 32 hrs/wk; Oct - Dec: 16 hrs/wk)	72,588
The total salary of the Executive Director was:	
Gross salary	72,000
Holiday allowance	5,760
Social security	8,919
Pension	6,599
Full-Time percentage: 100%	93,278

The fee for the remuneration of the Executive director and President is set well below the guidelines of the Dutch Fundraising Institutions Associations for management salaries. Management salaries are annually determined by the Board of Directors on the basis of the evaluation of management.

Other Information

Result Appropriation

The board of directors strives to reach a minimum of 0.5 times the annual operational cost for the continuity reserve in order to minimize the short-term risk and to ensure that the ongoing obligations of the organisation can be met in the future.

Proposed Result Allocation	2012
Result (surplus/deficit)	248,801
Added to/withdrawn from:	
Continuity reserve	-70,236
Earmarked reserve	
Earmarked fund	319,037
Other reserve	6,599
Total	248,801

Subsequent events

There were no subsequent events after year end with an impact on the 2012 financial statements.

Independent auditor's report

To: the Board of Stichting Women Win

We have audited the accompanying financial statements 2012 as set out on pages 45 to 57 of Stichting Women Win, Amsterdam, which comprise the balance sheet as at 31 December 2012, the statement of income and expenditure for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

Board of directors' responsibility

The board of directors is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Furthermore, the board of directors is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the board of directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Women Win as at 31 December 2012, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

*PricewaterhouseCoopers Accountants N.V., Prinses Margrietplantsoen 46, 2595 BR The Hague, P.O. Box 30715, 2500 GS The Hague, The Netherlands
T: +31 (0) 88 792 00 70, F: +31 (0) 88 792 95 20, www.pwc.nl*

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Announcement according to the directors' report

We have read the directors' report in order to identify material inconsistencies, if any, with the audited financial statements. Based on reading the directors' report we established that the directors' report is consistent with the information in the financial statements and that the directors' report contains all information required by Guideline for annual reporting 650 "Charity Organisations" of the Dutch Accounting Standards Board. We have not audited or reviewed the information in the directors' report.

The Hague, 29 May 2013
PricewaterhouseCoopers Accountants N.V.



M. van Ginkel RA

Stichting Women Win, 29 May 2013, MuG/e0291935

Page 2 of 2

Budget 2013

Women Win Budget by Pillar 2013 Budget (EUR)

Programs & Operations	Budget 2013
Direct fundraising	€ 350,000
Sponsoring grants	€ 89,500
Gifts in kind	€ 35,000
3rd party campaign	€ 175,000
Grants/Subsidies from government	€ 1,100,000
Other income	€ 10,000
Total Income	€ 1,759,500
Expenses:	
Pillar 1: Strengthen	
1.1 Identify and invest in flagships and incubators worldwide 2013	€ 652,000
1.2 Learn, evaluate and document impact	€ 120,000
Total Programs - Strengthen	€ 772,000
Pillar 2: Learn	
2.1 Pollinate good practices	€ 238,746
2.2 Document and open source a robust collection of guidelines & curriculum	€ 200,685
Total Programs - Learn	€ 439,431
Pillar 3: Catalyze	
3.1 Inform & engage key stakeholders to influence practices and policies	€ 86,502
3.2 Build a movement that mobilizes resources	€ 70,067
Total Programs - Catalyze	€ 156,569
Development & Fundraising	
Development & Fundraising Cost	€ 162,000
Total Develop & Fundraising Cost	€ 162,000
Operations	
Operational Cost	€ 229,500
Total Operations Cost	€ 229,500
Total Expenses	
Total Programs & Operational Cost	€ 1,759,500
Result:	
Result (surplus/deficit)	€ -

Cash Flow 2012

Cash flow overview 2012	2012	2011
Cash flow from operational activities		
Income	1,624,964	1,427,527
Expenses	-1,376,163	-1,261,666
	248,801	165,861
Adjustment for:		
Depreciation on tangible fixed assets	3,528	1,595
Book value of divestment	0	1,103
Gross cash flow from operational activities	252,329	168,559
Changes in working capital:		
Receivables and prepayments	-234,745	-265,029
Current liabilities	-246,135	32,539
	-480,880	-232,490
Cash flow from operational activities (A)	-228,551	-63,931
Cash flow from investment activities		
Investments tangible fixed assets		-10,690
Cash flow from investment activities (B)	0	-10,690
Net cash flow (A + B)	-228,551	-74,621
Movements in cash and cash equivalents:		
	2012	2011
Opening balance cash and cash equivalents	560,579	635,200
Changes in cash and cash equivalents	-228,551	-74,621
Closing balance cash and cash equivalents	332,029	560,579

The cash flow statement that is presented takes no account for the exchange rate differences per 31 December 2012.

The Cash Flow statement is provided for informational purposes only and is not required under Dutch laws and regulations; therefore the statement has been presented as an appendix to the annual statement of accounts.



Moving the Goalposts, Kenya

ACKNOWLEDGMENTS

Women Win acknowledges all those who contributed to this report. The stories, comments and profiles that pump heart into this report were shared from our global partners, including the very girls we serve.

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Art Direction and Graphic Design

Sandeep Ahlawat, Bahrain

Copy editing

Deana Monahan

To be empowered is when we are the masters of our lives and what we choose to do. I am empowered by knowing what I like and what I want to be.

*Daniela, 16 years
Fútbol Con Corazón, Colombia*



Women Win
P.O. Box 15621
1001 NC, Amsterdam
The Netherlands

WomenWin.org
@Women_Win (Twitter)
Women Win (Facebook)