



**WW**  
WOMENWIN.ORG

---

**annual report  
2013**



## CONTENTS

LETTER FROM LEADERSHIP	3
1. OUR WORK	7
• MISSION, VISION, VALUES	7
• ABOUT WOMEN WIN	9
2. OUR POINT	11
• WHY GIRLS AND SPORT?	11
• OUR THEORY OF CHANGE	13
3. 2013 STRATEGY IN FOCUS	14
• ABOUT LEARN	14
• ABOUT STRENGTHEN	20
• ABOUT IMPACT	23
• ABOUT OPERATIONS	27
4. 2014 GAME PLAN	31
5. OUR ECOSYSTEM	33
• GLOBAL PARTNER PROFILES	33
• SUPPORTERS	39
• THE WOMEN WIN TEAM	41
6. OUR FINANCES	45
• OVERVIEW OF FINANCIALS	45
7. BOARD GOVERNANCE	50
• STATUTORY DETAILS	50
• RISK MANAGEMENT	52



# Letter from Leadership

The leadership of girls and young women is necessary for a just and prosperous world. This has never been more true than today.

The global community is increasingly acknowledging that investing in the leadership of young women yields a high return towards a host of social, health and economic indicators. Unleashing the potential of adolescent girls and young women means creating ways to serve their unique needs that result in positive changes in individuals and communities. For the past six years, Women Win has invested in sport as a powerful lever to achieve these needed changes.

We are proud to present the Annual Report for 2013 – a year in which leadership emerged as the predominant and omnipotent theme throughout our work. We define 'leadership' as an adolescent girl or young woman's ability to exercise her rights and drive change. We believe all girls are born leaders and that sport is an ideal place to teach teamwork and goal setting, and to develop leadership skills.

At Women Win, we have learned that focusing exclusively on acquiring new skills to attain 'leadership' isn't enough; the learning must be accompanied by our own growing sense of identity as a leader. We become leaders by internalising a leadership identity and developing a sense of purpose. Believing you are a leader is an iterative process that demands practice and more practice. We know that, globally, creating a context where young women can practice and learn how to lead and develop agency can be very challenging. That's why safe spaces in sport are critical.

## The evidence from our programme partners regarding the connection is irrefutable:

- 83% of girls believe they are leaders after participating in a partner sport programme
- 92% of girls in our partner programmes believe they can influence their own future

Our focus on leadership does not end with the young women we serve. As an organisation, Women Win continually seeks to develop and flex our own leadership muscles; to be a global leader in this work as we expand geographically and topically. This year, with the support of our investors, we directly reached well over 18,000 adolescent girls and young women in 19 countries through 29 implementing partnerships and regranted almost 1 million Euros. Highlights of our expansion included new Asia partners in Myanmar (Girl Determined) and Cambodia (Salt Academy). Moreover, we are evolving our strategy to promote the leadership of our key partners in their regions. Specifically, we are actively relying on the knowledge and expertise of exemplary local implementing organisations to train and influence others in the region. Through this cross-pollination of promising practices, our partners simultaneously improve the quality and scale of many other sport and empowerment programmes. In addition to our direct impact, through our open-source guidelines, workshops and events, we estimate indirectly reaching over 240,000 more girls and young women.

Beyond increased participation, we are getting more focused on the need for women in positions of leadership within the organisations that serve them. This has proven to be a crucial aspect to ensuring the success of sport programmes aimed at empowering young women - they need to see it to be it. We are working with organisations to create practical leadership pipelines that put women in positions of power (coaches, trainers, group facilitators, staff, board members) to serve as strong role models for younger girls. Beyond the playing field, these experiences are clearly transferable to other sectors.

Finally, while we experienced another year of healthy growth in every way, we definitely feel the continued global economic and political headwinds. We remain committed and excited to work with our growing community of diverse partners to meet those challenges turning them into opportunities for the leadership of adolescent girls and young women - as they are an absolutely vital part of the best solutions.



**Astrid Aafjes**  
Founder



**Maria Bobenrieth**  
Executive Director



**Ellen Sprenger**  
Board Chair

**92%** of girls believe they can influence their own future

after participating in our partners' sport and life skills programmes



Ethiopia: Girls who know how to prevent pregnancy



Before the sport and life skills programme



After the sport and life skills programme

KNOWLEDGE ON SRHR

Nepal: Girls who disagree that women need to tolerate violence in order to keep the family together



Before the sport and life skills programme



After the sport and life skills programme

KNOWLEDGE ON GBV

Based on data collected from Women Win's partner organisations in 2013

OUR WORK

# Mission, Vision, Values



## OUR MISSION

To equip adolescent girls to exercise their rights through sport

## OUR VISION

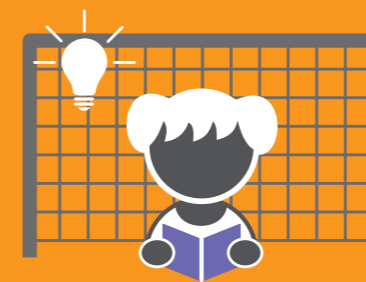
One Win Leads To Another; by 2016, 1 million adolescent girls realise their leadership potential through sport

## OUR VALUES

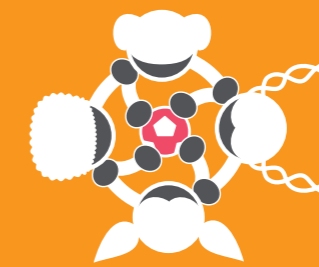


Girls are our purpose

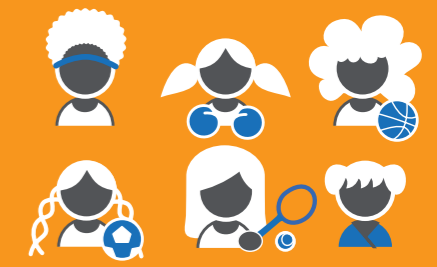
Sport is our power



Innovation is our edge



Collaboration is our strength



Change is our promise



# SPORT AS A STRATEGY TO ADVANCE GIRLS' RIGHTS

## OUR WORK

# 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 cause 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.

**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.

### 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:

### 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:

- 1 Equity
- 2 Transparency
- 3 Mutual Benefit

## OUR POINT

# Why Girls and Sport?



ADOLESCENT  
GIRLS AND  
YOUNG WOMEN  
ARE POWERFUL  
AGENTS OF  
CHANGE

### Why Adolescent 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.

### Why Sport?

#### Sport can empower.

Sport participation can **develop life skills** such as teamwork, self-efficacy and communication skills. Many of the skills needed to thrive in sport are directly transferable to other spheres in a girl's life.

When girls play, they become physically stronger and healthier. They 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.

The social support of a team and care of a qualified coach can offer a girl a **safe space to grow**, explore and tackle the challenges she is facing in adolescence.

Sport can **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 hook** to engage girls (and their communities) in knowledge-sharing about women's rights.

Sport can **bring together people** regardless of their class, race, gender and nationality, which in turn can promote mutual respect and a greater understanding of one another.

Through sport, girls are afforded rare **opportunities 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 initiative 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.

# SPORT PROGRAMMES ARE AN EFFECTIVE PLATFORM FOR LEARNING AND BUILDING SKILLS



## Our Theory of Change

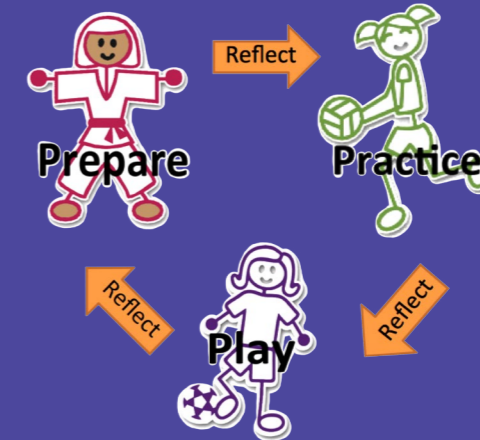
Well-designed sport programmes are an effective platform for learning and building skills, including leadership skills, increasing knowledge around women's rights, improving health and fitness and, ultimately, yielding positive attitudes and behaviours.

Women Win brings an asset-building approach to the field by supporting and strengthening women's rights and sport-for-development organisations to deliver conceptually sound and culturally relevant sport programmes to girls and young women. Our theory of change is built on the belief that adolescent girls, their families, communities and societies at large benefit from, and are empowered by, sport and well-designed sport programmes.

Over time, Women Win has developed a theory of change that focuses on leadership and serves as a foundation for all our programmes and activities. Our definition is based on research, theory and experiences around leadership, sports and the skills and development of adolescent girls and young women. Women Win defines leadership as the ability of a girl or young woman to exercise her rights and drive change.

A foundational assumption of our definition is that leadership is a set of skills, behaviours and attitudes that can be learned, practiced, and refined through experience, mentorship and education. We use the Prepare, Practice, Play framework to describe the process of how this happens in sport and life:

**PREPARE** (individual level): A girl discovers and develops her skills and talents and becomes aware of her leadership potential. She accumulates knowledge and information. She finds the confidence to set challenging goals for herself and strives to live by her values.



**PRACTICE** (organisation level): A girl connects and interacts with others, which means she learns to expand and strengthen her leadership potential and skills. Through interaction she learns how to team up, resolve conflicts and have healthy relationships.

**PLAY** (community level): A girl takes action, influences and motivates others by applying her skills. She creates change by acting and influencing change in her community.



# 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:

- 1 Leading transformative thinking
- 2 Building effective tools and pollinating good practices
- 3 Informing and engaging stakeholders to cultivate a movement
- 4 Assuring and certifying excellence in this sector

## Lead Transformative Thinking

At Women Win, we believe that the more we engage experts, grassroots organisations and other stakeholders in the field, the more we learn about issues affecting adolescent girls and how sport can be used as a strategy. With this in mind, we aim to lead this transformative thinking in the field by identifying and researching 'Long Tail' concepts and catalysing game-changing dialogues.

## '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 based on conversations in the field and listening to our partners. '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 steer delivery methodologies, such as peer-to-peer education and gaming technologies.

## Game-Changing Dialogues

Throughout the year, we identify and engage with leading experts across various fields and disciplines; attend key global conferences and meetings; produce thought leadership papers on critical relevant topics and use social media on a daily basis to build a global community and help lead dialogue around issues related to girls and sports.

## Build Tools and Pollinate Good Practices

At the heart of the Learn portfolio is the practical and utilitarian goal of sharing good 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

# About Learn

in conversations about gender-based violence or sexual and reproductive health and rights.

## Inform and Engage 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. To achieve this, 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.

## Razor-Sharp Communications

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.

WomenWin.org is our online hub, where our audiences and stakeholders come for inspiration, knowledge and active participation in the mission of advancing young women's empowerment through sport.

## Social Media

We believe social change comes from the spreading of powerful, personal stories. It's these shared 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.

**Facebook:** Women Win  
**Twitter:** @Women\_Win  
**YouTube, Flickr, Vimeo**

## Email Communication

To further target specific audiences with focused messages, Women Win distributes electronic newsletters to relevant stakeholders and parties of interest. The purpose of these letters is to maintain appropriate and relevant communication with our key internal and external audiences.

## Media

Positively engaging the media is critical to spreading our messages, our mission and our stories. Inherent to Women Win's work, is a multitude of compelling stories that are borne around the globe every year.

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 really just boys' programmes that have been "pink-washed" and are not built with a focus on the needs of girls. As we continue to identify new sector-leading standards and quality parameters for girls' sport participation, we have 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 a safe space and protective policies for play. It is through this certification and assurance process that we contribute to pushing our sector forward.

### Building Leadership Through Digital Storytelling

In 2013, Women Win started a series of programmes focused on building leadership skills of young women in sport programmes. In this effort, we developed and piloted a Digital Storytelling (DST) programme, in which young women are taught how to create 2-3 minute films about the impact of sport on their lives and on their leadership. DST is a workshop-based methodology that focuses on the everyday person's ability to share aspects of their life story. The focus of the 5-day intensive workshop is on the skill-building process, not the end product. The beauty in the process is that it is grounded in storytellers' ultimate control over the medium – words, images and audio – so stories are told by those who lived the experience.

Women Win believes that DST has a unique ability to cultivate leadership potential. Through the process, young women are encouraged to strengthen muscles in all 4 of our focus competencies of leadership (confidence, vision, voice and action). Once they learn the skills needed to develop their story through DST it becomes the young women's responsibility to share those skills with their organisations, capturing more stories and multiplying the effect of the tool. The ultimate goal with DST is to strengthen our partners' capacities to build girls' leadership and communicate the impact of the work they do locally and globally.

“The DST training has enhanced Naz's technical capacity. This was the first time that we had four of the coaches develop their own digital stories which now are used as a tool to talk about Sport for Development and inspire the young Peer Leaders in the programme. One of the most immediate benefits of this training was evident when Goal Coach Pallavi Gaikwad had to shoot a 3-minute video of her pitch on Goal for the Clinton Global Initiative. Due to the skills learned at the DST workshop Pallavi was very thorough with the planning for the video shoot, she focused on her voice modulation and presentation style and also had a good understanding of recording details like: light, background noise etc. Pallavi was able to shoot quite an impressive video.

Since the workshop, the four coaches have been using the media more constructively; writing up events for Facebook, putting up posts on the blog and also developing DST capacities among the other coaches.”

**Kalyani Subramanyam**  
*The Naz Foundation Trust, India*



**DIGITAL  
STORYTELLING  
HAS A UNIQUE  
ABILITY TO  
CULTIVATE  
LEADERSHIP  
POTENTIAL**

# About Learn



## 2013 Key Achievements

- 1 Built the capacity of more than **280** people from **over 40** organisations worldwide through intensive, interactive workshops
- 2 Hosted **3** 'Days of Dialogue' to incubate 'Long Tail' innovations
- 3 Provided free girls' life skills curriculum (Goal programme) to more than **150** organisations in **158** countries through Goal programme (GoalProgramme.org)
- 4 Directly supported **19** organisations in **15** countries to implement the Goal programme
- 5 Implemented **7** experiential-education workshops for training Goal Trainers
- 6 Developed and piloted a Girls in Sport Mentorship Programme, investing in the leadership development of **12** young women from partner organisations in Asia and Africa
- 7 Developed and delivered **5** Digital Storytelling workshops in Amsterdam, Nairobi and Rwanda and trained **10** women as Women Win Master Trainers
- 8 Launched the Women Win Digital Storytelling online platform, to showcase girls' and women's stories
- 9 Launched a video series for '16 Days to End Violence Against Women' that amplified girls' voices by sharing their digital stories of how sport impacted their leadership and core life skills, critical for addressing GBV
- 10 Supported the Swiss Academy for Development in training trainers to deliver a gender-based violence play-based curriculum in South Sudan
- 11 Developed an anti-aggression curriculum to address gender-based violence with adolescent girls as well as a Goal Boys Module

## 2013 Notable Challenges

- 1 Adapting the Goal programme to various organisational implementation models and cultural contexts
- 2 Sourcing adequate funding for the pillar's 'Long Tail' innovation work
- 3 Working with partners to share innovations online in areas with low or no connectivity



## Girls in Sport Mentoring programme

In 2013, Women Win piloted the Girls in Sport Mentoring programme. Part of the Building Leadership in Young Women Through Sport Project funded by DFID, the programme brought together twelve young women from sport for development organisations in Africa and Asia who were leaders in their communities, working directly with adolescent girls. They attended a two-week Leadership Camp in which they built leadership skills through Digital Storytelling and activities with international mentors. The young women then engaged in year-long mentoring relationships with these mentors. The programme aims to not only develop individual leadership skills within the Young Leaders but also help support and build the capacity of their organisations by creating pathways for the next generation of leadership.

# About Strengthen

Through our Strengthen pillar, Women Win invests in and manages a diverse and balanced portfolio of global partners throughout Africa, Asia and Latin America. Our portfolio includes three general types of organisations:

- 1 Women's rights organisations that are interested in using sport as a tool
- 2 Sport for development organisations that are interested in focusing on women's rights
- 3 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 in 2013 included:

- 1 Invest strategically in key implementation organisations
- 2 Build capacities to ensure partners are fit for purpose and achieve maximal impact
- 3 Develop transparent, mutually beneficial and equitable partnerships that guarantee accountability and value for investment

## Investing

Within the Strengthen pillar, Women Win gives grants to a diverse selection of partners from various sub-sectors. We work with women's and children's rights organisations, local community-based organisations, international NGOs and sport for development organisations. In 2013, Women Win explored strategic partnerships with several grantees – including BRAC, the largest NGO in the world – that have the potential to achieve great scale and impact with their girls' sport programming.

## Building Capacities

All grantees receive customised programme support and

access to up-to-date information, tools and knowledge. In 2013, the majority of Strengthen partners co-assessed their organisational capacities and identified priorities for Women Win support. In addition, as our partners gained greater organisational capacity related to girls' sport programming, creating linkages between partners is becoming an increasingly important capacity-building strategy. The diversity of partner organisations that comprise Women Win's Strengthen portfolio enriches learning processes that are facilitated at national, regional and international levels.

## Developing Partnerships

With increased capacity in the Strengthen Team, Women Win was able to re-establish and reset relationships with important implementing partners. Regular communication via phone, Skype and email, in addition to face-to-face time during field visits and workshops, provided Women Win with more detailed information regarding partner implementation. In turn, this information offers a solid base on which to further analyse the Strengthen portfolio and develop a new partnership framework for Women Win; planned for 2014.

## 2013 Key Achievements

- 1 Re-granted to 29 organisations in 19 countries with over 900 000 Euros, directly benefiting 18 360 adolescent girls and young women through sport programmes
- 2 Expanded geographical reach to MENA, with one partner in Kurdistan, Iraq, as well as consolidating our Asian portfolio, with new partners engaged in Cambodia and Myanmar
- 3 Strengthened capacity development support for key implementing partners through the DFID-funded Building Young Women's Leadership through Sport (BYWLTS) programme in 7 countries
- 4 Strengthen Manager hired, enabling Women Win to re-set relationships, clarify re-granting processes and re-set expectations among programme partners

# About Strengthen

## 2013 Notable Challenges

- 1 Small grants provided by Women Win are, at times, insufficient for programme partners to cover necessary salaries and administrative costs that support the implementation of quality programmes
- 2 Extensive requirements, particularly under programmes funded by institutional donors, are often incongruent with the sizes of the grants provided to implementing partners
- 3 Effectively managing partnerships around the globe due to distance and insufficient staff. Additional Strengthen Team members will be recruited in 2014 to limit this
- 4 Partner selection in the past has been based on opportunities as opposed to alignment with regional strategy. Women Win will prioritise stronger linkages between strategic priorities with resource mobilisation and partner identification in 2014



"Through implementation of the Goal sport and life skills project, our organisation has added more value to its profile and has experienced many significant changes. Using sport as a tool for empowering girls and young women educated us a lot. The project has added more on the capacity of the organisation by providing different capacity-building training for the staff, coaches and community facilitators who are directly involved in the project.

A combination of support for monitoring and evaluation, new policies and procedures and the Goal curriculum have been extremely important to our work. Moreover, the girls (project beneficiaries) have been showing progress in their lives and they have been mentioned as good examples for our achievements on activities that have been conducted to empower girls and young women. As a result, our organisation has been mentioned as one of the best examples for using sport as a tool to empower and build girls and young women's leadership in Ethiopia, and other organisations have been coming to us and showing interest in learning and sharing from our projects."

**Genet Adem Ebrahim**, Gender and Women Capacity Building Programme Officer, KMG-Ethiopia



"BRAC did not have any female sports coaches before the Building Young Women's Leadership Through Sport (BYWLTS) programme, supported by Women Win. We hired male experts from other organisations and sometimes the girls did not feel comfortable being trained by male teachers. Through this BYWLTS programme we now have 41 female sports coaches, and it is a big change for our organisation."

**Rashida Parveen**, Senior Programme Manager Adolescent Development Programme, BRAC Bangladesh

## 2013 STRATEGY IN FOCUS

# About Impact



The Impact pillar exists to prove and improve our work. Through our Impact strategy, we develop a body of irrefutable evidence for sport as a powerful tool to equip adolescent girls to exercise their rights and realise their leadership potential. Women Win and our partners in the field are committed to our ethos of outcomes-based approaches, demonstrating change through consistent, accurate and efficient processes of measuring, analysing and reporting.

Women Win believes that a valid outcome goes beyond what an organisation does, resting upon what the programme actually accomplishes. We have developed a specific framework of indicators based on what we call the “B.A.C.K.S.” measures. These are a girl’s changes in **B**ehaviour, **A**ttitude, **C**ondition, **K**nowledge and **S**tatus. This framework allows us to contextualise the outcomes, and make concepts such as empowerment and leadership specific, aligned and measurable.

### Through this pillar we:

- 1 Drive a dynamic impact strategy
- 2 Promote Collective Impact
- 3 Engage and inform an innovative research agenda

### Drive a Dynamic Impact Strategy

Women Win has constructed a comprehensive monitoring and evaluation system to measure change and demonstrate impact on various levels – individual, organisation and community. Our system includes a diverse and innovative set of customisable tools and methods to be used by us (to measure our impact on organisations) and our programme partners (to measure their impact on girls and communities). Our tools are built to be participatory, scalable and allow Women Win and its programme partners to easily compile, present, analyse and compare data. With these streamlined measures, we increase our ability to demonstrate our collective impact, improve our programmes and increase a mutual accountability between Women Win and our programme partners.

### Promote Collective Impact

In order to create lasting solutions to social problems on a large-scale, organisations across sectors need to coordinate their efforts and work together around a clearly defined goal. To promote a collective impact strategy for addressing girls’ rights through sport, Women Win seeks to align the evidence from our partners by ensuring the following five conditions:

#### 1. Establishing a common agenda

All partners have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreement upon actions.

#### 2. Sharing measurement systems

Collecting data and measuring results consistently across all participants with a single system ensures efforts remain aligned, and participants hold each other accountable. Our tool set, combined with a common cloud-based platform called Salesforce®, allows partners to collect and analyse data and provides Women Win with access to detailed information about the girls served by our programmes around the world.

#### 3. Conducting mutually reinforcing activities

Programme partner activities must be differentiated while still being coordinated through a mutually reinforcing plan of action. All our partners run unique sport-based interventions. However, they share the common mission of equipping girls to exercise their rights.

#### 4. Communicating continually

Through peer-learning workshops, regional dialogues and constant communication with Women Win, our partners have the opportunity to share their impact – highlights and challenges – frequently.

# About Impact

## 5. Relying on backbone support

Creating and managing collective impact requires that Women Win serves as a coordinating body across all partners. We provide both technical and strategic support to each of our partners through capacity building and regular communication.

### Engage and inform an innovative research agenda.

Many people accept anecdotally that sport can have a positive impact on the lives and development of young people. However, there is a lack of qualified research into the specific impact of sport on 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 actively supports, builds and collaborates with a strong network of universities, independent researchers and institutes in an attempt to bridge this gap. We play a hands-on role by supporting programme partners to translate the data they collect into forms that resonate with researchers and policy makers. We do this through providing partners with world-class impact frameworks, data-gathering tools and methodologies, as well as Salesforce®.

# About Impact

## 2013 Key Achievements

2013 was a banner year for Women Win in terms of Impact. We made a sizeable investment in the strategy, both in terms of staff, capacity building and tool development to achieve the following:

- 1 We created a **new strategy** and Impact Pathway to measure, evaluate and communicate our collective impact
- 2 **21 partners were trained** on monitoring and evaluation tools, including Salesforce®, and are now equipped to input data, run reports, create impact dashboards, and use findings to improve programmes
- 3 We updated the **Women Win M&E Toolkit**, specifically redesigning our questionnaire and adding our new qualitative tool: Most Significant Change
- 4 In collaboration with the International Centre for Research on Women, we developed a **Community Impact Toolkit** to help organisations measure the change they make in their communities
- 5 We collected **data on over 20 000 girls** related to a variety of indicators, including their leadership development
- 6 We developed impact measurement tools to accompany our **Young Women's Leadership programmes** – including Digital Storytelling and Mentorship

## 2013 Notable Challenges

In advancing our Impact work, Women Win experienced the following challenges:

- 1 Establishing validity in our methodology when comparing, combining and understanding data from programme partners who implement programmes and activities in unique manners, and in diverse contexts with different challenges and opportunities
- 2 Developing measurement strategies and tools to capture the impact of Women Win's work on the organisational level, as opposed to the individual, girl level
- 3 Quantifying and qualifying the impact of the work Women Win does to lead transformative thinking and innovation in our field

Name: **Ewunetnat Tesfaye**

Location: **Ethiopia**

Age: **14**

"Before I started Goal, I knew nothing about life skills, women's empowerment, violence or financial literacy. I just heard people without any knowledge talking about it. However, after taking part in the BYWLTS programme, I got basic knowledge about self-awareness, how to resist peer pressure, violence, women and child's rights, HIV/Aids, menstruation and issues of reproductive health.

Personally I got convinced that girls can do whatever boys do. At the start, my parents were not willing to allow me to have the sessions, however, after I started telling them about the importance of the life skills and sharing what I have learnt, they became more supportive and encouraged me a lot.

I'm a member of a girls' club in my school and now I am teaching members of these clubs what I have learnt from the Goal sessions and girls are listening to me attentively. Finally, I just want to suggest that the project should incorporate more girls from farther villages because so many girls don't have knowledge about violence, empowerment, self-awareness and reproductive health issues."

# About Operations



As a fast-growing organisation, Women Win continuously strives to improve and optimise its operations department in order to provide a safe playing field for our team, while ensuring positive outcomes for the girls.

2013 has been a year of transition in the four key areas of operations. As the organisation continues to grow, so do the complexities of managing a well, organised, global team.

The operations department consist of 4 key support areas: Finance, Human Resources, Information Technologies and Facilities.

## Finance

The finance team is responsible for the management and improvement of the operations by measuring and reporting regularly on key performance indicators crucial to the financial success of the organisation. This is achieved by:

- 1 Reporting and compliance of daily transactional accounting
- 2 Focusing on internal and external processes and risk management by engaging key stakeholders
- 3 Providing quality financial information to stakeholders in order to make sound business decisions
- 4 Supporting value creation by identifying opportunities and providing critical information and analysis to make superior, strategic decisions

Additionally, our finance team produces the organisation's financial statements, prepares the organisation for its annual audit and liaises with the Treasurer of the Board.

## Human Resources

Women Win's goal in human resources is to empower our staff by providing the necessary tools to achieve our mission. The human resource department is devoted to

supporting the accomplishment of the organisation's goals by ensuring effective policies and procedures, and people-friendly guidelines as well as providing support to Women Win staff, contractors, consultants, interns and volunteers. Salary administration, benefits, performance planning, development and compliance are a pre-requisite to the long-term success of the organisation.

Volunteers remain an important human resource for Women Win. The time our volunteers dedicate to Women Win is equal to 2+ Full Time Equivalents (FTEs); this is a substantial value to the organisation.

In addition to our volunteers, Women Win has a number of interns on our staff, in association with surrounding universities. These positions are part of the study requirements of the individual and at no cost to the organisation. As with our volunteers, interns are an important resource to the organisation. The number of interns in 2013 was equivalent to 2 FTEs, which is also a substantial value to the overall success of the organisation.

## Information Technology (IT)

The IT team is responsible for ensuring that the information technology resources of the organisation are managed in accordance with its needs and priorities. The central aim of the IT department is to generate value through the use of technology by reducing cost, improving services, providing standards and guidance and improving the productivity of the organisation, while ensuring security, quality and integrity. The team is responsible for the network infrastructure, security, storage and backup, telecommunications, software & hardware systems and user support services. These are all key elements in ensuring that our team has the proper tools to get the job done.

## Facilities

The facilities team at Women Win is devoted to the coordination and management of the Amsterdam office. The team provides a wide range of business services to the organisation such as health and fire safety, security, maintenance, cleaning, support contracts, space allocation

# About Operations

and internal communications. In order to ensure our staff is working in the best possible environment, we strive for continuous innovation and developments that help reduce cost and add value to the organisation.

In 2013, Women Win made the decision to relocate office to a larger and more suitable location in Amsterdam to accommodate future growth. A three-year rental contract with an additional three-year option was signed in September of 2013, effective from 15 November 2013 until 14 November 2016.

## 2013 Key Achievements

- 1 With the inherent growth we have achieved over the past several years, the operational infrastructure (scalability) of the organisation has been significantly enhanced, allowing Women Win to grow the organisation with ease in the future. Finding the right balance of growth and sustainability is the key to the achievability of our long-term strategic goals

- 2 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. In 2013, Women Win was able to add approximately €20 thousand to our continuity reserve
- 3 A resource mobilisation staff member (fundraiser) was hired in August 2013. In addition, a fundraising specialist has been hired by our sister organisation in the US, Women Win Foundation, Inc.
- 4 A new pension programme for our staff members was initiated in 2013
- 5 A new staff operational handbook was implemented in 2013
- 6 We continued to improve, build upon and scale our IT systems for the future; most notably, customer resource management (CRM), (Salesforce®), accounting (QuickBooks), data/cloud storage (The Box) and document/contract management (DocuSign)
- 7 With our office relocation in 2013, Women Win was able to significantly improve our network infrastructure ensuring future scalability, security, reliability and redundancy

# About Operations

## 2013 Notable Challenges

- 1 While 2013 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
- 2 Direct fundraising of donations as a method to help reduce the risk of "unrestricted" funding was significantly below plan in 2013
- 3 Women Win raised a significant amount of its funding through bi-lateral donors. Experience has proven that these donors are essential to our long-term growth and require different rigour in reporting and financial management
- 4 The development of long-term forecasting models and budgets to support our 2015-2018 strategic plans
- 5 Due to significant fluctuations in foreign currencies, a robust and long-term treasury policy will be required in the future, to help offset currency losses

- 6 Whilst Women Win's human resource policies were compliant in 2013, an initiative is underway to move us from compliance to excellence in 2014. Women Win will apply new approaches to human resource management, encouraging innovation, creativity and flexibility by:
  - 1 Job classification and career banding
  - 2 Investing in staff
  - 3 Performance review cycle
  - 4 Time management
- 7 After implementing a number of new IT systems in 2012/2013 to support the back-end operations of Women Win, the next challenge is linking the systems to one another





# Game Plan



**CREATING PATHWAYS FOR  
THE NEXT GENERATION OF  
LEADERSHIP**

## Women Win is looking to focus on the following key strategic priorities in 2014:

- 1 Meet our financial targets, while diversifying our investor base
- 2 Create internal structures and processes that move us towards a robust culture that fosters innovation and allows us to deliver our work with excellence
- 3 Continue our work on measuring our impact at individual, organisational and community level to prove and improve our work
- 4 Expand our digital storytelling and mentoring projects to different regions and partners
- 5 Evolve our key partnerships across the organisations based on transparency, equity and mutual benefit
- 6 Identify, invest in and measure the impact of powerful tools and other activities that create an enabling environment and leadership opportunities for girls, understanding that more does not necessarily equal better
- 7 Leverage Impact success to better understand and learn from and about our organisational impact
- 8 Design, develop and deliver robust and aligned UK and US strategies
- 9 Redesign and realign governance structures of the board of directors
- 10 Continue to build a world-class team

## We have identified several risks that could hamper our progress on these fields:

### Potential Risks:

- 1 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
- 2 Finding sufficient resources to cover our organisational costs. This remains a challenge in the sector

### Building Young Women's Leadership Through Sport

In 2014 we will continue to deliver on an exciting partnership with the UK Department for International Development (DFID) that started in 2013. DFID recognises the central role of women and girls in development approaches. This partnership centres on the "Building Young Women's Leadership through Sports programme" and includes a broad collaboration across 8 implementing partners that will impact the lives of 24 000 girls in Kenya, Uganda, Bangladesh, India, Nigeria, Ethiopia and Zambia over 3 years.

This programme is specifically focused on using sport as a strategy to stimulate adolescent girls' and young women's leadership, and to influence their communities in recognising the potential of that leadership. In addition to implementing the Goal curriculum, partner organisations participate in DST and Mentoring projects, which further fosters the leadership competencies of adolescent girls. The results so far have been inspiring both for mentees as well as mentors, and we are thrilled to continue this programme.



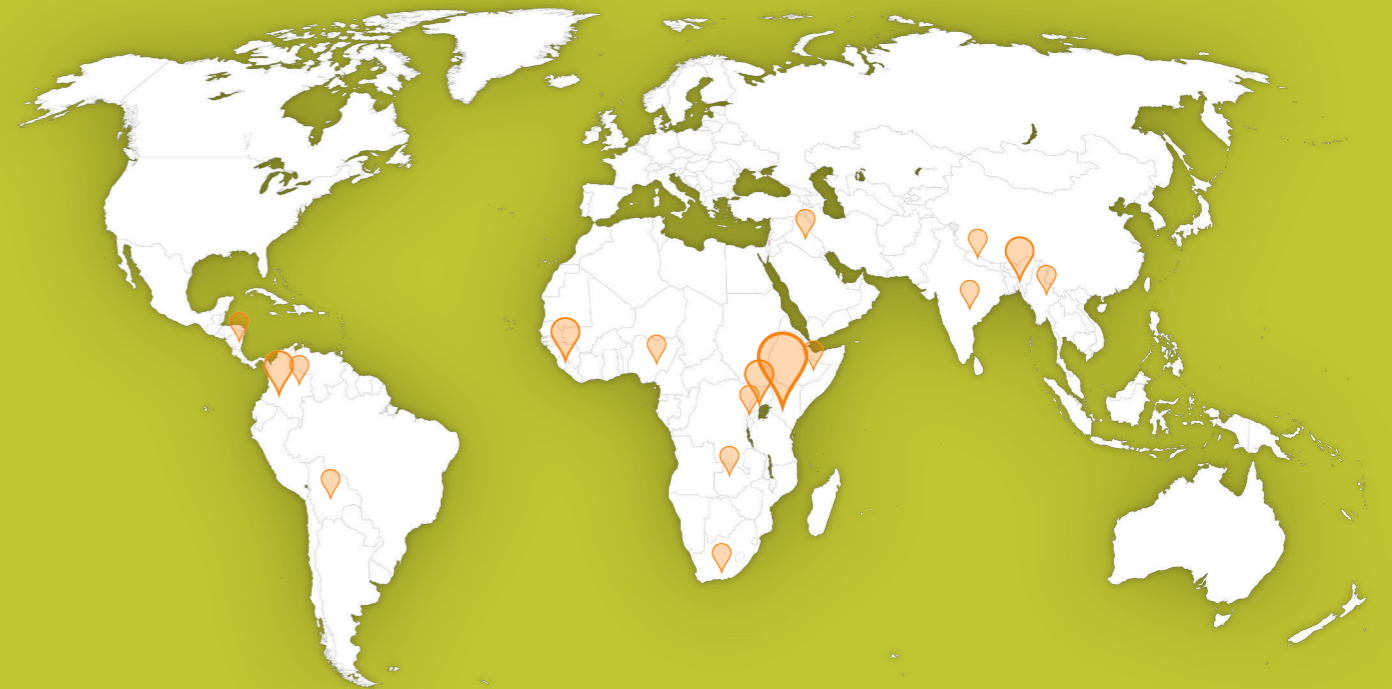
**OUR SHARED VISION OF  
1 MILLION GIRLS REALISING  
THEIR LEADERSHIP POTENTIAL**

Girl Determined, Myanmar

OUR ECOSYSTEM

# Global Partner Profiles

During 2013, Women Win financially supported 29 organisations in 19 countries. It is through their work, knowledge and dedication that Women Win is able to accomplish our mission on a global scale. This year we expanded our geographical reach to include both the Middle East North Africa (MENA) region and South East Asia setting up new partnerships in Iraq, Cambodia and Myanmar.



We are proud to introduce our 2013 programme partners, who directly implement sport and empowerment 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 in which girls have the chance to socialise, play games, sing and dance, and 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-plays on girls' issues.

# Global Partner Profiles

## BRAC, Bangladesh

BRAC was founded in Bangladesh in 1972 and 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, where they exchange views and experiences in a safe space within their community. Girls participate in sport training, join 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 selected 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 gangs and the dangerous street life, 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

FCAM was created in 2003 and focuses on strengthening the (young) women's movement across Central America. Specifically, their efforts guarantee the right of local 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 that uses sports (volleyball, softball and football) as a tool of empowerment for young women 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, aged 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.

## Girl Determined, Myanmar

Girl Determined, based in Myanmar, works in the field of adolescent girl leadership development. Their mission is to spark a movement of girls with leadership skills to advocate for their own rights and a future that does not re-create the risks they now face. Girl Determined's programmes increase girls' ability to make strategic life decisions, exercise bargaining power and generate choices. At the core of their programming is the Colourful Girls Circles programme, a weekly, strengths-based life skills and leadership development project. In 2013, Girl Determined launched Goal Myanmar and in 2014 will build on the Colourful Girls Circles with regular sport and life skills activities.

# Global Partner Profiles

## Girls & Football SA, South Africa

HIV/Aids, teen pregnancy and violence against girls and women are 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 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 Centre 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.

## Horn of Africa Development Initiative (HODI), Kenya

HODI was originally founded in 2003 and seeks to address the escalating severity and frequency of conflicts and general human rights violations in Northern Kenya. Since its creation, HODI has worked on a variety of cross-related issues with community members in Northern Kenya, including involving children in sport programmes. In 2013 HODI expanded their girls' sport programme to reach over 300 girls with sport and Goal Life Skills sessions, in addition to holding various tournaments with large numbers of participants. The girls' programming particularly aims to break the silence around girls' rights violations and draw attention to harmful traditional practices such as child marriage and female genital mutilation (FGM) that deeply impact on girls and their communities.

## 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 wellbeing and advancement through integrated and sustainable development interventions that link economy, society and ecology. KMG is currently exploring sport as a strategy to address FGM 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

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.

# Global Partner Profiles

## 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 and 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.

## Polycom Development Project (PDP), Kenya

PDP is a community-based advocacy organisation based in the Kibera Slum in Nairobi, Kenya. PDP invests in young women and girls' transformation, and envisions the ability for skilled and empowered young women to contribute positively to their community and country's development. Polycom launched a sport programme in 2013 that involves volleyball and life skills education, in addition to microfinance training and the provision of micro-loans. Within this new programme, participants have been given the opportunity to practice their leadership and teamwork skills on the sport field as well as in their micro-loan groups.

# Global Partner Profiles

## 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.

## 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 to win with humility and accept 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.

## Vijana Amani Pamoja (VAP), Kenya

VAP, meaning 'Peace Together Youth,' originated in 2000 as a football club and was founded as a charitable organisation in 2003. Based in the Eastlands area of Nairobi, VAP supports some of the most marginalised boys and girls in Kenya. The mission of VAP is to integrate social and economic values through soccer by creating a pro-active health environment. VAP's girls' programme is called Mrembo, meaning "Inner Beauty", and works with girls aged 11-20 years, addressing issues related to sexual and reproductive health. The programme aims to create a platform where young women can discuss social issues; receive counselling; make informed choices; and gain empowerment on issues related to their sexuality. In addition, vocational training is provided to a selection of girls and thematic football tournaments held to engage community members.

## Youth Empowerment Foundation (YEF), Nigeria

YEF 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, YEF 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. YEF's peer-to-peer model has allowed the organisation to continually expand the programme and reach more girls.

## WADI - Association for Crisis Assistance and Solidarity Development Cooperation, Kurdistan Iraq

Founded in 1992, WADI is a German-based NGO that has been promoting human rights and supporting the development of a democratic civil society in Iraq, Jordan and Israel. WADI implements programmes and projects that focus on empowering women and advancing their political and social equality, including work to combat violence against women and FGM. In Kurdistan, Iraq, one strategy for women's empowerment is through sport. In 2013, Women Win is supporting WADI's community-based girls' football teams.



## OUR ECOSYSTEM

# Supporters

It is only through the generosity and partnership of our supporters that we are able to work on our shared vision of 1 million girls realising their leadership potential through sport by 2016. We thank you for all the support you have provided to us and look forward to continuing our work together.

### Funding Partners



### In-Kind Supporters



A special thank you to our individual donors

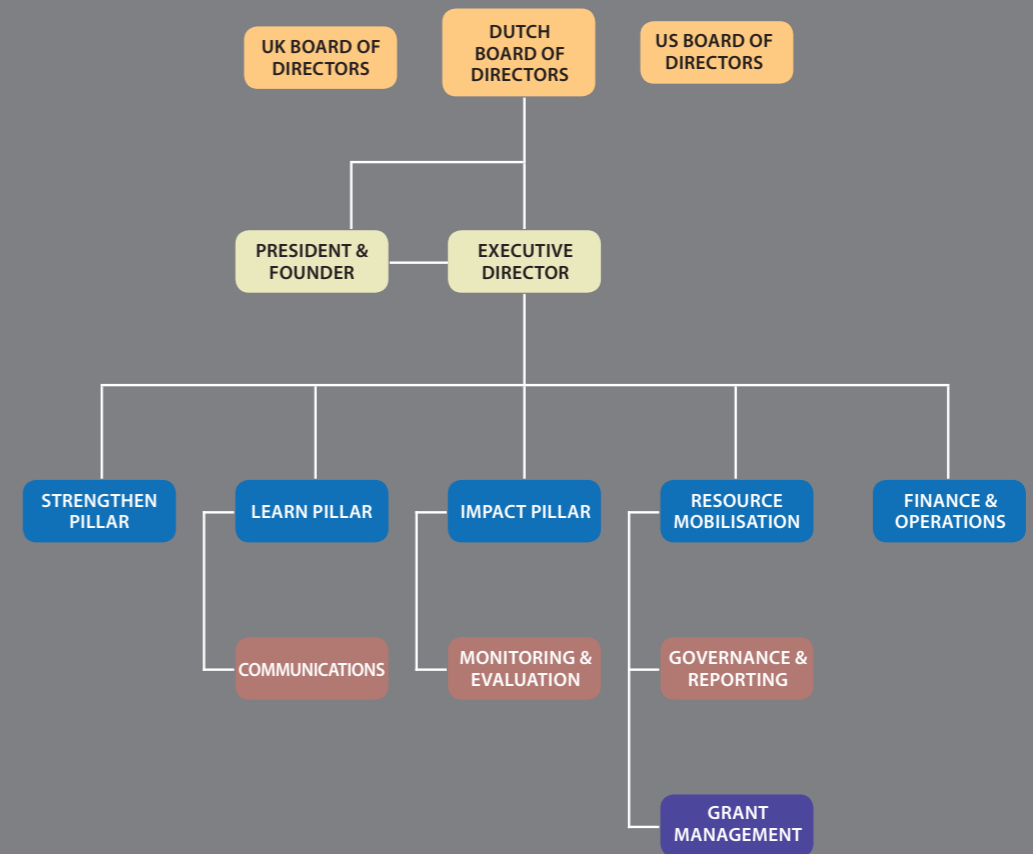
**Name:** Annet Mangi  
**Location:** Kenya (MTG)  
**Age:** 15

"I am an MTG girl. It had been my desire to prosper in life and be a good example to the community. Through my journey in life, my parents divorced. My sisters and I had to stay with my mother, who could not cater for our school fees, clothing and or put food on the table. I had to stay out of school. I felt my future crumbling, despite my desire to succeed. I had to look for something else to do to sustain myself. I was employed as a house-help in Bamba town with Ksh 1800 wag (approx. £12). My friends told me about MTG so during my free time I used to go play football with my friends. Being with my friends was what I liked and MTG gave me that social life. The divisional coordinator reported the matter to the chief. I was saved from the hardships of working as a maid. Thanks to MTG, I am now in school waiting for my end term exams in November. I now see what is ahead of me. I can see my future brighter and better."



**THANKS TO MTG,  
 I AM NOW IN  
 SCHOOL**

# The Women Win Team



## Staff

The passion and commitment of our talented staff at Women Win is unrivalled. We thank each individual for his and her dedication this year.

**Astrid Aafjes**  
 Founder and President

**Maria Bobenrieth**  
 Executive Director

**Sarah Murray**  
 Learn Director

**Michael Brew**  
 Finance and Operations Director

**Clementine Klijberg**  
 Business Development Director

**Manu Wildschut**  
 Impact Manager

**Nicole Matuska**  
 Learn Manager

**Yvonne Henry**  
 Partnership Development Manager

**Meg Smith**  
 Strengthen Manager

**Alan Guedes**  
 M&E Database Manager

**Karen Holst**  
 Communications Manager

**Liesel Castillo**  
 Financial Operations Assistant

**Eleni Stergiopoulou**  
 Programme Support Officer

**Naomi Saelens**  
 Resource Mobilisation Manager

**Tesora Veliscek**  
 M&E Database Officer

# The Women Win Team

## 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 (The Netherlands)

**Ellen Sprenger, Chair**  
Executive Director at Spring Strategies

**Vera Pauw**  
Technical Advisor and former National Coach of the Dutch and Russian Women's Football Teams

**Leonie Kroon**  
Senior Associate at DLA Piper

**Wieteke Graven**  
Business Advisor at EVP Upstream International Operated at Shell Oil Company

### 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**  
Non-profit Management Consultant

**Sara K. Andrews**  
Programme Manager & International Pro Bono Counsel at DLA Piper

**Joanne Sandler**  
Senior Associate of Gender@Work

### Board of Directors (United Kingdom)

**Martha Brass**  
Managing Director, International Operations, Endemol Group

**Mandy Ayres**  
Senior Director Access to Sport, Nike

**Julia McCabe**  
Associate, DLA Piper UK

**Kate Heljula**  
Associate, DLA Piper UK

**Alisa Swidler**  
Member of the Board

**Alisha Fernandez Miranda**  
Director of TrustLaw, Thomson Reuters Foundation

**Payal Dalal**  
Head of Education and Girls programmes, Standard Chartered

# The Women Win Team

## Advisory Council

**Martha Brady**  
Senior Associate, Poverty, Gender, and Youth (PFY) Programme, Population Council, United States

**Sarah Forde**  
Founder and Director of Moving the Goalposts, Kenya

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

**Claudia Makumbe**  
Coordinator, International Affairs at the Amsterdam School of Sports, Management and Business, Amsterdam, the Netherlands

**Marianne Meier**  
Sport for Development, Swiss Academy for Development, Switzerland

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

# Overview of Financials



Statement of income and expenses in 2013 (in euro)	Ref	Actual 2013	Budget	Actual 2012	2013 as a % of 2012
<b>Income</b>					
Income from direct fundraising	6	637,317	634,500	569,192	112%
Income from third party campaign	7	0	0	381,745	0%
Grants from governments	8	1,363,204	1,100,000	647,839	210%
Other income	9	21,856	25,000	26,187	83%
<b>Total income</b>		<b>2,022,376</b>	<b>1,759,500</b>	<b>1,624,964</b>	<b>124%</b>
<b>Expenditures on objectives</b>					
Objective strengthen	10	1,111,685	772,000	647,520	172%
Objective impact	10	193,780	439,431	455,681	43%
Objective catalyze & learn	10	489,854	156,569	103,691	472%
<b>Sub-total expense on objectives</b>		<b>1,795,319</b>	<b>1,368,000</b>	<b>1,206,892</b>	<b>149%</b>
<b>Expenditures on fundraising</b>					
	10	<b>184,009</b>	<b>162,000</b>	<b>73,596</b>	<b>250%</b>
<b>Overhead and administration</b>					
	10	<b>83,436</b>	<b>229,500</b>	<b>95,675</b>	<b>87%</b>
<b>Total expenses</b>		<b>2,062,765</b>	<b>1,759,500</b>	<b>1,376,163</b>	<b>150%</b>
<b>Result (surplus/deficit)</b>		<b>-40,389</b>	<b>0</b>	<b>248,801</b>	<b>-16%</b>

## Explanation of income

In 2013 income increased by 24% compared to 2012, to just over €2 million, an increase of €400,000 and approximately €263,000 above plan. Expenditures increased by 50% compared to 2012.

The 2012 deficit of approximately €250 thousand was followed by a much smaller deficit of €40,000 in 2013. The net transactions of increases/decreases to the earmarked fund allows for Women Win to increase the continuity reserve by approximately €20,000 after the approved allocation of the annual results for 2013.

The increase in income compared to 2012 and exceeding the planned income amount can be explained by the ad-

ditional income realised through government grants under RJ 274, whereas income received from governments must equal expenditures. Women Win accelerated grant distributions in 2013, at the request of our donor, DFID, for funds that were originally planned for 2014. In addition, previous years' funds (2011 / 2012) were realised as income under the MFSII programme in 2013.

Three new donor contracts were realised in the 4th quarter of 2013. Income from the three agreements was booked in 2013, according to RJ 650. However, the income was fully earmarked for expenditure in 2014, and is reflected in the reserves and funds.



# Overview of Financials

Income from direct fundraising grew by 12% when compared to 2012. This was a result of higher than planned sponsoring grants and an increase in pro bono work.

Women Win did not realise any income in 2013 from third party campaigns. However, in 2012, after extensive review of our multi-year contracts, 50% of the income planned for 2013 was realised in 2012.

Other income decreased by 30% when compared to the previous year. This can be attributed to a decrease in earned interest due to the pre-financing of programme activities.

## Explanation of expenses

Women Win's total expenses for 2013 were almost €2.1 million, an increase of almost €700,000 (50%) compared to 2012. The expenses exceeded the budget for 2013 by approximately €300,000. Women Win was able to spend the largest part of its budget surplus on its objectives. Project activities rose by 49% compared to 2012. In 2013, Women Win scaled up activities in almost all programme countries.

## Expenditures fundraising

Costs of fundraising are 14% above plan and 250% above the level of 2012. The Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of its own fundraising income to fundraising activities. Women Win's internal policy is and has always been to keep this expense significantly lower. In 2013, fundraising expenses amount to 9%, up 4% when compared to 2012 (5%).

Women Win anticipated higher fundraising cost in 2013, as we actively expanded our fundraising efforts, within the Netherlands and abroad. A full-time fundraising staff position was added to the organisation in 2013, in order to support sustainable growth.

## Overhead & administration

The percentage of costs for management and administration related to total cost is 4%. Although this ratio has been declining, the absolute amount of management and administration cost has remained stable and consistent for the past 3 years. The decrease is mainly related to the decrease in support staff in relation to the growing organisation and increase in income spent on projects.

# Overview of Financials

## Balance sheet as per 31 December 2013 (in euro) (after proposed appropriation of results)

	Ref	31 Dec 13	31 Dec 12
<b>ASSETS</b>			
<b>Tangible fixed assets</b>			
Property, plant & equipment	1	6,680	6,393
<b>Current assets</b>			
Receivables and prepayment	2	727,323	562,449
Cash and cash equivalents	3	237,604	332,029
		<b>964,927</b>	<b>894,478</b>
		<b>971,608</b>	<b>900,871</b>
<b>RESERVES, FUNDS &amp; LIABILITIES</b>			
<b>Reserves</b>			
Continuity reserve	4A	200,913	180,804
<b>Funds</b>			
Earmarked funds	4B	519,988	580,486
<b>Current liabilities</b>			
Accounts payable	5	38,938	35,389
Taxes and social security payments	5	13,663	12,220
Accruals, provisions & other liabilities	5	198,107	91,973
		<b>250,707</b>	<b>139,581</b>
		<b>971,608</b>	<b>900,871</b>

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, at the receipt of gifts, donations and grants, the earmarking of funds for projects is taken into account.

At the end of 2013, the reserves and funds were €720,901 (2012: €761 290), inclusive of a continuity reserve of €200,913.

## Continuity reserve

The continuity reserve financially covers Women Win's short-term risk and makes sure that Women Win can fulfil its obligations even if an unexpected gap in income arises. The board of directors strives to reach a minimum of 0.5 times the annual operational cost for the continuity reserve in order to minimise the short-term risk and to ensure that the ongoing obligations of the organisation can be met in the future.

OUR FINANCES

# Overview of Financials



For the determination of the size of the continuity reserve, Women Win follows the guidelines of the Dutch Fundraising Institutions Association (VFI), which 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.

confirm that our continuity reserve falls within the range given in the VFI guidance for reserves. The continuity reserve is currently at 0.35 times the operational cost.

### Earmarked funds

When third parties, thus not Women Win, have given specific destinations to its funds, an earmark fund is created. At the close of 2013, Women Win earmarked € 409 868 in income, to be spent in future years, for the specific purpose it had been granted for.

Women Win is not a member of the VFI. However, we can

Objectives	Objectives			Fundraising	Overhead & Admin	Total 2013	Budget 2013	Total 2012
	Strengthen	Impact	Learn					
Grants and contributions	965,428	84,672	204,248			1,254,348	778,262	564,274
Work done by third parties	17,893	0	125,151	23,554		166,598	177,738	75,931
Staff costs	94,024	79,920	117,530	117,530	61,116	470,120	666,500	553,028
Rent and accommodation	6,042	5,135	7,552	7,552	3,927	30,208	28,438	28,438
Office and general costs	27,430	23,314	34,287	34,287	17,829	137,148	105,034	150,963
Depreciation and interest	868	738	1,086	1,086	564	4,342	3,528	3,528
	<b>1,111,685</b>	<b>193,780</b>	<b>489,854</b>	<b>184,009</b>	<b>83,436</b>	<b>2,062,765</b>	<b>1,759,500</b>	<b>1,376,162</b>

Women Win allocates cost based on percentages. We have used the estimated time spent per full time employee as the most important allocation percentages. The Board of directors has approved these allocation percentages.

**Name:** Tabitha Njeri  
**Location:** Kenya (Boxgirls)  
**Age:** 13  
**Role:** School Outreach Captain

Tabitha Njeri is not only a captain in the Boxgirls programme, she is also a head girl at Marura Primary School in Kariobangi. Her confidence and strength in speaking out about issues is an indication that the girls in these communities are now well informed and in a position to be leaders who will influence positive change within their communities. Tabitha is not only a great leader but also a hardworking girl at school, where she has been receiving excellent grades for her classwork.

I believe that the girls in this community are going to change this community. Tabitha is one of the best girls in the school. She has challenged girls her age in school to be confident and work hard to achieve their dreams. I believe Boxgirls is creating a world of transformative leaders through women.

– Mr Ateku,  
 head teacher, Marura Primary School.

# Statutory Details

**Name:** Stichting Women Win

**Address:** Tolstraat 127 – 3, 1074 VJ, Amsterdam, the Netherlands

**Legal Status:** Non-profit organisation

**KvK Number:** 34267612

## Board composition

As per the date of this report the composition of the Board is:

1 Ellen Sprenger – Chairperson / Trustee

2 Astrid Aafjes – Founder & President (non-voting)

3 Leonie Kroon – Secretary / Trustee

4 Vera Pauw – Trustee

5 Wieteke Graven - Trustee

Carina Hamaker – Treasurer / Trustee resigned her position effective 31 August 2013, due to personal commitments. A recruitment and selection process is currently underway to fill this open position.

## Board member election procedure

The Board of Directors is structured to ensure the continuity of membership, while at the same time allowing continuous renewal. The Board, upon nomination, appoints the members of the Board of Directors. Board membership is for a term of three years. Board members are eligible for reappointment at the end of any membership term.

The Board adopts a term rotation schedule to ensure an adequate degree of continuity in the membership of the Board. The rotation schedule is reviewed annually at the Annual Meeting.

## Accountability statement

This annual report for 2013 is drawn up in accordance with the accounting guidelines for fundraising institutions, Directive 650, of the Dutch Accounting Standards Board (DASB).

PwC accountants audit the organisation's functions, internal administration and accounts annually. PwC has been Women Win's auditor for the past five years. PwC performs no other non-auditing tasks for Women Win. The findings of the annual audit are discussed with the Board of Directors, together with the head of Finance and the Executive Director.

With the Annual Account for 2013, Women Win received an unqualified audit opinion of PwC Accountants. This declaration is included in the Annual Account of Women Win.

## Jurisdiction and tasks of the Board of Directors and Executive Director

The by-laws of Women Win clearly state the separation of duties, tasks and roles between management and supervision. In essence: the Board of Directors supervises challenges and stimulates management, whereas management steers the organisation in the right direction.

In pursuing that role, the members of the Board of Directors maintain an up-to-date overview of developments in the organisation by having regular contacts with several people at Women Win.

# Statutory Details

## Board meetings

In 2013, the Board of Directors held three regular meetings and one informal meeting. All regular Board tasks were performed during the year. In addition to monitoring the progress of the annual plan, the main topics were:

1 Annual accounts and annual report 2012

2 Board of Directors composition

3 Selection and appointment of new board members

4 Financial sustainability of the organisation

5 Review of strategic plan 2013 – 2016

6 Women Win work plan 2014

7 Review and confirm Annual budget for 2014

## Board expenses

Board members work on a voluntary basis and are non-compensated for the position held. Board members are compensated for out-of-pocket travel and lodging expenses incurred to attend Board meetings or to carry out representative functions on behalf of the Board, provided in the last instance that these are agreed upon in advance with the Director.

## Evaluation of objectives, activities, Executive Director

The Executive Director is the leader of Women Win, responsible to the Board for all actions of the organisation. She is responsible to report all information necessary and relevant for Board decision-making to the Board in a timely manner, and to be fully transparent towards the Board with respect to matters affecting Women Win.

The Board grants a power of attorney to the Executive Director to carry out her responsibilities on behalf of Women Win. The Executive Director is responsible for the leadership of the management team consisting of all directors and, directly or indirectly, for the leadership and manage-

ment of all persons employed by or acting as consultants, volunteers or advisors to Women Win.

The responsibilities of the Executive Director are further described in the document: Executive Director Success Profile. The Executive Director is responsible for maintaining all records relating to Women Win as set out in the document: Summary of Record-Keeping Responsibilities.

The Board of Directors recognises the many challenges of the organisation and they are pleased with the progress that was made in 2013 and were confident about the future. While the fundraising environment is difficult, our planning and control is being enhanced to help offset any unforeseeable events.

## Remuneration of the Executive Director

Following Women Win's low-cost policy, remuneration is set well below the maximum guidelines of the Dutch Fundraising Institutions Associations (VFI) for management salaries of charitable organisations (Adviesregeling Beloning Directeuren van Goede Doelen), and the code of governance for charitable organisations (Code Wijffels, see [www.vfi.nl](http://www.vfi.nl)).

Through performance evaluations the Board of Directors determines management remuneration annually.

The Board of Directors, in consultation with the Executive Director, has chosen a director's remuneration package well under the maximum VFI scheme.

The annual remuneration in 2013 of the Executive Director was €100 036. In line with the VFI guideline the amount of remuneration comprises the gross salary, holiday allowance and 13th month. In the annual account, the amount and composition of management remuneration are reported. Women Win's Executive Director Maria Bobenrieth has no relevant additional functions.

# Risk Management

## Financial risks

Women Win's objectives require multi-year commitments. The level of income can fluctuate year by year, while multi-year obligations have to be fulfilled.

## Managing financial risks

Women Win deals with the risk of fluctuating income and the implications of this on the continuity of projects by:

- 1 Diversifying income: Income is obtained from multiple sources including individual donors, companies, institutional donors and government bodies
- 2 Optimising the availability of freely disposable income: To anticipate changes within programmes and countries, Women Win seeks for a balance in earmarked and non-earmarked income. Earmarked funds have to be spent in a specific country or project, but by having sufficient non-earmarked funds available, Women Win is able to adapt quickly to changes
- 3 Maintaining an appropriate continuity reserve: Women Win strives to achieve a reserve that is adequate and can maintain obligations for at least six months so that some activities can continue even if sources of income are lost
- 4 Recruitment of long-term donors: Corporate sponsors and governments are committed to Women Win through multi-year contracts, safeguarding a portion of Women Win's income on a longer term
- 5 Strict cash management: Funds are deposited in a renowned bank. Women Win has no stocks or derivatives

## Best use of funds

Women Win achieves the best possible use of funds through:

- 1 Monitoring and evaluating its long-term strategy, annual plan and budget

- 2 Internal regulations and guidelines such as an authorisation matrix, staff operations manual, human resources manual, partnership policies and guidelines for Planning, Monitoring & Evaluation

## Financial audits

- 1 In Amsterdam: Mid-term and annual audits of the organisations functioning, internal administration and accounts by PwC Accountants
- 2 Women Win can also require larger partner organisations to conduct an annual audit of their accounts
- 3 Women Win follows a monthly reporting cycle on the progress toward goals, key performance indicators and budget spending
- 4 An active low-cost policy: By creating long-term partnerships with corporate sponsors, Women Win produces structural support for its programmes. Furthermore, the efforts of our volunteers and interns in our Amsterdam office help to reduce programme cost
- 5 Evaluation: Through the continuous evaluation of programmes according to planning, monitoring and evaluation cycle requirements, results and expenditures are closely monitored and improvements are made when necessary

## Vulnerability to fraud

Women Win has gained the trust of individuals, companies and other organisations that donate funds, and regards it as its responsibility to ensure that funds are spent properly. Despite this, there is always the risk of fraud, which would have implications for the implementation of projects as well as for Women Win's reputation and credibility.

Women Win reduces the risk of fraud by:

- 1 Monitoring compliance and implementation of segregation of duties through internal and external audits
- 2 Assessing partner organisations using strict criteria

# Risk Management

- 3 Implementing Women Win's anti-fraud and corruption policy throughout the organisation, including our partners

## Operational risks

Women Win works in politically unstable areas. Changes in local government policies and political relationships form major risks for Women Win programmes. To manage these risks as best as possible, Women Win includes the political situation in its analysis when selecting countries and regions. Excessively unsafe areas will not be selected for new operations. Women Win also implements and continuously updates its Risk Framework.

The safety of staff will always have the highest priority for Women Win. While Women Win clearly gives all staff the responsibility to contribute to their own and the organisation's safety and security, final responsibility lies with line management: Programmes Director.

## Working with partners

Women Win works with partners in all its programmes, including community-based organisations, youth groups, local NGOs, and schools and authorities. Women Win enters into agreements with partners based on the deliverables each partner will bring to the project. Part of the agreement is a plan for monitoring the project. Monitoring is done on finance and administration, on activities and outputs and on overall quality of the project. Other essentials include signing Women Win's Child Protection policy.

Evaluations are conducted at the end of each project, and when appropriate also at mid-term. The relationship between Women Win and its partners, including compliant procedures is governed by Women Win's partnership agreement.

In the event that a partner organisation performs below expectations, an assessment is made to identify areas and steps for improvement. In some cases the outcome is negative and the project and/or the relation with the partner is concluded. This does not happen frequently, as we try to carefully assess the capacity of partners at the start of the partnership.

## Reputational risks

Reputation is among the most valuable assets of a non-governmental organisation. Despite professionalism, transparency and legal compliance, a scandal in the media, a financial pitfall or a security incident can seriously affect the organisation's reputation.

Reputation is a concept in the minds of stakeholders. Women Win can influence it, but cannot control it. A public debate about the efficiency and accountability of other NGOs or the sector may easily harm public trust. The organisation's reliability and credibility can be damaged for a significant period of time. Because of the democratisation of mass media, online and offline opinions, attitudes and facts are becoming more public, whether false or true. Women Win chooses to participate in the debate with an open and transparent communication policy.

## Managing reputational risks

Women Win pays serious attention to safeguarding its reputation by monitoring stakeholder's perceptions. To guard against false statements about Women Win, the organisation monitors publications in off-and online media. If appropriate, Women Win actively engages in discussions or debates. Interviews and other articles are checked prior to publication. If inaccuracies do get published, Women Win will, where possible, ensure that the correct information is subsequently published. Other measures include:

- 1 Women Win's Child Protection policy is also a tool to safeguard Women Win's reputation. All people who are involved in activities organised in the field and in the Netherlands sign a code of conduct
- 2 Contractually ensuring that the mission and vision of corporate sponsors does not conflict with Women Win's mission and vision
- 3 Ensuring that all communications regarding results are transparent, also mentioning failures and lessons learned

## Acknowledgments

Women Win would like to thank 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.

### Photo Credits

All photos are owned by Women Win except as noted on embedded credits

### Art Direction and Graphic Design

Valerie Assmann

### Copy editing

Lucinda Jordaan





Stichting Women Win  
Tolstraat 127-3  
1074 VJ Amsterdam  
The Netherlands

tel. +31 20 221 7741

[info@womenwin.org](mailto:info@womenwin.org)