



Policy Plan

www.womenwin.org

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Preface

In front of you lies the policy plan of Stichting Women Win, also known as Women Win.

The plan includes an overview of the objectives, activities of the organization and provides insight into our fundraising and the management and controls of our funds.

The plan has been drawn up in the framework of the ANBI regulation (see www.belastingdienst.nl/anbi) and will be updated annually.

Additional information on Stichting Women Win can be found throughout our website and in the publications of our Annual Reports and Statement of Annual Accounts (see <https://www.womenwin.org/about>).

Stichting Women Win

Maria Bobenrieth
Executive Director

1. General information

Stichting Women Win was established by deed, dated 15 February 2007, and has its registered office in Amsterdam. The foundation is registered in the Trade Register of the Kamer van Koophandel Amsterdam (KvK) under number 34267612. Women Win currently supports initiatives in Africa, Asia, Europe, Middle East, North and South America.

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2. Mission & vision

At Women Win, we achieve our mission by connecting the global sport, development and women's movements. As we grow, we continue to develop new tools and ways to promote sport as a strategy to empower adolescent girls and young women, including open source guidelines and grass root approaches. We learn, document, and share the impact of gender-sensitive sport programmes with a clear women's rights approach.

Our Vision: Every adolescent girl and young woman exercises her rights. *

*Address gender-based violence, access sexual and reproductive health and rights, and achieve economic empowerment

Our Mission: Advance the playing field that empowers her through sport and play.

Our Values: The following truths guide the decisions and goals of Women Win:

- Girls are our purpose
- Sport is our power
- Innovation is our edge
- Collaboration is our strength
- Change is our promise

3. What we do (strategy)

Women Win uses sport to address three areas that we think are key to advancing girls' rights globally.

We help girls and their communities:

- Address gender-based violence
- Access sexual and reproductive health and rights
- Gain economic empowerment

Through intra and cross-sector partnerships, we tackle global gender inequity by investing in localized, grassroots solutions. We deliver on our mission by employing a strategy with three distinct pillars:

3.1 Strengthen Programs - We cultivate strong, equitable partnerships with grassroots organizations, supporting them to develop their organizational and programmatic capacities. We also partner with key global players to ensure quality and innovation in scalable sports programs for girls.

3.2 Generate Game-Changing Innovation - We drive innovative concepts in girls' sports programs that effectively deliver our mission. We achieve this by working in close collaboration with new and existing partners to capture insights and explore emerging needs and trends related to sport and gender.

3.3 Lead Transformative Thinking - We influence sectors to see sport as a lever for achieving more equitable societies. As thought leaders in the arenas of gender, development and sport, we are catalyzing a conversation to generate ideas, energy, resources and attention.

Partnerships and strategic alliances are essential to achieving the Women Win mission. The complexity and scale of gender inequity means that no one can effectively tackle it alone. Our collaborations allow us to increase impact and efficiency and, at their best, are rooted in the virtuous circle of exchange. In our partnerships that span continents and sectors, we place an uncompromising emphasis on three principles:

- Equity
- Transparency
- Mutual Benefit

4. Ways of fundraising

Women Win does not stand alone in her mission to advance the rights and opportunities of girls and women. Together with national and international funders— both institutions and governments— we work towards a better world for girls and women.

Fundraising comes about through the many contacts that Women Win has and the enthusiasm with which we tell our story about the work and experiences in the field.

Fundraising consist of donations from ongoing, regular institutional donors. The involvement of these donors is great and this is also reflected in the large number of donors who have visited the projects.

The work we do would not be possible without the support and resources we receive from a diverse cross section of organizations and individuals who are committed to seeing positive change in the lives of adolescent girls worldwide.

Cost of fundraising

The Central Bureau for Fundraising stipulates that a recognized 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 2017, overall fundraising expenses (cost of own fundraising expense / total income) decreased by 2%; from 7% in 2016, to 5% in 2017. The percentage of fundraising cost (cost of direct fundraising / income from direct fundraising) for Women Win is very low for the sector.

Communications with stakeholders

Through our communications, we are accountable to our stakeholders. We encourage donors and policymakers to become allies of Women Win, facilitating learning and increasing our donor giving and loyalty. In all our communications, Women Win complies with Dutch privacy legislation.

- **Partners** – Written agreements which include work plans, budgets and contracts, regular individual meetings, field visits and capacity building;
- **Individual donors** – Regular updates on progress, fundraising and spending;
- **Foundations, governments and third parties** – Contracts for financial collaborations, meetings, reports, impact and evaluations;
- **Employees and volunteers** – Development of long-term strategic plans, annual goal setting and objective creation with individual work plans. Regular staff meeting and evaluations.

5. Control of funds & assets

Every year the donations are spent as directly as possible. Indirect costs are minimal and have relate to expenses such as rent, insurance, office supplies, office supplies, etc.

The foundation has no capital investments other than computers and office furniture in our Amsterdam Headquarters.

Principles for the determination of the result

The Dutch Tax and Customs Administration has designated Women Win as an 'Institution for General Interest' (Algemeen Nut Beoogende Instelling, ANBI). The annual accounts are prepared in accordance with the accounting guidelines for the fundraising institution (Directive 650) of the Dutch Accounting Standards Board (DASB). The object of this directive is to give better insight into the costs of the organization and expenditures of the resources in relation to the objective for which these funds were brought together. In addition, the guideline provides accounting templates which must be used by every Dutch fundraising institution in order to ensure transparency.

PricewaterhouseCoopers Accountants N.V. audit the organizations functions, internal administration and accounts annually. PricewaterhouseCoopers Accountants N.V. has been Women Win's auditor for the past ten years. They perform no other non-auditing tasks for Women Win. The findings of the annual audit are presented to and discussed with, the Board of Directors, together with the Executive Director and Chief Operating Officer.

With the Statement of Annual Accounts for 2017, Women Win received an unqualified audit opinion of PricewaterhouseCoopers Accountants N.V.

The accounting principles applied to the valuation of assets and liabilities and the determination of results in these financial statements are based on the assumption of continuity of the organization.

The result is the difference between the realizable value of the services provided and the costs and other charges during the year. The results on transactions are recognized in the year in which they are realized. Profit or loss is determined taking into account the recognition of unrealized changes in fair value of:

- investment property;
- securities included in current assets;
- derivative financial instruments not designated as hedging instruments.

Revenue recognition

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

6. Expenditure of funds & assets

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

- Project activities
 - Strengthen
 - Impact
 - Learn and Catalyze
- Fundraising activities
- Administration & overhead activities

The organization has cost in support of these activities. These costs are recognized to the year concerned and are charged to the respective activities based on a fixed distribution matrix as approved by the Board of Directors. This distribution formula is determined per staff member based on time spent on the activity.

Direct costs on behalf of the main activity are also ascribed to the year concerned. Administration and overhead cost is presented as net, after charging time and cost to the other activities based on the board approved allocation distribution matrix.

Reserve and funds

The continuity reserve consists of freely disposable capital, whilst the earmarked funds consist of donor-designated funds.

Continuity reserve

The continuity reserve has been drawn up to cover risks in the short-term and to ensure that Women Win can meet its obligations in the future. The freely disposable capital provides security for the continuity of the organization. Women Win's policy is to maintain sufficient, free available capital to cover the operational costs of the organization for at least six months.

Earmarked funds

Earmarked funds, including donor advised funds, are funds that are allocated to specific activities and/or purpose in the future. When third parties, thus not Women Win, have given specific destinations and/or purpose to their funds, an earmark fund is created on behalf of the third party. Earmarked funds that have not been used during the financial year are transferred to the next year.

7. Board composition

The composition of the board as at 31 October 2018 is as follows:

- Ms. Astrid Aafjes (chairperson)
- Ms. Irene Heemskerk (treasurer)
- Ms. Leonie Kroon (secretary)
- Ms. Vera Pauw (trustee)
- Ms. Wieteke Graven (trustee)
- Ms. Sanne Hitipeuw (trustee)

The Board of Directors is structured to ensure the continuity of the organization while at the same time allowing continuous renewal. The board, upon nomination, appoints the members of the Board of Directors. The 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 of Directors. The rotation schedule is reviewed yearly at the annual meeting.

Jurisdiction and tasks of the Board of Directors and Executive Director

The by-laws of Stichting 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 organization in the right direction. In pursuing that role, the members of the Board of Directors maintain and up-to-date overview of developments in the organization by having regular contacts with staff members at Women Win.

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

The Board of Directors 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 leadership of the management team consisting of all directors and, directly or indirectly, for the leadership and management of all persons employed by or acting in capacity as consultants, volunteers and/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 Stichting Women Win as set out by the Board of Directors.

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 be agreed upon in advance with the Executive Director.