

# Women Win Policy Plan

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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 and activities of the organisation 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](http://www.belastingdienst.nl/anbi)) and will be reviewed 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/Annual-Reports>).

**Stichting Women Win**

**Maria Bobenrieth**  
**Executive Director**

## 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.

On 1 January 2019, Women Win merged with Stichting Win Win Strategies. Win Win Strategies was incorporated in the Netherlands in late 2016 as a foundation with ANBI status, seated in Amsterdam with a KvK registration number 66926262.

Whilst the merger of the two organizations was of equal parts, the chosen legal entity on the date of merger was Stichting Women Win. The merger was managed by the law firm of De Brauw Blackstone Westbroek N.V.

On the merger date of 1 January 2019, a new Board was seated and a new set of by-laws were unanimously approved for the combined organizations.

Women Win / Win Win Strategies currently supports initiatives in Africa, Asia, Europe, Middle East, North and South America.

The combined organizations continue to reside at the following address:

Stichting Women Win  
d/b/a Women Win  
Rapenburgerstraat 173  
1011 VM Amsterdam

Telephone: +31 20 221 7741

RSIN: 817640009

IBAN: NL91ABNA0598868968

## Vision & Mission

**Our Vision:** Women Win is a global multidimensional women's fund guided by the vision of a future where every girl and woman exercises their rights.

**Our Mission:** We work towards our vision through the independent missions of our three sister brands:

- GRLS mission: Advance the playing field that progresses gender equity in and through sport & play.
- Win-Win Strategies mission: Build bridges to advance girls' and women's economic resilience through impactful partnerships and innovative approaches.
- Ignita mission: Catalyze a shift in the philanthropy ecosystem that strengthens local activists, organizations and movements' capacities to drive change on their own terms.

## Strategy

As Women Win embarked on the development of an updated organizational strategy in 2021, we continued to navigate through a global pandemic, climate crisis, social injustice, and much more. From a programmatic perspective, COVID-19 and the related stress it imposed on economic, educational and health systems, combined with climate shocks, food crises and conflict, impeded progress made towards gender equality over the past decade. Against this backdrop, Women Win took the opportunity to reflect, examine and unpack our purpose, goals and strategic direction as a global women's fund.

Women Win's Strategic Plan aims to guide the organization until 2025 and was developed using an extensive and participatory consultative process. It drew from a thorough analysis of our values, trends, persistent challenges, as well as lessons learned from the last 14 years of our history. Women Win spent these years developing approaches that can hold the seeming polarities of impact and scale. Those approaches and systems are now evolving to be more decolonized, decentralized, feminist and democratic. Our new strategy aims to embrace and embed these aforementioned approaches across our organization and work; internally and externally.

We have articulated the following evolving and aspirational goals to guide our work over the coming years:

**Goal 1:** Maintain a strong Women Win 'mother-brand' with a portfolio of unique 'sister-brands' each with a bespoke mission that supports our vision of a future where every woman and girl exercises their rights.

**Goal 2:** Implement a range of more decolonized feminist approaches across our work.

**Goal 3:** Create influence strategies across the brands to expand discussions, diversify partnerships and bring new and/or more democratic resources to advance gender equity globally

**Goal 4:** Become financially sustainable with diverse income streams, reduced donor dependency and increased agency over our investments.

**Goal 5:** Evolve Women Win as a dynamic learning organization.

## 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 consists 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 organisations and individuals who are committed to seeing positive change in the lives of adolescent girls and women worldwide.

## Costs 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 2022, overall fundraising expenses (cost of own fundraising expense / total income) stayed the same as in 2021, at 2%. 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 funders 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 meetings and evaluations.

## Control of funds & assets

Every year the donations are spent as directly as possible. Indirect costs are minimal and have related to expenses such as rent, insurance, 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 purpose 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 organization's functions, internal administration and accounts annually. PricewaterhouseCoopers Accountants N.V. has been Women Win's auditor for the past eleven years. 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 2022, Women Win received an unqualified audit opinion by 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.

## 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
  - Implement
  - Influence
  - Impact
- Fundraising activities
- Administration and 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 are presented as net, after charging time and cost to the other activities based on the board-approved allocation distribution matrix.

## Reserve & funds

The reserves consist 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, freely 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.



## Board composition

The composition of the board as at 1 December 2023 is as follows:

- Ms. Astrid Aafjes (chairperson)
- Mr. Nnamdi Nwosuagwu (treasurer)
- Ms. Payoshni Mitra (trustee)
- Ms. Payal Dalal (secretary)
- Ms. Dimple Sahni (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 & tasks of the Board of Directors & 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 an 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 the 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.