

Women Win Policy Plan

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Preface

This document presents the Policy Plan of Stichting Women Win (hereafter referred to as Women Win). It provides an overview of the organisation's objectives, activities, fundraising approach, and the management and control of its funds and assets.

This Policy Plan has been prepared in accordance with the requirements of the Dutch Algemeen Nut Beoogende Instelling (ANBI) regulations (see www.belastingdienst.nl/anbi) and is reviewed on an annual basis.

Additional information on Stichting Women Win can be found on our website and in our published Annual Reports and Statements of Annual Accounts: <https://www.womenwin.org/Annual-Reports>

Stichting Women Win

Maria Bobenrieth
Executive Director

General Information

Stichting Women Win was established by notarial deed on 15 February 2007 and has its registered office in Amsterdam, the Netherlands. The foundation is registered with the Amsterdam Chamber of Commerce (*Kamer van Koophandel*) under registration number 34267612.

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

Although the merger was undertaken on an equal basis, Stichting Women Win was designated as the surviving legal entity. The merger process was managed by De Brauw Blackstone Westbroek N.V.

On the merger date, a newly constituted Board of Directors was appointed, and a new set of by-laws for the combined organisation was unanimously approved.

Women Win currently supports initiatives across Africa, Asia, Europe, the Middle East, and North and South America.

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Vision & Mission

Vision

A future where every woman and girl exercises her rights, self-defined.

Mission

Women Win advances gender justice by resourcing movements, investing in feminist infrastructure, and expanding opportunity for women and girls through sport, play, and economic resilience.

Women Win operates as a global women's fund working with partners, movements, and institutions across multiple regions. The organisation combines flexible funding, long-term accompaniment, and ecosystem collaboration to support initiatives that strengthen the rights, leadership, and wellbeing of women, girls, and gender-diverse people.

Women Win's work focuses particularly on the intersecting issues of gender-based violence, sexual and reproductive health and rights, and economic resilience. Sport and play serve as a distinctive approach within this work, creating entry points for leadership development, collective power, and social change.

Through these approaches, Women Win aims to contribute to stronger movements, safer environments, and greater opportunity for women and girls worldwide.

Strategy

Women Win's current strategy builds on nearly two decades of experience supporting gender justice movements and responding to a rapidly changing global context. Civic space is shrinking in many regions, funding for social change has become more short-term and compliance-heavy, and movements led by women, girls, and gender-diverse people are facing increasing political and social backlash. Within this context, Women Win positions itself as a multi-functional women's fund that combines flexible funding, long-term accompaniment, and feminist infrastructure to support partners navigating complex and often restrictive environments.

The organisation's work is structured through three interconnected areas of activity: Programmes & Funds, which shifts resources to partners and manages participatory initiatives; Accompaniment, Learning, Influence & Innovation (ALII), which generates knowledge, strengthens systems change, and mobilises support for gender justice; and Ignita, which provides financial, legal, and operational infrastructure that enables resources to move safely across borders and supports movements operating in challenging environments. Together, these elements enable Women Win to operate not only as a grant maker, but as a long-term partner and ecosystem actor.

Across all areas of work, Women Win advances gender justice by engaging spaces and actors that traditional women's rights movements often do not reach. Two strategic throughlines guide this approach. First, sport and play are used as powerful entry points to strengthen leadership, collective power, wellbeing, and rights for girls and young women, while also working to transform inequities within sport systems themselves. Second, economic resilience is addressed as a cross-cutting condition influencing safety, agency, and opportunity, shaping how Women Win works across issues such as gender-based violence and sexual and reproductive health and rights.

Women Win increasingly approaches its work through an ecosystem lens, recognising that lasting change requires collaboration across movements, institutions, and sectors. In practice, the organisation acts as a resourcer, connector, space-holder, and cultivator within these ecosystems, mobilising resources, building partnerships, strengthening knowledge, and supporting collaborative initiatives that advance gender justice. This strategic approach allows Women Win to contribute not only to individual programmes, but to the broader systems that enable movements to thrive.

Ways of Fundraising

Women Win advances its mission in collaboration with national and international institutional donors, foundations, governments, and individual supporters. Fundraising is driven by long-standing relationships, strategic partnerships, and the organisation's ability to communicate its impact and field experience effectively.

Income is primarily generated through grants and donations from recurring institutional donors. Donor engagement remains strong, as reflected in the number of donors who are actively engaged in the organisation's work.

Costs of Fundraising

The Central Bureau for Fundraising (*Centraal Bureau Fondsenwerving*) allows recognised charities to spend up to 25% of their fundraising income on fundraising activities. Women Win's internal policy is to keep fundraising costs significantly below this threshold.

In 2024, fundraising expenses represented approximately 2% of total income, consistent with the prior year. This percentage is considered very low within the sector.

Communications with Stakeholders

Women Win is committed to transparency and accountability toward its stakeholders. Through clear and consistent communication, the organisation engages funders, policymakers, partners, and staff as active allies.

All communications comply with applicable Dutch privacy legislation.

Stakeholder engagement includes:

- Partners – Written agreements, work plans, budgets, contracts, regular meetings, field visits, and capacity-building activities.
- Individual donors – Periodic updates on progress, fundraising, and expenditures.
- Foundations, governments, and third parties – Formal contracts, meetings, narrative and financial reports, impact assessments, and evaluations.
- Employees and volunteers – Long-term strategic planning, annual objectives, individual work plans, regular staff meetings, and performance evaluations.

Control of Funds & Assets

Donations are spent as directly as possible on programmatic objectives. Indirect costs are kept to a minimum and primarily relate to rent, insurance, office supplies, and similar operational expenses.

The foundation holds no capital investments other than standard office equipment and furniture at its Amsterdam headquarters.

Principles for the Determination of the Result

Women Win is designated by the Dutch Tax and Customs Administration as an Institution for General Interest (ANBI). The annual accounts are prepared in accordance with Directive 650 (*RJ 650*) for fundraising institutions issued by the Dutch Accounting Standards Board.

These guidelines aim to ensure transparency by providing insight into organisational costs and the allocation of resources in relation to stated objectives.

The organisation's financial statements are audited annually. Audit findings are presented to and discussed with the Board of Directors and Executive Director.

The financial statements are prepared on a going-concern basis. Results are defined as the difference between the realizable value of services provided and the related costs incurred during the year.

Revenue Recognition

Income consists of contributions, donations, grants, and other income attributable to the relevant financial year.

Donations are recognised in the year in which they are committed. Donations received but not yet allocated to specific objectives are recorded as earmarked funds on the balance sheet.

Grants are recognised in the year of receipt. Anticipated losses relating to the financial year are recognised as soon as they are foreseeable.

Expenditure of Funds & Assets

In accordance with RJ 650, Women Win distinguishes the following activity categories:

- Project activities (Implement, Influence, Impact)
- Fundraising activities
- Administration and overhead activities

Costs are allocated to these activities based on a Board-approved distribution matrix, primarily determined by staff time allocation. Direct project costs are charged directly to the relevant activity.

Administration and overhead costs are presented net, after allocation to other activities.

Reserves & Funds

Reserves consist of freely disposable capital. Earmarked funds represent donor-designated funds for specific purposes.

Continuity Reserve

The continuity reserve is maintained to mitigate short-term risks and ensure that Women Win can meet its future obligations. The organisation's policy is to maintain sufficient freely available capital to cover at least six months of operational expenses.

Earmarked Funds

Earmarked funds, including donor-advised funds, are allocated to specific activities or purposes as designated by donors. Unused earmarked funds are carried forward to subsequent financial years.

Board Composition

As of 1 January 2026, the Board of Directors consists of:

- Ms. Payoshni Mitra – Chairperson
- Ms. Astrid Aafjes – Founder & Trustee
- Mr. Nnamdi Nwosuagwu – Treasurer
- Ms. Payal Dalal – Secretary
- Ms. Dimple Sahni – Trustee

Board members are appointed for three-year terms and may be reappointed. A rotation schedule is maintained and reviewed annually to balance continuity and renewal.

Jurisdiction & Tasks of the Board of Directors & Executive Director

The by-laws of Stichting Women Win clearly define the separation of supervisory and executive responsibilities.

The Board of Directors provides oversight, strategic guidance, and supervision. Management is responsible for the day-to-day operations and strategic execution.

The Executive Director is accountable to the Board of Directors and is responsible for the overall leadership and management of the organisation. The Executive Director reports all relevant information to the Board in a timely and transparent manner and holds power of attorney to act on behalf of Women Win.

Board Expenses

Board members serve on a voluntary basis and do not receive remuneration. Reasonable out-of-pocket travel and accommodation expenses incurred in connection with Board duties may be reimbursed, subject to prior approval by the Executive Director.