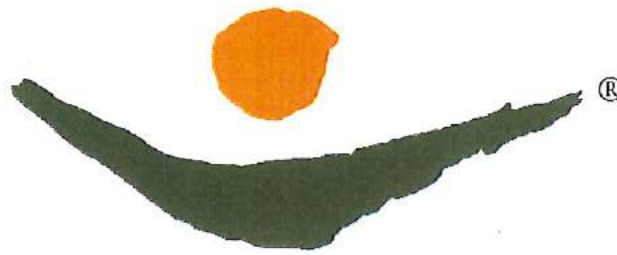


Company no. 05650155
Charity no. 1115109



WOMEN *for* WOMEN
International

Women for Women International (UK)

Report and Financial Statements

31 December 2016

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Women for Women International (UK)
Report of the Trustees
For the year ended 31 December 2016

The Trustees present their report and the audited financial statements for the year ended 31 December 2016.

Women for Women International (UK)

Chair of the Board of Trustees¹



Martin Thomas
(pictured with Bukola Onyishi, Country Director,
WfWI-Nigeria)

Women for Women International (UK)

Executive Director



Brita Fernandez Schmidt

Welcome from the Chair

With 24 years of experience, Women for Women International know that for women in conflict-affected countries gender based discrimination and poverty are exacerbated. Both directly and indirectly, conflict erodes women's health and wellbeing, access to educational opportunities for themselves and their children and fosters extreme poverty.

Women for Women International equally know that, beyond the headlines and statistics, the women we serve in conflict-affected communities are far from victims, and bring enormous resilience and resourcefulness to the daily task of survival and to calling for peace. With your support in 2016, Women for Women International has responded to crises by emphatically extending our programmatic support to reach 31,342 marginalised and conflicted affected-women. In Northern Iraq, Women for Women International has responded with support for Syrian and Yezidi women who have been forced to flee their homes because of conflict by partnering with local organisations to enable 3,000 Syrian and Yezidi women over the next three years to access psychosocial support services and life and business skills training to help them overcome trauma and find the resources needed to rebuild their lives.

Recognising that alliances with men are vital to any transformative shifts towards gender equality, we have continued to pioneer and strengthen our Men's Engagement programme reaching over 19000 men in the last 15 years. Results are significant: in 2015/16, 99% of 560 religious and community leaders trained in Afghanistan reported an increase in positive attitudes regarding women's role in family decision-making, including use of household income and children's schooling.

¹ Martin Thomas succeeded Deborah David as Chair with effect from 13 October 2016.

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

It has been another year of unparalleled success in our fundraising efforts for the UK team. We have increased the sponsorship of 'sisters' in our programme by 20.5%; we have seen our corporate support increase by 425% generating £192,000 in unrestricted income in 2016. We have continued to develop new and innovative partnerships with brands such as Charlotte Tilbury and create sustainable and scalable events under our #She Inspires Me campaign such as the #SheInspiresMe Car Boot sale.

We have appointed our first ever Patron in Dame Helen Mirren and we are delighted to work with her to amplify the voices of the women we serve.

We have benefitted from support from a range of institutional and foundation donors including DFID with whom we successfully completed a longitudinal evaluation of our men's engagement activities.

In 2016 we thanked retiring Trustees Celia Cattelain; Diana Saghi; Jewelle Bickford; Lady Hannah Lowy Mitchell and Deborah David – with gratitude for their years of service. Special thanks to Deborah David for her time as Interim Chair.

As we continue to empower women whose lives have been devastated by poverty and violence, we are enormously grateful to all our supporters, Friends, Special Advisors, Trustees, Ambassadors, staff and volunteers who have supported us since we began or who have joined us on this journey in 2016. We hope the following report will give you a clear picture of the need, the impact and the importance of the role each one of you play in helping us to work towards a more peaceful society by investing in women in conflict-affected countries. Together we will make women's equality everyone's business.

Martin Thomas

"Women for Women International has demonstrated over the past 20 years that when given the tools, resources and knowledge to access livelihoods and protect their rights, women can transform their families, communities – and ultimately help build more stable nations I'm delighted to be able to lend my support, and hope to help Women for Women International reach many more women in need around the world." Dame Helen Mirren

Our vision is a world in which all women determine the course of their lives and reach their full potential.



Alema's story

Alema graduated from the Women for Women International programme in Afghanistan. She is 41, has no formal education and eight children. Her husband is an itinerant street vendor who earns roughly \$150 USD per month.

“Before the programme my husband didn't allow me to leave the house to work or get an education. But when I joined the programme I learned what to do, and my husband also understood the benefit of my working outside the house. I am now working outside the house, and my husband is also with me. A big difference came into my life and benefitted our family”

Alema has used the money management and vocational training she learned to pursue two small businesses. She bought some chickens and sells their eggs, using the proceeds to buy more chickens. She also goes to a large market and buys second-hand clothes which she then sells from her home or in the district market. She feels she has gained respect from her community and is more confident and active in household decision-making. Recently a woman visited Alema to propose that her two-year old daughter be committed in marriage:

“I told them that my daughter is now a little baby and I can't accept your request. I told it to my husband and he also agreed with me. It is this kind of decision-making which I didn't know about before the programme.”

2016 Highlights

In 2016, Women for Women International (WfWI) reached 16,000 marginalised and conflict-affected women with a unique mix of programming that provides rights education, skills development, social linkages and resources. Approximately a third of the women served in Afghanistan, Democratic Republic of the Congo, Iraq, Kosovo, Nigeria and Rwanda were supported via funds raised by WfWI (UK), a significant increase from last year where we reached 4,000 women. In addition, we were able to provide resources to conduct outreach and training with 4,211 men this year to create positive changes in the traditional environments within which women operate in all target countries.

WfWI's 2016 data shows that, on completing our programmes, women report, on average, a three-fold increase in monthly personal earnings, and 97% report knowledge of rights at graduation, versus 10% at enrolment. Thus, in 2016, WfWI (UK) made a vital contribution to providing the most vulnerable women with the knowledge, skills and pathways by which to progress out of poverty.

- Women participants in our 12-month programme who report average personal earnings of at least \$1.25 per day increased from 6% at enrolment to 35% at graduation one year later, and 48% two years later.
- Women who report practising nutrition planning increased from 34% at enrolment to 89% at graduation, and 97% two years later.
- Women who report attending community activities in the past 12 months increased from 44% at the start of the programme, to 90% and 91% at the end of one and two years, respectively.
- Women who report educating another woman on her rights in the past 12 months went up from 7% at enrolment to 65% at graduation, and 83% two years later.

In addition to directly funding programmes, WfWI (UK) was also successful in raising awareness of the voices and realities of women among the general public through events and social media, as well as via targeted advocacy to decision-makers in the UK on international development and women, peace and security issues. This is key for building a groundswell of support for keeping the needs of women in conflict-affected countries in the news, government and donor agenda, as well as educating policy makers whose interventions and investments can create real impact in the lives of women who are most in danger of being left behind.

Key highlights that made our broader impact possible:

a) Mobilise resources

- **Sponsorship of 'Sisters' in our programme** increased by 20.5% year on year (a total of 1,429 active sponsors).
- **Corporate brand partnerships** increased by 425% year on year, generating £192,000 in unrestricted income. Especially notable was a new partnership with beauty brand Charlotte Tilbury who created a range of 12 lipsticks to raise funds for women survivors of war.

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

- **Grants** providing multi-year support to our programme increased year on year to £2.097m, representing 58% of our 2016 income versus £1.475m in 2015 (46.9%), an increase of 11.1 percentage points.
- **Events** provided critical unrestricted income and raised awareness of the issues facing women in countries affected by conflict to new and diverse audiences. Continuing our commitment to innovate and test, we piloted two new events – the #SheInspiresMe Car Boot Sale and a new format panel event as part of our UK premiere of the documentary film, *The Uncondemned*, encouraging discourse on the issue of sexual violence in conflict.

b) Amplifying women's voices

Our Media and Policy work showed continuous development; Women for Women International UK took the lead on policy and advocacy work globally. Stand out moments included:

- **Dame Helen Mirren** joined WfWI (UK) as our first ever patron.
- **Our media coverage** increased by 33% year on year.
- We launched the **#SheInspiresMe brand marketing campaign** to raise awareness of issues affecting women survivors of war. The launch film was viewed 7.3 million times across Twitter and Instagram, reaching 3.9 million people.
- We signed a hosting agreement with the **Gender Action Peace and Security network (GAPS)** that will strengthen and enhance our policy impact.
- With the LSE and GAPS, we hosted an experts' meeting to bring together developments on the UK's **Preventing Sexual Violence in Conflict Initiative (PSVI)**. We hosted a public panel event featuring FCO Minister, the Rt Hon Baroness Anelay of St Johns DBE to share recommendations and discuss how the new UK National Action Plan on Women, Peace and Security can be integrated into the UK's PSVI work.

Introduction

Founded in 1993, Women for Women International² invests in the social and economic empowerment of marginalised women in conflict-affected countries. We provide women living with poverty and violence in refugee camps and grassroots communities with a 12-month training programme that equips them with knowledge of nutrition and hygiene, awareness of their rights, support from other women, and vital skills by which to sustain an income. Our approach to building women's self-reliance follows a more long-term approach that is unique in these contexts: other agencies focus mainly on emergency relief. Women for Women International has reached over 463,000 women in Afghanistan, Bosnia-Herzegovina, Democratic Republic of the Congo, Kosovo, Iraq, Nigeria, Rwanda and South Sudan.

In 2005, Women for Women International established an independent UK-registered charity in London to focus on advocacy and influencing, awareness raising, and fundraising to sustain and champion the progress of women who are striving to progress, even in these most devastated environments.

Our Vision

To create a world in which all women determine the course of their lives and reach their full potential.

Our Mission Statement

In countries affected by conflict and war, Women for Women International supports the most marginalised women to earn and save money, improve health and well-being, influence decisions in their home and community, and connect to networks for support. By utilising skills, knowledge, and resources, she is able to create sustainable change for herself, her families, and community.

The Women We Work With

WfWI has chosen to work with women in fragile and conflict affected states because these are the most dangerous countries in which to be female. Women face stark discrimination and lack access to rights, and this manifests in cycles of poverty and the absence of life chances; pervasive violence against women; and their exclusion from family and community decision-making.

Of the women, we serve:

- Many are widows, refugees, or survivors of rape or violence.
- More than 50% cannot read or write.
- On average, they earn less than \$1.25 per day.



Amal's Story

Amal is 18 years old and from Syria. She fled the horrors of the war and arrived as a refugee in Northern Iraq in 2016 with her husband. She learnt about the Women for Women International programme from a trainer at our partner organisation Warvin and joined straight away.

For Amal, the most important part of the programme was learning about what rights women have by law and learning about different types of gender-based violence and its effects on women in her community.

"A woman will always be vulnerable if she doesn't know her rights; when a woman knows her rights and how to use them and advocate for them, she can pass this on to other women. I want to change society. I want to continue my education so I can advocate for women's rights."

² WfWI registered address: 2000 M Street, NW, Suite 200, Washington D.C. 20036, USA.

- Only 12% know their legal and human rights.
- Only 21% say they understand good nutrition.

Our Approach and Programming

WfWI's multi-dimensional programme approach responds to the many strands of discrimination faced by women, and seeks to achieve four vital outcomes: (i) Women sustain income; (ii) Women are well; (iii) Women are decision-makers; and (iv) Women have social networks and safety nets. Through funding raised from a variety of sources, WfWI-UK continues to be instrumental in enabling the participation of marginalised women in our 12-month social and economic empowerment programme, thereby contributing to the significant changes they are able to make in their lives. Our data show:

- Women participants of our 12-month programme who report average personal earnings of at least \$1.25 per day increased from 6% at enrolment to 35% at graduation one year later, and 48% two years later.
- Women who report practising nutrition planning increased from 34% at enrolment to 89% at graduation, and 97% two years later.
- Women who report attending community activities in the past 12 months increased from 44% at the start of the programme, to 90% and 91% at the end of one and two years, respectively.
- Women who report educating another women on her rights in the past 12 months went up from 7% at enrolment to 65% at graduation, and 83% two years later.

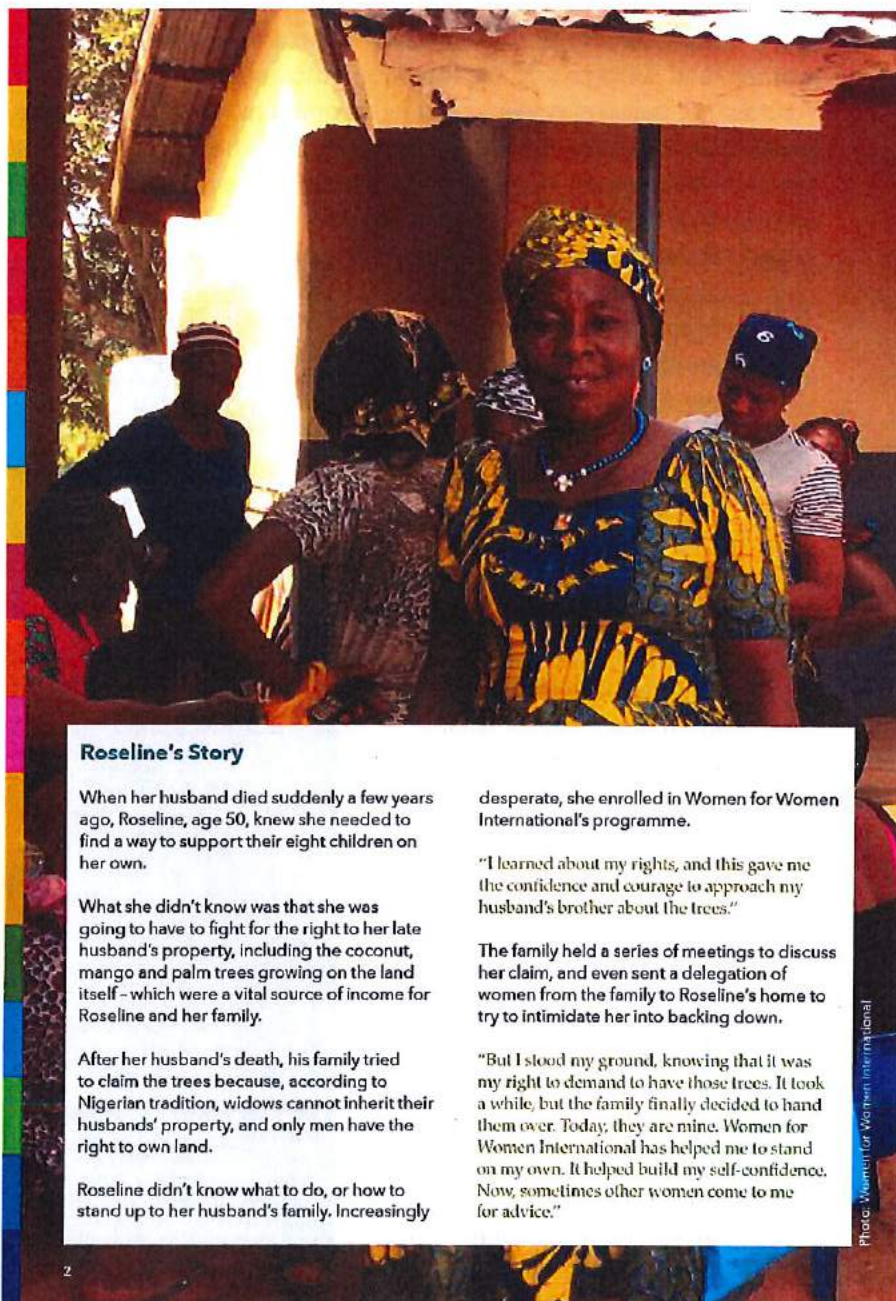


Our programmes

1. 12-month Social and Economic Empowerment Training

A cornerstone of WfWI's approach, our tested, year-long programme is tailored to specific country contexts to provide marginalised women with:

- **Basic life skills education** covering critical topics including reproductive health, hygiene and nutrition; rights and decision-making; saving and managing money; and group formation and grassroots advocacy;
- **Income generation skills** encompassing numeracy, business skills and a chosen vocation;
- **Resource provision** in the form of a small monthly cash stipend, savings mechanisms, and referrals to health and legal services; and connections to other women, via a safe space where women can learn together, speak openly about issues affecting their lives, and support one another to tackle problems and initiate change.



Roseline's Story

When her husband died suddenly a few years ago, Roseline, age 50, knew she needed to find a way to support their eight children on her own.

What she didn't know was that she was going to have to fight for the right to her late husband's property, including the coconut, mango and palm trees growing on the land itself - which were a vital source of income for Roseline and her family.

After her husband's death, his family tried to claim the trees because, according to Nigerian tradition, widows cannot inherit their husbands' property, and only men have the right to own land.

Roseline didn't know what to do, or how to stand up to her husband's family. Increasingly

desperate, she enrolled in Women for Women International's programme.

"I learned about my rights, and this gave me the confidence and courage to approach my husband's brother about the trees."

The family held a series of meetings to discuss her claim, and even sent a delegation of women from the family to Roseline's home to try to intimidate her into backing down.

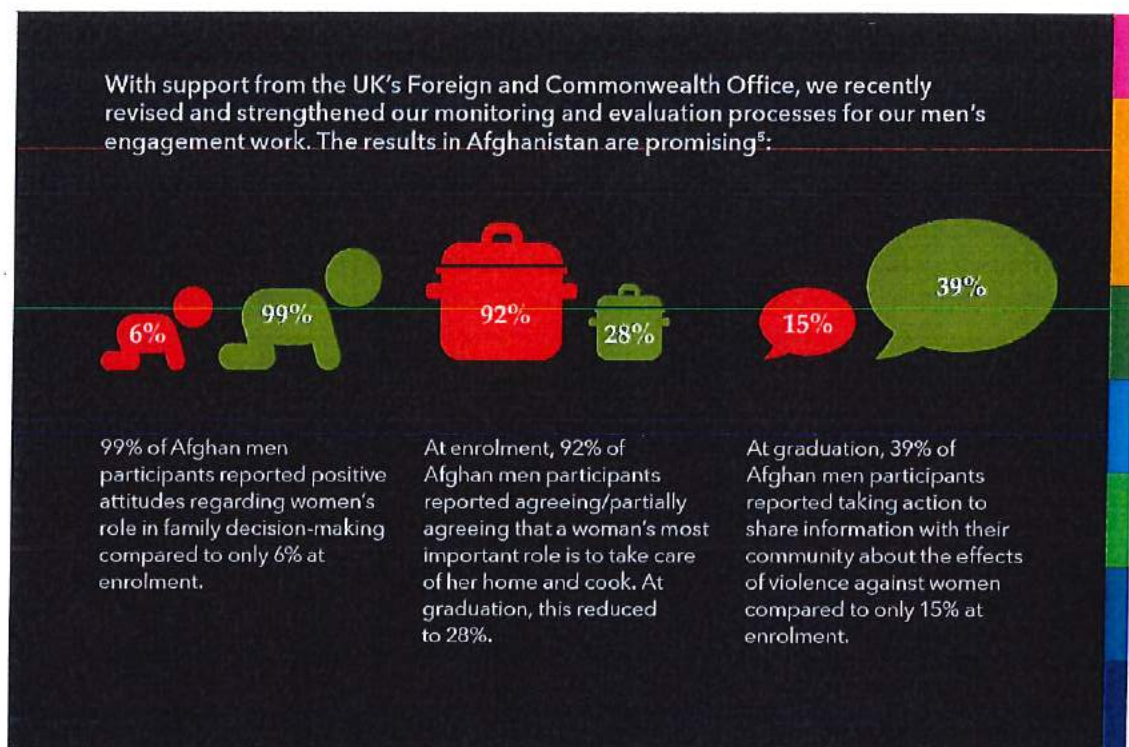
"But I stood my ground, knowing that it was my right to demand to have those trees. It took a while, but the family finally decided to hand them over. Today, they are mine. Women for Women International has helped me to stand on my own. It helped build my self-confidence. Now, sometimes other women come to me for advice."

2. Complementary Programming to Improve Women's Outcomes

WfWI programme graduates require additional mentoring and support, and an encouraging, enabling environment in order to consolidate the social and economic gains they are making as a result of the 12-month programme. Complementary programming includes:

- **Men's engagement:** Since alliances with men are vital to any transformative shifts towards gender equality, WfWI has been pioneering men's engagement activities for over 15 years, reaching over 19,000 men in Afghanistan, DRC, Nigeria, South Sudan, Rwanda and Kosovo. Our country-specific interventions target male community leaders and family members of women participants to build knowledge on issues of violence against women, the value of women's work, reproductive health, girls' education, and women's participation in community activities.

"Before, we did not give inheritance to our daughters or wives, but now we have learned that they are also part of our inheritance" Male graduate from Afghanistan



400 men took part in our men's leadership programme in Afghanistan thanks to a grant from the UK Government's Foreign and Commonwealth Office. The WfWI team in Afghanistan were also able to develop a curriculum to train a selection of male and female graduates to form 'Community Protection Committees' to tackle sexual and gender based violence.

- **Capacity building and support for women-led businesses:** WfWI programme graduates establish micro-enterprises run by themselves or through self-help groups, business groups or pre-cooperatives. We continue to provide groups with intensive support for six to twelve months after graduation via advanced training, on-site visits, mentoring and hands-on practical exercises, as well as linkages to buyers, markets, larger networks, and grants.

3. Influencing and Advocacy

WfWI is committed to amplifying women's voices to ensure that decision-makers and practitioners are sensitive to the needs of marginalised, war-affected women in their policies, practice and allocation of aid. We have also begun developing a grassroots community advocacy approach in all target countries to train women graduates as "Change Agents", equipping them with the skills and opportunities to become leaders and advocates for women's rights, violence prevention and economic opportunities.

"Sexual violence is not an inevitable part of conflict. Society has to rethink its approach." The Rt Hon Baroness Anelay of St Johns DBE

Progress against our objectives

WfWI (UK) is dedicated to bringing about positive change in the lives of the poorest and most disenfranchised women in war-affected countries. We strongly believe that achieving this goal requires us to progress against three overarching objectives: (i) mobilise resources to support our country programmes; (ii) amplify women's voices; and (iii) run an efficient and financially sustainable organisation. The Trustees were pleased with the growth and activities under each objective in 2016. Specifically:

Objective One: Mobilise Resources to Support our Country Programmes

WfWI (UK) continues to grow its income and impact for the women in our country programmes. Our continued financial growth is the result of creative and careful stewardship of a growing supporter base that includes individuals and grassroots supporters, major donors, foundations, companies and government donors. We seek and value long term partnerships, fostering an understanding of the realities facing women in conflict-affected countries, and of how investing in women supports wider change. We are accountable to our donors for where and how the money is spent and reporting on the impact it has achieved. We have strong principles that guide our work with donors and we abide by sector best practise, charity legislation and the Fundraising Regulator's³ code of conduct.

Sponsorship of 'Sisters' in our programme

Sponsorship provides a direct, personal connection between supporters in the UK and elsewhere in Europe, and the women we serve. Sponsors can write letters of support to their 'sisters' in the programme, who write back with details of what they are learning and how the programme is making a difference in their lives.

- 20.5% year on year increase, resulting in 1,429 active sponsorships at year end after only 4 years of running this programme in the UK, generated through a range of activities including direct marketing campaigns, and acquisition through key corporate partners and fundraising groups such as student societies

Corporate Partnerships

WfWI (UK) has a diverse and growing set of corporate partners, whose contributions now make up a significant part of our overall income. In 2016, we continued to work to create more partnerships and to raise funds and awareness of our work extending to their staff and customers.

³ Responsibility for the code of conduct was transferred in July 2016 from the Institute of Fundraising to the Fundraising Regulator

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

- 42% year on year increase was achieved overall. Award-winning make-up artist **Charlotte Tilbury** launched a limited-edition range of 12 lipsticks inspired by her friends (including Miranda Kerr, Nicole Kidman and Salma Hayek)

“When I first sat down with the charity and heard the many stories of the women in the programme, I was shocked, devastated and determined to do something to make a real difference.” - Charlotte Tilbury

Major Gifts and Special Events

We continued to deliver a range of events, including those that were content led (the #SheInspiresMe lunch, The Uncondemned UK Premiere and the ‘country week’ event series), as well as innovative large scale events attracting brands, potential donors and the public to increase visibility of Women for Women International (#SheInspiresMe car boot).

- Our week of Afghanistan focused events highlighted the importance of supporting Afghan women and our commitments in the UK to support them further.
- Our new #SheInspiresMe Car Boot Sale engaged a large audience of approximately 800 guests, including individuals from a new demographic (under 35 years old). The extensive coverage on Instagram and press coverage of high profile guests raised awareness of our work to new supporters.
- In November, we held the UK Premiere of The Uncondemned, during a week of events that focused on ending Sexual Violence in Conflict. The Premiere was anchored by relevant speakers (the film’s protagonists), who spoke about their support for our work, as well as our Rwanda Country Director, who informed over 200 guests about our work in Rwanda and the relevance of our programme globally.
- A range of Major Donor focused niche events throughout the year generated sufficient funds to enable Women for Women International to expand its work in the Kurdistan Region of Iraq through two key local partners. We were able to provide 746 women (both Syrian refugees and internally displaced Yezidi women) with a range of psycho-social support, rights training and income generation training. In addition, 143 men were sensitised on women’s rights and gender based violence.
- We also ran a Major Donor trip to our programme in Rwanda in July, so current and new supporters could visit our work, meet our women participants and graduates and visit the Women’s Opportunity Centre.

Restricted Grants

In 2016 grants contributed income of £2.15m, representing 58.4% of our total income (2015: £1.55m which represented 46.9% of income).

Deliverables from grants raised by WfWI (UK) include:

- A new grant from the Ministry of Foreign Affairs of the Netherlands enabled us to enrol 2,800 women onto our yearlong programme and reach 2,219 men across Afghanistan, Nigeria, and the DRC.
- It has also allowed us to train 1,145 women on group saving techniques; to develop curricula for new “change agents” advocacy training for women graduates of our core programme; to strengthen our efforts to provide participants with referrals to other important health and legal services; and to build relationships with local organisations in each country to carry out joint advocacy activities.
- 1,500 women were supported in the third and final year of our grant to Nigeria from the UK Department for International Development, and 1,449 men were reached. Through this project, we also completed an external longitudinal evaluation of our men’s engagement activities. This will

inform the global development of this area of work going forward, which we are committed to rolling out in all our target countries.

- Advanced business development support has been provided to 160 women in Rwanda and Kosovo, including training on market analysis, value chains and business planning, as well as the provision of small grants or agricultural inputs to invest in their business growth.

Objective Two: Amplify Women's Voices

Women for Women International has invaluable access to some of the world's most marginalised women. We hear their experiences, challenges and hopes. We also have access to key international players and policy debates on international development and women, peace and security issues. We feel a responsibility to ensure that women's voices, backed by our monitoring, research and evaluation, are amplified and inform stakeholders and discussions that would otherwise be deaf to them. Our strategy to amplify women's voices has two key components:

- Policy advocacy to inform and shape policy.
- Engaging the general public through the media and social media to raise awareness.

We have been pleased with our progress in these areas during 2016.

Policy advocacy: influencing and shaping policy

a) Influence debates and decision-makers to shape policy and practice as a global organisation.

In 2016, Women for Women International increased its investment in policy and advocacy work globally, recognising that affecting change in policy and practice is key for longer, sustainable change for the women we work with. Specifically, we:

- **Developed WfWI's positions on global policy agendas, including a paper on the Sustainable Development Goals.** Published in early 2017⁴ this position paper identifies the ways in which our work contributes to attaining the Goals, the contribution of our data, and also the importance of supporting women's participation and amplifying voices.
- **Developed advocacy partnerships with local organisations:** In Afghanistan, the DRC, and Nigeria we have developed partnerships with local NGOs on advocacy. These partnerships provide direct support to local NGOs, add our voice to local and national efforts for change and will also provide opportunities for women graduates trained in advocacy. In Afghanistan, for example, we are working with the Afghan Women's Network who will run consultations with the women we serve to inform advocacy messages at the national level. In the DRC, joint-advocacy efforts are focusing on illegal "taxes" that block women's economic activities.

b) Influence relevant policy debates and decision-makers in the UK

- **Working with networks and building strategic partnerships:** We co-chair the policy working group and host the **UK Gender Action for Peace and Security (GAPS)**. Through this network, we continue to hold the UK Government to account for its Women, Peace and Security (WPS) commitments. We work across UK-based networks, including **British Overseas Network for Development Organisations (Bond)** and the **Gender and Development Network (GADN)** to share our lessons and build our influence in key areas around women's rights and development and security. For example, as co-chair within the network, we supported a joint GAPS-GADN position paper around the Supporting Syria and

⁴ <http://www.womenforwomen.org.uk/delivering-global-goals-report>

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

the Region Conference (London, February 2016)⁵, thereby supporting a stronger, single voice of UK civil society on the importance of Syrian women's rights.

We continued to work closely with the **LSE Centre for Women, Peace and Security** and, with GAPS, held a series of closed roundtables that brought together academics, civil servants and practitioners to promote greater consistency between the UK's WPS and preventing sexual violence in conflict efforts.⁶

- **Evidence-based advocacy with the UK Government:** In addition to advocacy through partner organisations, WfWI (UK) also engages directly with the UK government. For example, we are part of an NGO working group providing the UK with advice and support as it develops the next phase of its preventing sexual violence initiative

Engaging the general public: raising awareness through the media and social media

A key objective of WfWI (UK) is to raise the voices of the women we serve. We deliver this by proactively working with the media as well as telling stories on our own social media channels and website.

2016 highlights include:

- 265 pieces of media coverage, representing a 33% increase on 2015. We featured in publications including Vogue, Harper's Bazaar, Red, Woman & Home, The Telegraph online, Hello, Stylist, Refinery29, ES magazine and Good Housekeeping.
- Dame Helen Mirren joined as WfWI (UK)'s first-ever Patron. Our campaign hashtag #SheInspiresMe was seen 7.3 million times across Twitter and Instagram via our launch film, indirectly reaching 3.9 million people. Over International Women's Day the hashtag was used in over 13,000 posts by over 3,600 users reaching 47,479,218 people, and being seen 70,980,410 times.
- Year-on-year there was an increase of 52% in Facebook engagements, 66% in Twitter engagements and 216% in Instagram followers. Most importantly, we achieved an 83% increase in social media referrals to the website, meaning our content is engaging people and bringing them to our website.
- As a donation tool, the website brought in over £55,000 of one-off donations in 2016, which represents an 83% increase on 2015.

Objective Three: Run an Efficient and Financially Sustainable Organisation

In 2013, Women for Women International (UK) set the following three-year goals, designed to ensure the financial stability and effectiveness of the organisation:

- To increase our charitable ratio to 75%.
- To achieve a sustainable balance between different income streams, not relying too heavily on any one stream.
- To secure one third of all income before the start of each financial year.

We are pleased to report that in 2016 83% of our expenditure was charitable; 54.7% of our income came from sponsorships and multi-year grants; and approximately 60% of our 2016 income budget was secure before the close of 2015.

In 2017 our objectives include maintaining the charitable ratio above 75%; increasing the share of income that comes from sponsorships and grants; and ensuring that at least 40% of our 2017 income budget is secure before the end of 2017.

⁵ <http://gaps-uk.org/wp-content/uploads/2016/02/GAPS-GADN-Syria-Conf-paper-FINAL.pdf>

⁶ <http://gaps-uk.org/experts-meeting-sexual-violence-conflict-uks-women-peace-security-agenda-chairs-summary/>

The new database system was installed in 2016, and is a vital investment that is helping us meet our sponsorship targets. Our improved IT infrastructure is transforming the way in which we work, opening up new opportunities to reach thousands more supporters in the years to come.

Financial Review

Women for Women International (UK) restructured during 2012 to create a stable base for future sustainable growth, by shifting our strategy from volatile sources of income (major gifts and events) towards more dependable, multi-year commitments (grants and sponsorships). The financial results for 2015 and 2016 showed the benefits of this strategy.

- The Statement of Financial Activities for the year ended 31 December 2016 shows a net income for the year of £253k, an increase of £157k from the previous year where a surplus of £96k was recorded.
- Income for the year of £3.68m was 11% higher than the £3.30m received in 2015. Grants and sponsorships together contributed 67% of total income.
- The rise in income was mainly due to a £384k increase in donations and gift aid to £1.15m, a £600k increase in grants received to £2.15m, £55k of other income (2015: £7k), net of a fall in events income to £324k (2015: £978k). Income from investments remained consistent at £7k in both 2016 and 2015.
- Events income reduced to £324k, largely due to no fundraising gala being held in 2016.
- Expenditure for the year of £3.43m represents a 7% increase from the £3.21m shown in 2015. A detailed breakdown of expenditure for the year is shown within Note 4 to the accounts.
- Total direct contribution to programme amounted £2,000,934 (2015: £1,819,653), this represented 54% of income, and 59% of expenditure.
- Charitable expenditure – being overseas programmes plus policy and outreach – represented 76% of income, and 83% of expenditure.
- Policy and Outreach expenditure amounted to £440,116 (2015: £355,411) an increase of almost 25% representing our growing contribution to policy work globally.
- The increase in staff costs was the result of recruiting additional staff (the closing number of full-time equivalent employees increased by almost 10% from 15.2 to 17.1).
- The investment in marketing activity included the introduction of direct marketing for sponsorship recruitment, and also the #SheInspiresMe campaign which has been so successful in increasing the organisation's profile.
- As at 31 December 2016, Women for Women International (UK) had net assets of £1.29m, (2015: £1.04m). Of these funds £51k (2015: £235k) is restricted reserve relating to specific grants, which will be spent on charitable activities during 2017. Unrestricted funds amounted to £1.24m (2015: £803k). Of the unrestricted £445k is designated for programme development and UK office development and leaving general reserve of £795k, which is adequate, to cover six months of 2017 unrestricted cost.

Future Plans – Looking Ahead to 2017

Starting in 2017, WfWI will begin to deliver a new three-year vision that sees an increased impact of our programmes on women in countries affected by conflict alongside effectively sharing our learning and ensuring that women's voices are heard by relevant decision-makers. The 2020 Vision also focuses on growing grants income and income from corporate partners, and articulates the need to balance our external focus and priorities with retaining and developing the right team, strong internal processes and systems across business functions, and the right tools for the team to perform at the high level we expect. Strategic areas of work in 2017 include:

A. Invest in the Social and Economic Empowerment of Marginalised Women. Benchmarking, external evaluations, and WfWI's M&E data show that our core programme approach is effective in empowering of women. Thus, 60% of our global investment will be made in our core programme, reaching at least 15,000 women annually. We will seek new ways to serve the most marginalised women in line with our vision and

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

mission via technology, graduate networks, advocacy and community mobilisations, and through partnerships for innovation. We expect approximately 10% of our programme portfolio to focus on innovation. We will also commit to expanding our immediate crisis response, starting with women who have fled the war in Syria. We will also sustain local Women for Women chapters in Bosnia and Kosovo that have recently transitioned to becoming independent entities, and look at the evolution of Rwanda to a locally governed chapter of Women for Women.

B. Work with Men to Change Attitudes. Reach at least 5,000 men through our Men's Engagement Programme, and expand it across all country offices. We will also continue to improve the programme, learning across countries to find the best approaches and ways to measure the results of this work and its link to women's empowerment.

C. Support Marginalised Women who are Survivors of Conflict so that they can Influence Decisions. Develop context-specific advocacy programmes in all country offices building on the 'Change Agent' models in Afghanistan, DRC and Nigeria, primarily focused on grassroots community-level advocacy. We will also support country offices to work with partners to influence decisions at the local and national level. We will begin consultations on a global campaign on women's rights in conflict-affected countries, and link in-country and community advocacy to these consultations. The campaign will unfold in 2020.

D. Influence the Wider Gender and Development and Women, Peace and Security Debates Utilising our Data, Analysis and Learning. Build an evidence-based approach to advocacy via effective analysis and learning from research to ensure that the UK's implementation of the Sustainable Development Goals is consistent with its women's rights commitments; the UK's security and development agendas are aligned; and that the UK makes funding available for local women's rights organisations in conflict countries. We will also amplify marginalised women's voices in relevant UK initiatives, become an active member of security/development coalitions, and develop new connections at EU level.

E. Raise £4.35 Million from grants, corporate partnerships, grassroots contributions, major donors and events, and sponsorships. We will also support country offices with local fundraising and capacity building.

F. Raise WfWI UK's Profile and Visibility through Effective Communications. Develop a strong powerful brand via proactive, expert brand management, including innovative social media to expand supporter base; brand partnerships to raise brand profile; and an effective ambassador programme.

G. Run an Effective and Financially Sustainable Organisation. Ensure overall strategic growth and sound organisational management via ensuring our global structure is fit for purpose; exploring registration of organisation in another EU market to review Brexit implications and ensure future fundraising markets are secured; and develop effective systems to underpin our operations and maintain sound financial management. We will also develop and retain a strong and effective staff team, and an effective board with an appropriate skills mix.

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

A Special Thank You

The Board is extremely grateful to all supporters who have made our work possible in 2016. The commitment and dedication of so many individuals, trusts, foundations and institutions has inspired our work and has helped us reach women in countries affected by conflict. Our corporate partners have donated invaluable grants, gifts in kind and services, and have contributed generously by donating items and experiences to our auctions. We could not operate without their generous support and we wish to take this opportunity to thank them, on behalf of all the women whose lives they enhance.

With special thanks to those listed below, to our major donors, to those who wish to remain anonymous and to those who have remembered us with a gift in their wills. We really value your partnerships as we serve some of the world's most marginalised women.

Allan & Nesta Ferguson Charitable Settlement	The Millby Foundation
Atlantic Endeavour	Millie Harvey
Clockwork Pie	Ministry of Foreign Affairs, Government of the Netherlands
The BACIT Foundation	Mint Velvet
The Brillig Charitable Trust	Money.co.uk
The Brooke & Matthew Barzun Foundation	Monica Vinader Ltd
Department of International Development	The NDL Foundation
DTV	Neal's Yard Remedies
The Economist Group Charitable Trust	NetJets
ELEMIS Ltd	Paul Hirmis
Foreign and Commonwealth Office	Paddle8
Francesca Pagni	Portas Agency
Goldman Sachs Gives (UK)	PORTER magazine
Gucci Ltd	Posh Totty Designs
Harper's Bazaar	Rwanda Hope Foundation
Hayley Nolan	The Sackler Trust
Hazel Thompson	Selfish Mother
Islestarr Holdings Ltd and Charlotte Tilbury	Selina McCole
JCA Group	Souter Charitable Trust
Jersey Catholic Women's League	Swarovski Foundation
Kim Whyte	Sylviane Destribats
Kiem Tang	Tiffany & Co.
Kyle Books	The Tudor Trust
The Lancashire Foundation	WISTA
L.K.Bennett Ltd	Women of the Year Foundation
LIDA	Women on a Mission
The Mclain Foundation	
Michelle Yue	

How We Are Run

Women for Women International (UK) is a subsidiary and affiliate of Women for Women International in the USA. Together with charities operating under the Women for Women International banner in Kosovo and Bosnia these entities form the Women for Women International organisation worldwide, headquartered in Washington DC in the United States of America.

The two Western entities fulfil the role primarily of fundraising, policy & advocacy, and overseeing the operations of the programmes that are conducted for the benefit of the women we serve.

The staff department for managing these programmes is based in Washington DC. The primary activity of Women for Women International (UK) is fundraising for these programmes, managing multi-year programme grants, and policy & advocacy. The UK's Executive Director sits on the Global Leadership Team which makes decisions about programme direction and strategy.

In this report, the information given about the programmes relates to the programmes which are managed out of the US office. In the normal course, monies raised by Women for Women International (UK) are donated to Women for Women International US with the restriction that they must be spent on the conduct and management of those programmes. The US charity reports both formally and informally to the UK charity about how the monies it has donated are being spent. It is for that reason that it is appropriate for Women for Women International (UK) in this report to describe the activities of the programmes. This is also part of maintaining our responsibility to be accountable to our many generous donors.

Governing document

Women for Women International (UK) is a company limited by guarantee incorporated on 9 December 2005 (company number 05650155), and a registered charity (charity number 1115109). The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Governing body

The governing body of the charity is the Board of Trustees (the "**Board**"). The Board meets at least four times per year. Each Trustee serves a three-year term and may stand for re-election according to procedures set out in the Articles of Association, with a maximum time limit of nine years.

The composition of the Board is regularly reviewed by the Nominations Committee, which oversees the selection of Trustees to fill a vacancy or add skills to the Board in conjunction with the Trustees and the Executive Team. Once appointed, new Trustees are introduced to the charity through meetings with the Board Chair, the Executive Team, and other Trustees, and through a comprehensive introductory pack including background information on the organisation; copies of the latest financial statements; business plan and budget; names of key people and a description of their roles; a summary of a Trustees' responsibilities; a copy of the governing documents; and a list of global policies.

The Trustees

The Trustees (who are also directors under company law) who served during the year and to the date of this report are listed on Page 20.

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Report of the Trustees

For the year ended 31 December 2016

Name	Date of appointment or retirement
Deborah David (Interim Chair from 1 April 2016- 13 October 2016)	Appointed March 2010; retired December 2016
Celia Cattelain (Chair from 1 March 2015 until 31 March 2016)	Appointed June 2007; retired March 2016
Erik Berglof	Appointed December 2015
Jewelle Bickford (US)	Appointed June 2007; retired June 2016
Lady Alison Deighton	Appointed February 2017
Alex Duncan	Appointed August 2015
Tony Gambino (US)	Appointed December 2015
Emma Grede	Appointed September 2015
Lady Penelope Holmes	Appointed October 2012
Paula Laird	Appointed December 2014
Lady Hannah Lowy Mitchell	Appointed March 2010, retired October 2016
Lyndsey Posner	Appointed May 2013
Diana Saghi	Appointed June 2007; retired June 2016
Martin Thomas (Chair)	Appointed July 2016
Amy Towers (US)	Appointed December 2015
Stephanie Wong (Vice Chair)	Appointed May 2014
Hikari Yokoyama	Appointed December 2014
Michelle Yue	Appointed May 2013

Board committees

The Board has the following sub-committees:

- The Executive Committee.
- The Nominations Committee.
- The Remuneration Committee.
- The Finance and General Management Committee (FGMC) .
- The Marketing and Fundraising Committee (MFC).

Other working groups may be appointed for specific events, projects or tasks.

Non-Trustee committee members

The Board would like to thank the following non-Trustee members of our committees:

Nicky Bullard (MFC)

Sonia Carpentier (MFC)

David Telling (MFC)

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

Special advisers

The Board would like to thank our Special Advisers:

Professor Nadjé Al-Ali	Alex Eagle
Laurence Custot	Sylviane Destribats
Zoe Kuipers	Alexandra Meyers
Nadja Romain	

Other Key Management Personnel

The Trustees delegate the day-to-day running of Women for Women International (UK) to an Executive Team comprising the Executive Director Brita Fernandez Schmidt, the Fundraising and Marketing Director Shivonne Graham, and the Finance and Operations Director Patrick Oram (until end of September 2016). The team meets weekly to discuss upcoming activities and operational issues, and review management accounts and performance against key indicators. Their remuneration is considered annually by the Remuneration Committee, with reference to the annual budget and remuneration levels of similar roles in charities of a similar size. The recommendation of the Remuneration Committee is then decided upon by the Board.

Public benefit

We follow the Charity Commission's general guidance on public benefit, and the Trustees ensure that the programmes we undertake are in line with our charitable objects and aims.

Internal control and risk management policy

The Trustees are responsible for ensuring that the charity has an appropriate system of financial and other controls, designed to safeguard the assets of the charity and maintain the integrity of the accounting records. Internal controls can provide only reasonable and not absolute assurance against errors or fraud. Day-to-day controls include accounting procedures, for which the Trustees delegate authority through the Executive Team to the rest of the staff.

The Trustees take very seriously their legal and ethical duty to maximise the proportion of its income that Women for Women International (UK) uses for charitable purposes, but they balance this with the need to attract and retain the calibre of staff required to maintain and grow that income, and to safeguard all funds that flow through the organisation.

Processes to manage risk include:

- A risk register that captures all material risks identified, ranked by likelihood and impact.
- Risk appraisals for all events and overseas trips to identify, evaluate and manage risks.
- Multi-year planning and budgeting.
- Regular reporting of performance to date, and forecast to the end of the year.
- Policies and guidance notes covering significant risk areas.
- Crisis management plans.

The Finance and General Management Committee (FGMC) monitors the steps taken by the Executive Team to manage and mitigate organisational risk, and reports regularly to the Board on this.

Key among the many challenges that Women for Women International (UK) successfully managed in 2016 in conjunction with Women for Women International (US) and its country offices are:

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

Operating in war-affected countries

Country office staff have extensive and current experience of local conditions, customs and risks. Women for Women International (US) employs a full-time manager whose role it is to monitor safety and security. Staff only travel if the organisation establishes that it is reasonably safe to do so, based on a detailed risk assessment. Travelling staff are then well-briefed, and a detailed crisis management plan is in place should an emergency arise.

Building capacity to manage an increasing number of complex grants

The rules of grants and other donations are carefully communicated to appropriate members of global staff. The grant management teams in the UK and US are experienced, skilful, and have a very good knowledge of the grant budgets and grantor rules and guidelines. Transactions are carefully reviewed each month and compared with approved budgets.

Generating sufficient unrestricted funding to support a growing programme capacity in multiple locations

Three-year budgets are prepared in terms of both restricted and unrestricted income and expenditure, and overheads are planned to fall comfortably within the income budgets. Sufficient unrestricted reserves are maintained to permit the organisation to continue its operations for a reasonable period in unforeseen circumstances.

Attracting and retaining high-calibre staff in a competitive sector

Weekly staff meetings keep staff informed, engaged and empowered, and weekly Executive Team meetings highlight any present or foreseeable staffing issues. All staff are involved and consulted in the budgeting and planning process. The organisation also has well-practised recruitment and induction procedures and regular appraisals, and every effort is made to keep rates of pay competitive with the market.

The Trustees are satisfied with the action being taken to mitigate exposure to these risks.

Reserves policy

The Trustees aim to maintain the charity's unrestricted reserves at a level that provides appropriate protection against normal and economic risks and a stable financial foundation to meet current commitments and plans.

At present, it is the Trustees' policy to hold net free reserves equal to approximately six months' worth of normal operating expenditure in the most recent forecast, which amounts to £738k.

At 31 December 2016, the charity held total funds/net assets of £1,291k. These can be sub-divided between a restricted fund of £51k, and unrestricted funds of £1,240k. Of the unrestricted funds £445k is designated for programme development and UK office development and leaving general reserve of £795k, which is adequate, to cover six months of 2017 normal operating expenditure.

Cash management policy

Women for Women International (UK) operates a cash management policy for which the FAC is responsible. The policy comprises investment guidelines, which require that any investment of excess cash be balanced to achieve zero risk of loss and to ensure that the organisation maintains enough cash to ensure continuous operations.

Equal opportunities policy

The charity is committed to the principle and practice of equal opportunities and aims to be an equal opportunities employer. Our employment policy seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, colour, ethnic origin, national origin, disability, age, sexual orientation, economic status, social background, religious belief, political opinion or any other grounds that are unjustifiable in terms of equality of opportunities for all.

Women for Women International (UK)

Report of the Trustees

For the year ended 31 December 2016

Subsidiary undertaking

Women for Women International (UK) has one subsidiary, WfWI Services (UK) Ltd (company number 8527316), which was incorporated on 13 May 2013 in England and Wales. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd. As a result, Women for Women International (UK) exercises control over WfWI Services (UK) Ltd.

WfWI Services (UK) Ltd is a general trading company whose activities include selling the Women for Women International cookbook, *Share*, and the *Share* calendar. In 2016 the trading company generated a profit of £4,339 on turnover of £9,590 (lower than in 2015 as the book has now been on the market since 2013). All profits generated by the trading company are transferred, under Gift Aid, to Women for Women International (UK). The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are not material to the overall group position.

Related parties and connected organisations

Related party transactions are detailed in Note 14 to the financial statements.

Statement of responsibilities of the Trustees

The Trustees (who are also directors of Women for Women International (UK) for the purposes of company law) are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and its income and expenditure of for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

Martin Thomas
Chair

Paula Laird
Trustee and Chair of FAC

Date: 11 May 2017

Date: 11 May 2017

Women for Women International (UK)

Independent auditor's report to the members of Women for Women International (UK)

For the year ended 31 December 2016

Independent auditor's report to the members of Women for Women International (UK)

We have audited the financial statements of Women for Women International (UK) for the year ended 31 December 2016, which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and auditor

As explained more fully in the trustees' responsibilities statement set out in the Trustees' Report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Women for Women International (UK)

Independent auditor's report to the members of Women for Women International (UK)

For the year ended 31 December 2016

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime; to take advantage of the small companies exemption in preparing the Trustees' Report and take advantage of the small companies exemption from the requirement to prepare a strategic report.



Katharine Patel, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6DL

25 May 2017

Women for Women International (UK)

Statement of financial activities (*incorporating an income and expenditure account*)

For the year ended 31 December 2016

		2016	2016	2016	2015	2015	2015
	Note	Restricted £000	Unrestricted £000	Total £000	Restricted £000	Unrestricted £000	Total £000
INCOME from:							
Donations and legacies:							
. Donations and Gift Aid	2	82	1,065	1,147	6	757	763
. Grants	2	1,919	230	2,149	1,475	74	1,549
Other trading activities:							
. Events		-	324	324	105	873	978
Income from investments:		-	7	7	-	7	7
Other income		-	55	55	-	7	7
Total income		2,001	1,681	3,682	1,586	1,718	3,304
EXPENDITURE on:							
<i>Raising Funds</i>	4	-	573	573	-	633	633
<i>Subtotal: Income available for application to charitable activities</i>							
		2,001	1,108	3,063	1,586	1,085	2,671
<i>Charitable activities:</i>							
. Policy and Outreach	4	61	265	326	-	355	355
. Overseas Programmes	4	2,132	398	2,530	1,606	614	2,220
Total expenditure on charitable activities		2,193	663	2,810	1,606	969	2,575
Total expenditure	4	2,193	1,236	3,429	1,606	1,602	3,208
Net (expenditure)/income for the year		(192)	445	253	(20)	116	96
Transfers between funds		8	(8)	-	-	-	-
Net movement in funds		(184)	437	253	(20)	116	96
Funds at beginning of year		235	803	1,038	255	687	942
Funds at end of year	12	51	1,240	1,291	235	803	1,038

All the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

There is no difference between the net movement in funds stated above and the historical cost equivalent.

Women for Women International (UK)

Balance sheet

31 December 2016

	Note	2016 £000	2015 £000
Fixed assets			
Tangible fixed assets	8	<u>12</u>	<u>10</u>
Current assets			
Debtors	10	322	407
Cash at bank and in hand		2,702	2,217
Short term deposits		<u>310</u>	<u>203</u>
		3,334	2,827
Creditors: amounts due within 1 year	11	<u>(2,055)</u>	<u>(1,799)</u>
Net current assets		1,279	1,028
Net assets	12	<u>1,291</u>	<u>1,038</u>
Funds			
<i>Income funds:</i>			
Restricted funds	12	51	235
<i>Unrestricted funds:</i>			
. Designated funds	12	445	10
. General funds	12	795	793
Total funds	12	<u>1,291</u>	<u>1,038</u>

Approved by the Trustees on 11 May 2017 and signed on their behalf by:

Martin Thomas

Chair

Women for Women International (UK)

Company Registration Number: 05650155 (England and Wales)

Women for Women International (UK)

Statement of cash flows

31 December 2016

	2016	2015
	£000	£000
Cash flows from operating activities:		
Net income for the year	253	96
Interest receivable	(7)	(7)
Depreciation of fixed assets	9	10
Decrease in debtors	85	74
Increase in creditors	256	971
Net cash provided by operating activities	596	1,144
Cash flows from investing activities:		
Bank interest received	7	4
Payments to acquire fixed assets	(11)	(1)
Net cash provided (used in) /by investing activities	(4)	3
Increase in cash	592	1,147
Changes in the cash and cash equivalents in the reporting period		
Balance at beginning of year	2,420	1,273
Increase in cash in year	592	1,147
Balance at end of year	3,012	2,420

Analysis of cash and cash equivalents

	2016	2015
	£000	£000
Cash in hand	2,702	2,217
Notice deposits (less than 3 months)	310	203
Total	3,012	2,420

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

1. Accounting policies

a) These accounts have been prepared for the year to 31 December 2016.

The accounts are presented in sterling and are rounded to the nearest thousand pounds.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing the financial statements, and have made this assessment in respect to a period of at least one year from the date of approval of these financial statements. The Trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. This view is based on a detailed forecast of income, expenditure and cash flows to the end of 2017, and more summarised forecasts for 2018 and 2019. The Trustees have paid particular attention to unrestricted income and expenditure, which supports the charity's day-to-day operations, and are satisfied that the charity has sufficient free reserves to cover a temporary shortage of income for a reasonable period.

The charity constitutes a public benefit entity as defined by FRS 102.

b) Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable.

When material and quantifiable, gifts in kind and donated services are included at a reasonable estimate of their value to the charity. Volunteer time is not included in the financial statements.

Income derived from events is recognised as earned.

c) Grants are recognised in full in the statement of financial activities in the year in which they are receivable. Grant income is carried forward as a restricted fund where the charity is required to fulfil conditions before becoming entitled to it. A multi-year grant with conditions of fulfilment will be recognised across the accounting periods to which it relates.

d) Voluntary and grant income derived from fundraising efforts of Women for Women International (UK) but received through Women for Women International (US) will be recognised as earned within Women for Women International (UK) where that voluntary income is unrestricted and there is no requirement to comply with US regulation regarding charitable giving. For those occasions where US tax deductibility is requested, any unrestricted income will be recognised as earned within the Women for Women International (US) tax entity and Women for Women International (US) will make an unrestricted equivalent grant to Women for Women International (UK) in recognition of the associated fundraising efforts made.

e) Expenditure is recognised in the period in which it is incurred. Expenditure includes irrecoverable VAT.

f) Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following bases which are an estimate, based on percentage of staff expenditure incurred, of the amount attributable to each activity.

Overseas Programmes	74%	(2015 – 69%)
Policy and Outreach	10%	(2015 - 11%)
Cost of Generating Funds	16%	(2015 – 20%)

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

1. Accounting policies (continued)

Monies raised for overseas programmes are paid as restricted grants to Women for Women International (US). Women for Women International (US) subsequently pays the monies to the overseas programmes in line with the donors' wishes and is responsible for monitoring the spending of the grant by the recipient.

Such expenditure relating to the overseas programmes is recognised in these financial statements when the obligation to Women for Women International (US) arises.

In the majority of cases, Women for Women International (UK) retains a proportion of the monies raised for overseas programmes in order to cover the costs of the related administration and support. Such overhead costs are charged to the relevant restricted fund to reflect this expenditure.

Policy and outreach costs are incurred in pursuance of the aim of influencing policy and activities of governmental and other institutions that drive the developmental agenda for women worldwide.

Costs of raising funds are those incurred in seeking voluntary contributions and holding fundraising events including the annual gala.

Support costs are costs relating to the organisational management and administration of the charity in support of its objects, and in compliance with constitutional and statutory requirements.

g) Tangible fixed assets are stated at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Equipment	33%
Furniture and fittings	20%

Items of equipment are usually not capitalised unless the purchase price exceeds £250.

h) Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They are discounted to the present value of the future cash receipt where such discounting is material.

i) Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition. Deposits for more than three months but less than one year have been disclosed as short term deposits.

j) Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

k) Restricted funds are to be used for specific purposes as laid down by the funder. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs, where permitted by the funder.

l) Unrestricted funds are donations and other income receivable or generated for the objects of the charity and comprise general funds and designated funds.

The general fund comprises those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees.

Designated funds are monies or assets set aside out of general funds and designated for specific purposes by the Trustees.

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

1. Accounting policies (continued)

m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the lease term.

n) Contributions in respect of employees' personal pension plans are charged to the statement of financial activities in the year in which they are due.

o) Transactions during the year in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction, whilst assets and liabilities are translated into sterling at the rate ruling at the balance sheet date. Exchange differences are recognised through the statement of financial activities.

2. Voluntary income

Year ended 31 December 2016	Restricted £000	Unrestricted £000	Total £000
Donations and Gift Aid:			
Donations from individuals and corporations	82	683	765
Sponsorship donations	-	320	320
Gift Aid	-	62	62
	<u>82</u>	<u>1,065</u>	<u>1,147</u>
Grants receivable:			
DFID	448	-	448
FCO	115	-	115
The Netherlands Ministry of Foreign Affairs	844	-	844
Trusts and Foundations			
The BACIT Foundation	-	116	116
The Brooke & Matthew Barzun Foundation	78	-	78
The Butters Foundation	-	65	65
Tudor Trust	50	-	50
Women of the Year Foundation	30	-	30
Allen & Nesta Ferguson Trust	25	-	25
The Sacker Trust	-	25	25
The Lancashire Foundations	-	20	20
The Economist Group of Charitable Trust	17	-	17
Other Trusts and Foundations	129	4	133
Major Donors	183	-	183
	<u>1,919</u>	<u>230</u>	<u>2,149</u>
Total	<u>2,001</u>	<u>1,295</u>	<u>3,296</u>
Year ended 31 December 2015	Restricted £000	Unrestricted £000	Total £000
Donations and Gift Aid	6	757	763
Grants receivable	1,475	74	1,549
Total	<u>1,481</u>	<u>831</u>	<u>2,312</u>

3. Gifts in kind and donated services

Support in the form of gifts in kind and donated services, was received by the charity during the year ended 31 December 2016 and the year ended 31 December 2015. The sum of £2,920 (2015: £50,000) has been recorded within the Statement of Financial Activities in estimate of the value of such invaluable support. This relates to the venue, food and drink provided at an event.

Women for Women International (UK)
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For the year ended 31 December 2016

4. Expenditure	Cost of Generating Funds £000	Policy & Outreach £000	Overseas Programmes £000	Support costs £000	2016		2015	
					Total £000	Total £000	Total £000	Total £000
Year ended 31 December 2016								
Staff costs (Note 6)	172	237	157	220	786	786	684	
Marketing and events	195	4	-	-	199	199	365	
Consultancy	88	47	16	24	175	175	141	
IT Expenditure	-	-	-	3	3	3	3	
Legal and professional fees	-	-	-	1	1	1	6	
Books and subscriptions	10	3	-	1	14	14	8	
Travel	20	1	11	16	48	48	17	
Other staff costs	16	-	-	13	29	29	19	
Premises	-	-	-	108	108	108	95	
Postage, stationery, telephone	4	-	-	3	7	7	13	
Overseas Programmes funding	-	-	2,001	-	2,001	2,001	1,819	
Depreciation	-	-	-	9	9	9	10	
Bank charges	8	-	-	6	14	14	12	
Audit fee	-	-	1	14	15	15	10	
Other costs	1	1	-	18	20	20	6	
	514	293	2,186	436	3,429	3,429	3,208	
Support costs allocated to grants management	-	-	87	(87)	-	-	-	
	514	293	2,273	349	3,429	3,429	3,208	
Support costs	59	33	257	(349)	-	-	-	
Total	573	326	2,530	-	3,429	3,429	3,208	

Women for Women International (UK)
Notes to the financial statements
For the year ended 31 December 2016

5. Net income for the year

This is stated after charging:

	2016	2015
	£000	£000
Depreciation	9	11
Auditor's remuneration:		
- Statutory audit	11	10
- Non-audit services	4	4
- Operating lease rentals: property	70	63
	<u>70</u>	<u>63</u>

6. Staff costs and numbers

Total staff costs were as follows:

	2016	2015
	£000	£000
Salaries and wages	693	596
Social security costs	69	63
Pension costs	23	23
Other benefits	1	2
	<u>786</u>	<u>684</u>

No Trustee received any remuneration in respect of their services as a Trustee during the year (2015: none).

Key management personnel during the year and the previous year were Executive Director Brita Fernandez-Schmidt; Fundraising & Marketing Director Shivonne Graham; and Finance & Operations Patrick Oram (until 30th September 2016). Their staff costs were as follows:

	2016	2015
	£000	£000
Salaries and wages	258	232
Social security costs	29	29
Pension costs	15	13
Other benefits	1	1
	<u>303</u>	<u>275</u>

The number of employees who earned more than £60,000 during the year was as follows:

	2016	2015
£60,001-£70,000	-	1
£70,001-£80,000	2	1
£80,001-£90,000	1	1

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2016	2015
	No.	No.
Raising funds	4.8	3.8
Charitable activities	8.5	7.7
Support	3.8	3.7
	<u>17.1</u>	<u>15.2</u>

7. Taxation

Women for Women International (UK) is a registered charity and therefore is not liable for income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

8. Tangible fixed assets

As at 31 December 2016	Furniture & fittings £000	Equipment £000	Total £000
Cost:			
Beginning of year	3	51	54
Additions in year	1	10	11
End of year	4	61	65
Depreciation:			
Beginning of year	2	42	44
Charge for year	1	8	9
End of year	3	50	53
Net book value:			
Beginning of year	1	9	10
End of year	1	11	12

9. Trading subsidiary

On 13th May 2013, the Trustees of Women for Women International (UK) established a company, WfWI Services (UK) Ltd. Women for Women International (UK) is the sole member of WfWI Services (UK) Ltd, a general trading company which sells Women for Women International's *Share* cookbooks and a calendar containing *Share* recipes.

The financial statements of WfWI Services (UK) Ltd have not been consolidated with those of Women for Women International (UK), as they are immaterial to the overall group position. The aggregate reserves of the company at 31 December 2016 and 31 December 2015 were £nil. A summary of the trading results of WfWI Services (UK) Ltd for the year ended 31 December 2016 is given below.

WfWI Services (UK) Ltd

Profit and loss account

	2016 £000	2015 £000
Turnover	9	14
Cost of sales	(2)	(3)
Gross profit	7	11
Administrative expenses	(3)	(2)
Profit on ordinary activities before taxation and charitable donation	4	9
Charitable donation	(4)	(9)
Retained profit for the year	-	-

Accounts of the company will be filed at Companies House. The registered office of the company is 32-36 Loman Street, London SE1 0EH.

10. Debtors

	2016 £000	2015 £000
Grants receivable	165	218
Prepayments and rental deposit	55	45
Accrued income	98	135
Due from subsidiary undertaking (Note 9)	4	9
	322	407

Women for Women International (UK)
Notes to the financial statements
For the year ended 31 December 2016

11. Creditors: amounts due within 1 year

	2016	2015
	£000	£000
Trade creditors	49	21
Commitments to overseas programmes (Note 14)	570	703
Taxation and social security	18	19
Pension creditor	7	6
Accruals	111	98
Deferred income (Note 11a)	1,299	935
Other creditors	1	17
	<u>2,055</u>	<u>1,799</u>

Income has been deferred because the charity has not yet met the conditions for recognising the income. The movements on deferred income are analysed below.

11a. Movement on deferred income

2016	Beginning of year	Funds received	Income released	End of year
	£000	£000	£000	£000
Grant - Funding Leadership and Opportunities for Women ("FLOW")	935	1,299	(935)	1,299
	<u>935</u>	<u>1,299</u>	<u>(935)</u>	<u>1,299</u>

2015	Beginning of year	Funds received	Income released	End of year
	£000	£000	£000	£000
Deposit for Kosovo trip	3	-	(3)	-
Grant - Funding Leadership and Opportunities for Women ("FLOW")	-	935	-	935
	<u>3</u>	<u>935</u>	<u>(3)</u>	<u>935</u>

Women for Women International (UK)
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12. Movements in funds

2016	Beginning of year £000	Income £000	Expenditure £000	Transfers £000	End of year £000
Restricted funds:					
<i>Grants and donations with geographical restrictions</i>					
Afghanistan	-	133	(133)	-	-
Bosnia	-	2	(2)	-	-
DRC	-	103	(103)	-	-
Iraq	-	341	(341)	-	-
Kosovo	-	30	(30)	-	-
Nigeria	-	405	(405)	-	-
Rwanda	-	79	(79)	-	-
<i>Grants and donations with programme specific restrictions</i>					
FLOW	-	845	(845)	-	-
Millby Foundation	235	-	(243)	8	-
Gender Action Peace & Security Network	-	63	(12)	-	51
Total restricted funds	235	2,001	(2,193)	8	51
Unrestricted funds:					
<i>Designated funds</i>					
Programme development	-	-	-	275	275
UK development	-	-	-	170	170
Fixed asset fund	10	-	(10)	-	-
	10	-	(10)	445	445
<i>General reserve</i>	793	1,681	(1,226)	(453)	795
Total unrestricted funds	803	1,681	(1,236)	(8)	1,240
Total funds	1,038	3,682	(3,429)	-	1,291

Information relating to funds

Restricted Funds

Afghanistan

The Elemis Foundation and the Brillig Charitable Trust supported 25 women each to participate in our 12-month social and economic empowerment programme, equipping them with an understanding of their value in family and community life; awareness of their rights; information about nutrition, reproductive health, hygiene and other basic health care; and vital skills by which to sustain an income through individual micro businesses or self-help groups.

The UK Government's Foreign and Commonwealth Office in Afghanistan supported our critical Men's Engagement Programme (MEP) in Afghanistan, directly engaging 575 male leaders with training on women's rights and economic empowerment. The grant of £101k enabled us to upgrade and enrich our MEP curriculum, as well as develop materials that are being used by male leaders to guide their own outreach with other male community members.

Bosnia

In 2016, £2,000 was received from Neal's Yard Remedies to support on-going work with women in Bosnia.

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

Democratic Republic of Congo

DFID Global Poverty Action Fund funded our programme in DRC years. This enables provided for 5,836 of the poorest and most disenfranchised women in South Kivu (DRC) to increase their income, improve their knowledge of their rights, and to work together to improve their livelihoods through the 12-month programme of business, vocational and life skills training designed to enable them to improve their individual and their families' income, health and education.

In addition to DFID, WfWI received donations of £3,000 in total to for ongoing support to our programme from the Rotary Club of Jersey and the O'Mara Family Trust.

Iraq

In 2016, we received funds from donors to tackle the desperate situation of Syrian refugee and Iraqi internally displaced women in the Kurdistan Region of Iraq. WfWI is working with local partner organisations to provide women with psychosocial support to address trauma, as well as life skills and business skills training so that they can establish livelihoods. We are engaging male community leaders and family members of the women we serve to become advocates for women's rights and protect them from gender-based violence, a daily reality in the Kurdistan Region of Iraq.

We received £341,000 to support our programme in Iraq. Key donors included: Tudor Trust (£50k), the Brooke and Matthew Barzun Foundation (£77k), Economist Group Charitable Trust (£18k), Goldman Sachs Foundation (£50k), Women of the Year Foundation (£30k), and various smaller donations from anonymous individuals and trust and foundations amounting to £116k.

Kosovo

During 2016, £30k was received to support our work in Kosovo, supporting women's cooperatives and associations, specifically through technical and business skills training and the provision of micro-business capital. An anonymous donation worth £30k was received during the year from a foundation.

Nigeria

2016 was the final year of our three-year DFID grant for our Nigeria programme. During the year 1,500 Nigerian women were supported through our life skills and vocational training programme and 1,420 men were reached on women's rights issues through direct training and community events. Progress was also made in implementing a longitudinal evaluation of the training for male leaders that is being conducted in order to improve understanding of how to engage men in Nigeria to promote women's rights. The total value of this three-year grant was £959k.

Swarovski Foundation's £58k contribution supported the participation of 154 marginalised Nigerian women in Women for Women International's 12-month social and economic empowerment programme, thereby enabling their access to vital tools, knowledge and resources to break free from poverty and participate with confidence in their families and communities. The Cotton Trust donated a further £2k in support of women's participation in our transformative programmes.

Rwanda

During the year, a total of £79k was received to support our programme in Rwanda. The Allan and Nesta Ferguson Foundation donated £25k and £16.5k was received from the NDL Foundation towards WfWI's 12-month social and economic empowerment programme. The Rwanda Hope Foundation donated a further £26k that was spent on advanced business skills training and on the provision of microbusiness capital for cooperatives run by graduates of the 12-month programme. A further £12k was received from other anonymous donors.

FLOW

Under the Funding Leadership and Opportunities for Women (FLOW) 2016-2020 programme, WfWI received £845,000 towards engaging women as agents of change against poverty and violence in Afghanistan, the Democratic Republic of Congo and Nigeria.

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

The Millby Foundation

Balance brought forward from last year from the foundation supported the global organisation to upgrade our Monitoring and Evaluation systems as well as analyse and present the data we are gathering for programme learning, decision-making and the evidence base on making change for women in challenging contexts. This grant is supporting WfWI to increase our impact through policy advocacy to amplify women's voices and create a supportive environment for women.

Designated Funds

Programme Development fund: £275k was set aside for to support our country programmes in 2017.

UK development fund: Of the total £170k, £50k is to cover expansion into another EU member state, £20k for website development and a further 100k for an office move.

12a. Analysis of net assets between funds

2016	Restricted	Designated	General	Total
	funds	funds	funds	funds
	£000	£000	£000	£000
Tangible fixed assets	-	-	12	12
Net current assets	122	445	712	1,279
Net assets at end of year	122	445	724	1,291
2015	Restricted	Designated	General	Total
	funds	funds	funds	funds
	£000	£000	£000	£000
Tangible fixed assets	-	-	10	10
Net current assets	235	-	793	1,028
Net assets at end of year	235	-	803	1,038

13. Operating lease commitments

The charity had commitments at the end of the year under operating leases expiring as follows:

	2016	2015
	£000	£000
Property, less than 1 year	55	16
Other, less than 1 year	3	-
Other, 1 year or more	6	-
	64	16

14. Related parties

Women for Women International (US) ("WfWI (US)") is the sole member of Women for Women International (UK) ("WfWI (UK)").

During the year:

- WfWI (US) collected grant income of £221,991 (2015: £103,000) on behalf of WfWI (UK);
- WfWI (US) collected donation income of £46,290 (2015: £107,000) on behalf of WfWI (UK);
- WfWI (US) charged programme costs of £1,883,000 (2015: £971,000) to WfWI (UK) in relation to UK grants;
- WfWI (US) charged operating expenses of £5,805 (2015: £3,000) to WfWI (UK);
- WfWI (UK) charged operating and programme expenses of £31,805 (2015: £4,000) to WfWI (US).

At year end the net amount due to WfWI (US), including commitments to overseas programmes, was £588,000 (2015: £703,000) (see Note 11).

Women for Women International (UK)

Notes to the financial statements

For the year ended 31 December 2016

Tony Gambino, Amy Towers and Martin Thomas are Trustees of WfWI (UK) and Directors of WfWI (US).

Michelle Yue is a Trustee of both WfWI (UK) and the Millby Foundation.

Martin Thomas is a trustee of WfWI (UK) and The BACIT Foundation, The Lancashire Foundation (until May 2016)

The aggregate amount donated by the Trustees to WfWI (UK) during the year was £38,615 (2015: £84,000).