



Policy Plan

www.womenwin.org

Table of Contents

Preface.....	3
1. General information.....	4
2. Vision & Mission.....	4
3. Strategy (what we do)	4
4. Ways of fundraising.....	5
5. Control of funds & assets.....	6
6. Expenditure of funds & assets	7
7. Board composition & overview	8

Preface

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

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

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

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

Stichting Women Win

Maria Bobenrieth
Executive Director

1. General information

Stichting Women Win was established by deed, dated 15 February 2007, and has its registered office in Amsterdam. The foundation is registered in the Trade Register of the Kamer van Koophandel Amsterdam (KvK) under number 34267612.

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

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

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

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

The combined organisations continue to reside at the following address:

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

Telephone: +31 20 221 7741

RSIN: 817640009

IBAN: NL91ABNA0598868968

2. Vision & Mission

Our Vision: Women Win believes in a future where all girls and women exercise their rights. Through all our work we strive to get closer to this vision.

Our Mission: Our two brands maintain independent missions:

- Women Win advances the playing field that empowers adolescent girls and young women through sport and play.
- Win-Win Strategies connects the power of business with the deep assets of women's funds and organisations to empower women globally.

3. What we do (strategy)

Women Win's vision for a future where all girls and women exercise their rights is certainly not the world that we see today. In a context of increasing inequality and complex layers of uncertainty, much remains to be done. Girls and women, particularly in the global south, face multiple obstacles that prevent them from exercising their rights.

Progress on Sustainable Development Goal 5 (SDG5) – Achieve gender equality and empower all women and girls – has been reported as insufficient in 2019. Too many girls still suffer from early marriage, female genital mutilation, forced sex and other forms of violence. Girls and women continue to carry the burden of unpaid labour and care work around the globe while over 2.7 billion women globally are legally restricted from having the same choice of jobs as men (The World Bank, 2018). Women who do enter the workforce are subject to violence, sexual harassment, discrimination and wage inequality.

Moreover, insufficient progress on structural issues at the root of gender inequality, such as legal discrimination, unfair social norms and attitudes, decision-making on sexual and reproductive issues and low levels of political participation, are undermining the ability to achieve SDG5. Women Win aims to address many of these issues in our work.

Women Win's theory of change is a map that illustrates how Women Win's work can advance girls' rights through sport and, in turn, sustainably improve gender equity. It is also increasingly recognised that without accelerated progress on SDG5, and without a strong focus on collaboration and partnerships, the SDGs will not be achieved. Our approach to collaboration and cross-sector partnerships reflects this need. Win-Win Strategies is working to catalyse a transformative, cross-sectoral approach to sustained women's economic empowerment. We work with companies, women's funds, social justice organisations, governments and others to strengthen investment and develop practical and holistic solutions in support of a world where every woman and girl accesses safe economic opportunities.

4. Ways of fundraising

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

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

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

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

Cost of fundraising

The Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of its own fundraising income to fundraising activities. Women Win's internal policy is and has always been to keep this expense significantly lower. In 2019, overall fundraising expenses (cost of own fundraising expense / total income) decreased by 1%; from 5% in 2018, to 4% in 2019. The percentage of fundraising cost (cost of direct fundraising / income from direct fundraising) for Women Win is very low for the sector.

Communications with stakeholders

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

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

5. Control of funds & assets

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

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

Principles for the determination of the result

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

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

With the Statement of Annual Accounts for 2019, Women Win received an unqualified audit opinion by PricewaterhouseCoopers Accountants N.V.

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

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

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

Revenue recognition

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

6. Expenditure of funds & assets

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

- Project activities
 - Implementation
 - Influence
 - Impact
- Fundraising activities
- Administration and overhead activities

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

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

Reserve & funds

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

Continuity reserve

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

Earmarked funds

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

7. Board composition

The composition of the board as at 1 July 2020 is as follows:

- Ms. Astrid Aafjes (chairperson)
- Mr. Nnamdi Nwosuagwu (treasurer)
- Ms. Leonie Kroon (secretary)
- Ms. Vera Pauw (trustee)
- Ms. Wieteke Graven (trustee)
- Ms. Sanne Hitipeuw (trustee)
- Ms. Brandee Butler (trustee)

The Board of Directors is structured to ensure the continuity of the organisation while at the same time allowing continuous renewal. The board, upon nomination, appoints the members of the Board of Directors. The board membership is for a term of three years. Board members are eligible for reappointment at the end of any membership term. The Board adopts a term rotation schedule to ensure an adequate degree of continuity in the membership of the Board of Directors. The rotation schedule is reviewed yearly at the annual meeting.

Jurisdiction & tasks of the Board of Directors & Executive Director

The by-laws of Stichting Women Win clearly state the separation of duties, tasks and roles between management and supervision. In essence: The Board of Directors supervises challenges and stimulates management, whereas management steers the organisation in the right direction. In pursuing that role, the members of the Board of Directors maintain and up-to-date overview of developments in the organisation by having regular contacts with staff members at Women Win.

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

The Board of Directors grants a power of attorney to the Executive Director to carry out her responsibilities on behalf of Women Win. The Executive Director is responsible for the leadership of the management team, consisting of all directors, and, directly or indirectly, for the leadership and management of all persons employed by or acting in capacity as consultants, volunteers and/or advisors to Women Win.

The responsibilities of the Executive Director are further described in the document “Executive Director Success Profile”. The Executive Director is responsible for maintaining all records relating to Stichting Women Win as set out by the Board of Directors.

Board expenses

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