



WOMEN WIN

2010 Annual Report

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May 23, 2011

Dear Supporter,

At this moment, there is a young girl playing football in the dusty favelas of Rio de Janeiro. A world away in Delhi, a girl the same age is shooting a netball, stoking the tiny flicker of self-confidence that is beginning to burn within her. We love these stories and the images of girls' lives being enhanced by sport. They ring so true to those of us whose lives have been also been transformed by sport. They remind us of the commonality of our experiences, and of the true underlying issues: **Not only do girls have a right to sport, evidence supports that girls who play sports feel more free and powerful in their bodies, have more self confidence, and are better able to demand their rights.**

At Women Win, we approach our work from exactly that perspective. Sport is a right, and through participating in thoughtfully-designed and well-run sport programmes, girls can gain access to a myriad of other rights. This is truly our raison d'être - to connect sport with girls' and women's rights. We have seen powerful examples from our partners in the field of how sport can be used to address our three key thematic focus areas: economic

empowerment, gender-based violence and sexual and reproductive rights and health.

We are happy to introduce you to the work of Women Win in 2010. Our third year of existence was one of tremendous growth and learning. In our primary role as a connector and facilitator, we worked to create fruitful partnerships across and between sectors, countries and industries to mobilize resources and spark innovation. We worked with women's rights organisations to begin to implement sport as a tool for empowerment. We worked with sport organisations to honor and address girls' rights in their programmes and provide a safe environment in which to play. Through our International Guide for Designing Sport Programmes for Girls, we started a global conversation about strategies for excellence, while also addressing some of the greatest challenges and barriers to doing this work.

We imagine a day when sport programmes for girls will be viewed as the norm. Girls playing sports will no longer be innovative, nor controversial. We imagine a day when, on fields in Soweto and Managua, girls and boys will laugh and grow strong in equal numbers. We believe we will see this day when, and only when, girls are afforded equal power in their communities as a whole. This is the goal of our strategic investment: to

enhance the empowerment of girls' home communities. Within that environment, sport can become a vehicle to help every young woman realise her rights, make positive contributions in her community, and live a life of choices, not restrictions.

We would like to thank all our investors, donors, partners and friends for your commitment in 2010. It is your contribution to this movement that makes continued innovation in sport for women's rights possible and significant.



Astrid Aafjes
(WW Executive Director)



Ellen Sprenger
(WW Board Chair)





- **SUPPORTED** 18 PROGRAMME PARTNERS IN 11 COUNTRIES
- **DIRECTLY IMPACTED** 13,773 ADOLESCENT GIRLS AND YOUNG WOMEN
- **INDIRECTLY IMPACTED** 300,000 GIRLS AND THEIR COMMUNITIES
- **ACHIEVED GLOBAL RECOGNITION** AS A GLOBAL EXPERT ON GENDER AND SPORT
- **DEVELOPED AND LAUNCHED** THE INTERNATIONAL GUIDE TO DESIGNING SPORT PROGRAMMES FOR GIRLS WITH PARTNERS IN THE FIELD TO ANSWER THE FUNDAMENTAL QUESTION, *“HOW TO YOU BUILD A SAFE, QUALITY SPORT PROGRAMME THAT SERVES GIRLS ON AND OFF THE PLAYING FIELD?”*
- **ATTENDED** 13 CONFERENCES ON SPORT, DEVELOPMENT AND WOMEN’S RIGHTS
- **CONVENED** 4 WORKSHOPS IN 2 COUNTRIES TO PROMOTE SPORT FOR GIRLS’ AND WOMEN’S RIGHTS

Sport is inherently empowering. Over the last decade, sport has increasingly been used as a tool for empowering youth in developing countries. However, opportunities to participate in sport are often designed for, and dominated by, boys and men. Girls, subject to the triple challenge of gender discrimination, age discrimination and poverty, benefit from the economic, emotional and physical self-determination offered by sport. Furthermore, participation in sport and other physical activities that promote fitness- such as boxing, football, or running- challenges and expands gender norms that have previously limited girls and women.

Why invest in girls?

Six hundred million girls are growing up in developing countries today. International authorities, from the World Bank to the United Nations, agree that the most effective way to fight poverty in the world is to help girls and women¹. Increasingly referred to as “The Girl Effect,” research has shown that if you invest in girls, you invest in society; the education, increased earnings and human development

Research has shown that if you invest in girls, you invest in society.



of young women have a direct impact upon their communities. Because women often serve as primary caretakers, every dollar invested in a young woman also benefits her family. When an individual girl understands her rights and believes in herself, she will improve her life and the lives of others.

How does sport advance women's rights?

- Sport participation develops individual life skills, including confidence, body awareness, team spirit and leadership skills.
- Sport participation challenges social and cultural norms and gender stereotypes at family, community and societal levels.
- Sport participation brings people together regardless of class, race, gender, and nationality.
- Sport provides a platform to share information and educate girls, women and their communities about their rights.

Citation:

1. United Nation Foundation. (2009). <http://www.unfoundation.org/global-issues/women-and-population/investingadolescent-girls.html>. December 17th, 2009.

Vision for the organisation

WOMEN WIN IS RECOGNISED WORLDWIDE AS A LEADER IN USING SPORT AS A STRATEGY TO ADVANCE WOMEN'S RIGHTS.

Vision for the world

Women Win envisions a world where girls and women are empowered, healthy, safe, economically independent, strong leaders, and agents of positive change for themselves and their communities.

Mission

Women Win's mission is to empower girls and women to achieve their rights through sport*

*Sport = physical activity.

Women Win achieves its mission by connecting the global sport, development, and women's movements. Women Win will continue to promote sport as a strategy to empower girls and women, by using grassroots strategies and developing open-source guidelines. Women Win will learn about, document, and share the impact of gender-sensitive sport programmes with a clear women's rights approach.

Women Win's activities will enable girls and women to develop their full potential for self-empowerment. Moreover, Women Win will develop a "bank" of knowledge, skills and tools to influence and change existing practices that perpetuate gender inequality.

Values

The following values guide the decisions and goals of Women Win:

- Sport is a right and an effective strategy for empowering girls and women.
- The leadership of girls and women is necessary for a just world.
- Girls and women are the solution to their challenges.
- Partnerships across sectors are vital for sustained social change.
- Innovation and "new thinking" is in our DNA and ethos.
- Our "tools" belong to the organisations we serve and are co-created in the field, are grounded in the "wisdom of the crowds," and are open-sourced.
- Accountability, transparency, and cooperation are core to our success.
- Diversity and inclusion are core to our (r)evolution.





In 2010, Women Win, with the help of our Board and Advisory Council, made a significant shift in our strategic plan. Since its founding in 2007, Women Win has realized that as a single organisation, we cannot alone fulfill the large need for resources in the field of advancing women's rights through sport. In order to provide greater financial access, Women Win is shifting from its primary role of funder to a broader role of mobilizing resources, ensuring that more stakeholders invest as we cross-pollinate ideas, and connect people across and within sectors to share sports as an effective strategy to advance women's rights. Our new strategic plan reflects this shift in focus.



Learn

Sport is not yet being utilized on a large scale as a strategy to advance girls' and women's rights within women's movements and in the international development field. This is largely because organisations lack knowledge about how to use sport as an empowerment strategy for girls and women. Women Win will increase and improve the use of sport strategies for girls and women within the women's rights, sport and development worlds through learning, documenting and sharing the impact of sport as an effective strategy to advance the rights of girls and women.

Strengthen

Women Win invests in and strengthens its partner organisations, both by adding new organisations to its portfolio and by assisting the capacity-building of each existing organization. These organisations will primarily implement sport programmes with a women's rights approach for adolescent girls. Each organisation adds value to our portfolio and our learnings on how sports is best used to advance women's rights in the three key areas (GBV, EE, SRHR).

Catalyze

In order to reach the over 600 million underserved adolescent girls, Women Win knows it must do more than provide financial support. There is an urgent need to inform, engage and mobilize a broader audience to support, fund, and implement sport as an effective empowerment strategy for women and girls. Women Win is in an ideal position to catalyze this movement, and will do so as part of its 2010 - 2012 strategic plan.



EMPOWER ADOLESCENT GIRLS AND WOMEN TO ACHIEVE THEIR RIGHTS THROUGH SPORTS

ADDRESS GENDER BASED VIOLENCE

ACCESS SEXUAL & REPRODUCTIVE HEALTH AND RIGHTS

GAIN ECONOMIC EMPOWERMENT

STRENGTHEN

- INVEST IN FLAGSHIPS
- INCUBATE INNOVATORS
- DEMONSTRATE IMPACT

LEARN

- POLLINATE GOOD PRACTICES
- BUILD TOOLS
- DEVELOP ASSURANCE & CERTIFICATION PROCESSES

CATALYZE

- INFORM & ENGAGE STAKEHOLDERS
- INFLUENCE POLICIES & PRACTICES
- BUILD A MOVEMENT THAT MOBILIZES RESOURCES

PARTNERSHIPS & STRATEGIC ALLIANCES

Economic Empowerment

Because a girl is not considered to be a wage-earning part of a family economy, she is given responsibility for caretaking, cooking, childbearing, and collecting wood and water. Financially, a girl's value is often perceived as limited to the dowry payment she generates or, in desperate situations, the collateral she can earn to pay back debts.

However, if a girl can generate prosperity for herself and her household by earning money, she can

A GIRL NEEDS A SAFE SPACE TO DISCUSS EXPERIENCES, VIOLATIONS AND FEARS, AND RECEIVE VALIDATION OF HER FEELINGS AND CONCERNS.

change perceptions about her worth. If families can see the connection between a daughter's education and their own economic advancement, they are more likely to allow their daughter to attend school. The same holds true for a sports programme; a programme that contributes to a girl's economic empowerment can dramatically increase her self worth, as well as her value within her family and community.

Gender-Based Violence and Abuse

Gender-based violence is a major public health and human rights problem throughout the world. This type of violence often happens behind closed doors, and too often, cultural norms and legal systems treat violence against women as a private family matter or a normal part of family life. A girl, regardless of age, may fear attacks at home, on the streets and even at school. This type of violence takes the shape of rape, molestation, and physical or emotional abuse, such as intimidation, punching or grabbing. Perpetrators can be family members, teachers, boyfriends or complete strangers.

A girl needs a safe space to discuss experiences, violations and fears, and receive validation of her feelings and concerns. Furthermore, a girl needs to understand her legal rights. She needs a place where she can learn the confidence that will help her avoid becoming a victim of gender-based violence. A team and trusted coaches can provide that environment.

Sexual and Reproductive Health and Rights

Adolescence- the time when a girl transitions into a potentially sexually-active woman-is an intensely personal experience. Yet, the process also entails a change in how she is viewed externally by boys, men and society as a whole. This can be a positive and exciting part of a girl's life, or an incredibly painful and damaging one. In either case, it is always a pivotal time in the life of a young woman.

During this sensitive time, a girl needs education and support. She needs to build self-esteem and make decisions based on facts, not based on myths, pressures or social opinion. This is also important for a young girl who is disabled; these girls are often discriminated against and under-educated about sexual and reproductive health, as it is sometimes assumed that she will not progress into motherhood and therefore she does not need information about her sexuality. A qualified, educated coach can address all girl's questions and concerns as they arise. This support provides a girl with the tools she needs to make informed decisions about her experiences relative to cultural traditions such as the cutting of genitalia, appropriate protection from disease and pregnancy, and menstruation.

Personal Profile: Saru B.K., Nepal

In Nepal, respect and access to financial resources is largely determined by caste and gender. Saru was born with all odds against her. For the past seven years, she has gained financial independence at Three Sisters Trekking – a women's-only trekking outfitter in the Himalayan Mountains. She has had an opportunity to earn money for herself and her family. Beyond being able to financially sustain her own life, she pays school fees for her younger siblings and contributes to her family's basic needs. Her sense of economic empowerment and her ability to earn money are a direct result of her participation in a sport for development programme.

Programme Profile: MIFUMI

MIFUMI is a women-led organisation, working to end domestic violence by empowering survivors and their organisations to become more effective and skillful in promoting women's rights. In addition to countering domestic violence, the organisation is well known for its campaign against bride price violations. As part of their programming, MIFUMI has begun to use karate with girls ages 10-16 to help empower them to defend themselves, while providing education about domestic violence.

Participants undergo an initial intensive training over 14 days and thereafter meet in their respective teams once a week to undergo training. Trainings consist of two parts: karate/taekwondo and domestic violence & child protection. They implement a resource pack entitled "Feel Free," a document developed by MIFUMI to explore conflict management, relationships and domestic violence.



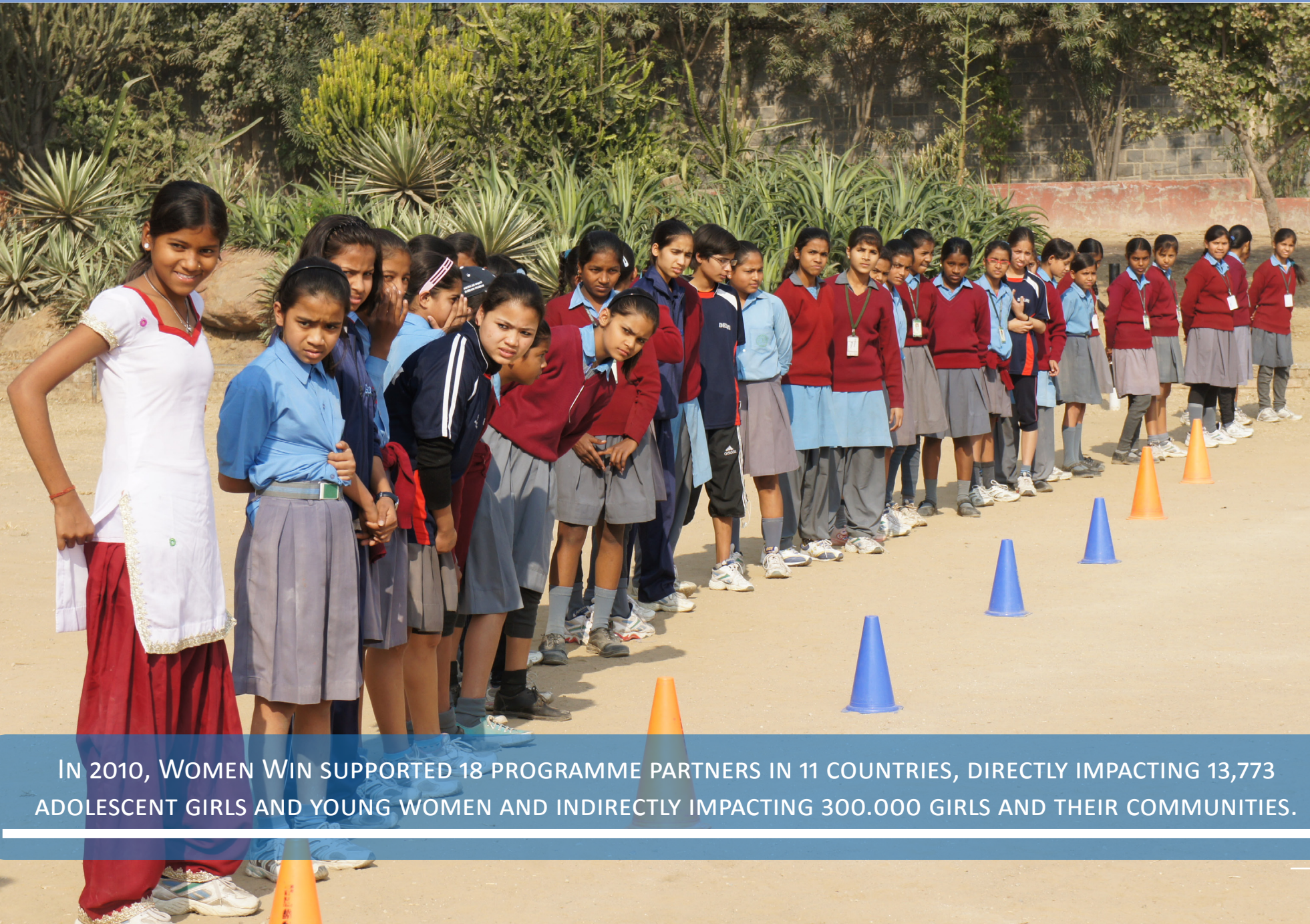
Effective Examples of Addressing Sexuality

- Nyemu Katsande is a coach and assistant director of Edmund Garwe Trust (EGT) in Marondera, Zimbabwe. This programme uses sport to educate girls who act as heads of households, many of whom have lost their parents to HIV/AIDS. Nyemu feels strongly about the need to be extremely open with girls about sexuality to help remove taboos and keep them safe. By accompanying girls to HIV testing site and volunteering to be tested first, she help calm fears and encourages girls to get tested.

- At a holiday party, EGT participants performed a play that helped bring a typical sexual situation to light. In this play a young girl is pressured into having a wealthy boyfriend as a means of providing for her younger sisters and brothers. The boyfriend buys her cell phones and groceries but ends up infecting her with HIV. By enacting this scenario in a hypothetical manner, the girls were able to conduct a follow-up discussion without any personal disclosure or vulnerability.

- Family-in-Need Trust of Zimbabwe is a programme that empowers girls and women through football in rural areas. Founder Jack Bbabbie has found an effective strategy for talking to girls about sexuality and pregnancy: "We have an box and every girl is invited to drop an anonymous question into that box. If I find more than one question about a topic, such as sex, I invite a trained counselor to come in and talk with the girls about the issue. These women are trained to address issues such as prostitution, child pledging, abortion and so on."

2010 highlights



IN 2010, WOMEN WIN SUPPORTED 18 PROGRAMME PARTNERS IN 11 COUNTRIES, DIRECTLY IMPACTING 13,773 ADOLESCENT GIRLS AND YOUNG WOMEN AND INDIRECTLY IMPACTING 300.000 GIRLS AND THEIR COMMUNITIES.

Built tools and pollinated good practices

In 2010, Women Win launched the co-created the International Guide to Designing Sport Programmes for Girls on a custom, open-source technology platform. The guide is a collaboratively authored tool designed to guide organisations as they develop effective, sustainable, sport programmes that serve girls and women .

Sustainable programmes must be led by people who understand and address the key challenges facing girls and their families. The challenges faced by girls are different from those faced by boys. Girls face gender-specific and institutionalized barriers to participation in sport and have unique motivations and expectations for their sporting experience. For example, a girl living in a poor household is often expected to care for younger siblings. A programme built to serve her needs, and the needs of her community, will have to accommodate her duties at home, or provide child-care while she participates in a sport programme. Ethically and practically, Women Win believes that the programmes that serve girls most effectively

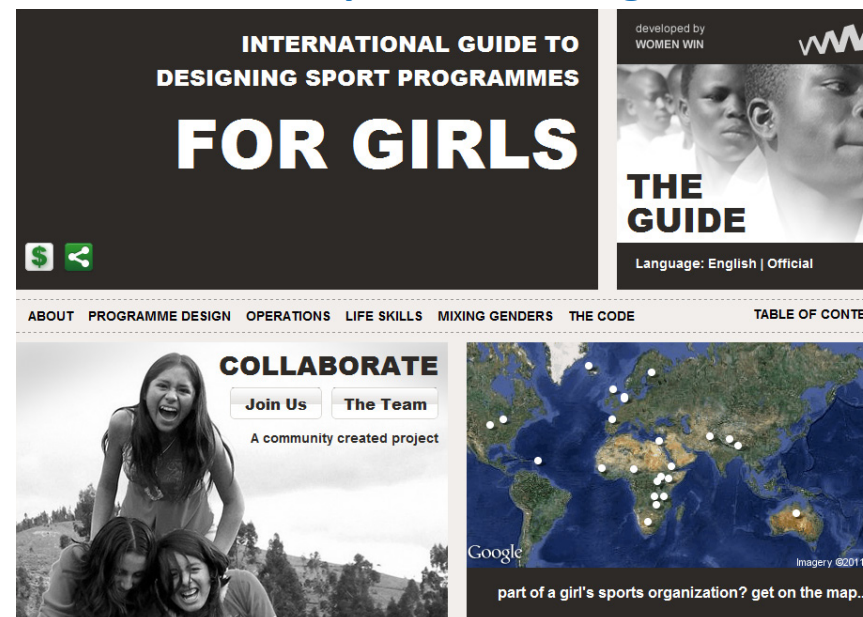
are those that emphasize girls' wellness over winning. Sport is inherently a competitive space, and girls can benefit greatly from learning how to compete, how to win and how to lose. However, as illustrated by the International Guide, Women Win also believes that a successful sport programme should strengthen girls on and off of the field; and the growth and development of a young woman is always more important than winning.

Developed Assurance and Certification Processes

Although the concept of using sports as a strategy to empower girls & women has gained international momentum, there is an absence of consistent standards and norms for ensuring "safe spaces" in sport for development arenas.

Moreover, as the number of programmes in this area increases there is an urgent need for zero tolerance of harmful practices such as sexual

GirlSportGuides.org



harassment, gender inequality and discrimination that have unfortunately become a recognized reality and social problem within sport programmes.

The combination of a significant increase in interest and funding in sports for development and a recent focus on girls and women is both a positive evolution and a potential threat to their safety and security. There is potential danger in the increased participation of girls and women in programmes that are not equipped to deal with their specific basic needs and to prevent sexual harassment

and abuse. This challenge is augmented by issues of poverty & social marginalization, lack of female coaches, a void of institutional structures to address violence against girls/women, institutionalized sexism and a culture of impunity, limited awareness of funders, and a lack of coordination among organisations. In 2010 Women Win, in conjunction with NOWSPAR (Zambia) and the Norwegian Olympic Committee, has cultivated an inclusive, practical, results-oriented process to creating a “Guiding Principals” document that will serve as a basis for organizations writing their own Codes of Conduct to addressing and preventing sexual harassment and abuse in sport for development organisations. The Guiding Principals will be co-created by a coalition of organisations worldwide, based on child rights principles, girls’ rights, and other existing best practices in related areas. This is a new and innovative initiative that will be achieved through a coalition of key stakeholders including implementing organisations and social investors and donors. In 2010, Women Win co-hosted a workshop with CARE International for East African sport organisations as an initial step toward the creation of a global code of conduct for preventing sexual harassment in sport.

Demonstrated impact

In 2010, Women Win in partnership with the Population Council conducted an impact study to identify how sports impacted the lives of the girls and young women in Women Win funded programmes. The final analysis and report of the cross-sectional survey of 556 adolescent girls from four Women Win programmes across Egypt, Kenya and Uganda was completed by Martha Brady of Population Council. She found that sport can play an important role in empowering girls. The outcomes of the study underline our strategy to use sport to provide girls and women the skills, knowledge and psychological and physical strength to make positive changes in life.

Invested in innovation

In 2010, Women Win was part of a sport coalition consisting of the Netherlands Sports Alliance, KNVB and Right to Play in Kenya. Together these coalition partners offer capacity-building activities to 20 Kenyan sports for development organisations. The four Kenyan Women Win programme partners – Safe Spaces, Boxgirls, Sadili Oval, and Moving



the Goalposts – worked together to create and facilitate the “Winning for Girls” workshops. These workshops focus on developing girls’ programmes for the 20 Kenyan organisations, and including follow-up consultative visits advising them on best practices and new innovations.

Within these workshops, the primary challenge was the issue of sexual harassment of girls within sports programmes. What we as Women Win have learned from this is that there is a gap between programmes’ intentions and the reality on the ground. We knew this was an issue, but now have a deeper knowledge of the complexity of the problem. In order to better understand the complexity of gender and sexuality to ensure a safe space for girls, open

GIRLS IN SPORT PROGRAMMES AROUND THE WORLD SHARED. WE LISTENED.

76%
OF GIRLS
BELIEVE THAT



VIOLENCE
AGAINST GIRLS
AND WOMEN
IS A PROBLEM IN
THEIR COMMUNITY.

89%
OF GIRLS REPORT



FEELING SAFE
IN THE PLACE
WHERE THEY
PLAY SPORTS.

96%
OF GIRLS
REPORT PLAYING SPORTS
MAKES THEM FEEL
STRONG AND
HEALTHY.

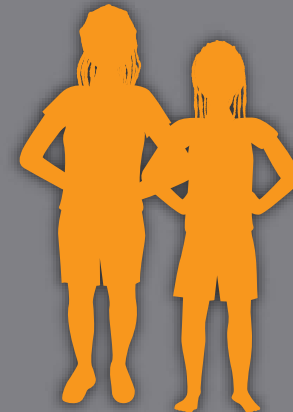


94%
OF GIRLS
PLAN TO CONTINUE
WITH THEIR EDUCATION.

96%
OF GIRLS
BELIEVE THAT
THEY HAVE
OPPORTUNITIES
IN LIFE.



89%
OF GIRLS
REPORT HAVING A
FEMALE MENTOR
OR COUNSELOR
THAT SHE COULD TURN
TO WITH A PROBLEM.



Statistics extracted from "A Snapshot of Girls' Perspectives on Sports, Health, and Empowerment: a descriptive study of Women Win program partners in Egypt, Kenya, and Uganda". For full report, go to womenwin.org/perspectives.

2010 highlights

discussions among leadership of grassroots organisations, as well as full commitment to changing the climate of sport is paramount. In 2011, Women Win will continue to break the silence around the issue of sexual harassment and gender-based violence, not only in Kenya, but at the global level.

In 2011, our programme investments will be global, with specific regional focus in:

- East and South Africa: Kenya, Uganda, Liberia, Zimbabwe, Sierra Leone, Ethiopia, Zambia, Rwanda, Congo, South Africa
- Asia: India, Bangladesh and Nepal
- Latin America: Brazil, Bolivia, Colombia, Nicaragua
- Europe: Netherlands,
- Middle East: Egypt

2010 WAS A KEY TIME FOR ESTABLISHING CORE PARTNERSHIPS AT THE CORPORATE AND ORGANISATIONAL LEVELS.

Informed and engaged stakeholders

Women Win serves to identify, connect and build relationships with stakeholders across the sport and development movements. 2010 was a key

time for establishing core partnerships at the corporate and organisational levels. As part of this effort, we have created relationships with Wieden + Kennedy, Association of Progressive Communications, Digital Democracy, Global Giving, Partners of the Americas, Standard Chartered Bank, and Homeless World Cup. We have also established a research blueprint with

Ashoka Changemakers and Nike to identify innovation, trends and barriers in global women's sports and development. In an effort to centralize our online community, we have created a Women Win data-

base with Salesforce for more effective communication.

Influenced Policies and Practices

As a rights-based organisation, influencing policies and practices is vital to our impact. This movement is gaining tremendous momentum, which makes it



increasingly important for Women Win to be at the table in conversations about gender, sport, and development. Our staff has attended key conferences pertaining to development, sport and women's rights, including Beyond Sport, Working Group on Women and Sport, ISDPA, Clinton Global Initiative, Latin America Women's Funds, Homeless World Cup, and Women's Funding Network Meeting. On the ground, we've conducted workshops in India and Kenya pertaining to the International Guide to Designing Sport Programmes for Girls.

Built a Movement

Women Win has a unique role to play in intersection of the women's rights, the sport for development and sports communities. We know, from the ground up, that gender matters and that it must always be part of the conversation on the rights of girls. Although access to internet varies greatly across the globe, using digital means to build this movement is a necessary piece to ensure access to information and connection between organisations, women and girls. In 2010, we re-launched WomenWin.org and stepped into the realm of social media to share and celebrate the vibrant work being done to address women's rights through sport. We also led the discussion around sport for women's rights as a means to challenge and cope with gender-based violence in the international 16 Days to End Violence Against Women campaign. The interest in the mission and work of Women Win from community-based organisations to UN Women was remarkable. It is clear that the women's movement believes in and is interested in the strategic power of sport. A main component of Women Win's work is using social enterprise as a tool to empower young women. As seen in the Girl Effect video, a

girl with the means to provide for herself is likely to invest in her family and community. We too believe that the end of poverty begins with girls. In 2010, we created the framework for a social enterprise project that will support girl's sport organisations to

increase the financial literacy and earning power of the girls in their programmes.



Increased Financial Sustainability

Women Win grew 13% from 2009 to 2010 despite the global economic crisis. Over the past year, we

WOMEN WIN HAS HAD SOME SIGNIFICANT ORGANISATIONAL DEVELOPMENTS IN 2010 AND WILL CONTINUE TO IMPLEMENT CHANGES IN 2011.

diversified our resource base while developing key partnerships with a variety of stakeholders. In 2010, Women Win increased the number and amount of investments with some key new partners, including the NoVo Foundation and the Ministry of Foreign Affairs in the Netherlands.

Board Development

In 2010, Women Win implemented some changes in the composition of our Board of Directors. In 2010, we recruited four new members including a new Chair, Treasurer and Secretary. Five Board members have left the organization, one of whom is currently the Women Win's Deputy Director/Catalyze Director. These changes were important because we were looking at a new stage of growth, from a start-up to a professional organisation. This

meant that we needed to add Board members with expertise in our key sectors (women's movement, sports institutions and sport & development) and in marketing, finance, fundraising and innovation.

In 2011, we will continue to expand the Board's composition and will also recruit new board members for our Boards in the United Kingdom and the United States of America.

The Board members are identified based on the needs of the organization. Women Win wants a diverse board representing the different geographical regions, thematic needs, expertise (financial, HR, Network, Fundraising, Communication, etc). Based on the needs, we develop a long list of potential candidates. Once an individual is identified as a perfect fit (expertise, values, passion for sports/women's rights, added value), the board members will set up an initial meeting to discuss and identify if the person is interested in a board position with Women Win. Once this is clarified the Board members will also have a formal conversation with the Chair of the Board. The candidate needs to be approved by the Board.

In 2009, Women Win Foundation, Inc. was set up as a 501 (c)(3) non-profit foundation in the United States. Women Win USA is an independent organization of Women Win NL and has its own decision-making autonomy.

In 2010, Women Win Foundation, Ltd. in the United Kingdom was also set up as a non-profit foundation. Again, Women Win UK is an independent organization of Women Win NL and has its own decision-making autonomy.

The intention of both foreign organizations as well as Women Win NL is to align their strategies in order to have the greatest impact and benefit from synergies between all three organizations. In order to ensure alignment of the three separate boards, there are overlapping board members. Women Win NL is currently working on a series of governance policies in 2011 to provide greater clarification and transparency between the organizations and will seek ratification by all (3) independent boards to ensure the desired outcomes of all organizations.

The remuneration of the Women Win Board is zero, however Women Win pays for travel cost

for board meetings and/or other meetings where Board members represent Women Win. The Board has an Executive Committee consisting of the Chair, Treasury and Secretary. They are informed about latest development in a monthly Executive Committee call with the Executive Director. The complete Board has four quarterly meetings (one face to face meeting and three conference calls) in which they receive an update on Finances, Programmes, HRM, Governance and Development as well as recent interesting developments. The Executive Director has been present for all board meeting. In addition the Executive Director has frequent calls and/or meetings with individual Board members to discuss specific developments relevant to the expertise or background of the specific Board member. In May of 2010, a joint face to face board meeting was held between all three Women Win organizations (NL, US & UK).

The Board members are currently listed only with the job they currently perform and not with other relevant Board positions.

The Women Win Organization along with the Board uses a number of methods to communicate with

interested outside parties. These include the Annual Report, Women Win Website, Facebook, Twitter, Face to Face Meetings with donors, partners and other interested parties, Conferences and Events, The Online Guidelines, the online giving platform, Global Giving, Run2Day Ladies Run (a 6 K ladies run co-organized with Le champion and Run2Day), Quarterly Updates and Narrative & Financial Reports.

Staff

In 2010 we grew our staff and volunteer base, including recruiting the following members:

- Catalyze Director
- Development Manager
- Communications Director
- 4 new volunteers
- 2 new interns

Planned Activities to Strengthen Internal Capacity

Considering the importance of our development/ investment strategy and Focus, we will ensure that our staff and Board is equipped and trained with the right skills and resources. Moreover, we are looking into a revised review structure that includes the development goals and needs of individual staff



members. We are also planning a Board assessment to ensure that each Board member evaluates herself and that clear deliverables are defined.

Dilemmas

As a relatively young and quickly growing organisation it's vital that we recognize and grow from the challenges we face. The following were the primary issues we noticed in 2010, and are addressing in our 2011 strategic plan.

- Managing rapid growth through building infrastructure that will support that expansion
- Shifting strategic focus into Learn activities based on our learning's to date of what is needed in the field
- Building our partners and our own capabilities in impact assessment, particularly as measuring impact of sport in the three themes EE, GBV, SRHR
- Systems renewal (financial, IT, human resources) to more efficiently manage our structural needs
- Acquiring unrestricted funding



Nike

Nike provided generous support of Women Win's goal to catalyze a global movement around the idea of sport as a strategy for women's empowerment.

Wieden+Kennedy

With the creative support of Wieden+Kennedy, a global advertising company, we launched a new web site, and created various promotional materials, including videos, postcards and posters.

DLA Piper

With the help of DLA Piper, an international law firm, we were able to apply for charity status in the United States and the United Kingdom in an effort to expand our work. We received 501(c)(3) status in the U.S.

Goldman Sachs

With the help of Goldman Sachs, we piloted a capacity building programme to increase our internal capacity

Kennedy Van der Laan

Partnered on the Marian Kennedy Fellowship, which offers a 15,000 Euro grant to innovative grassroots initiatives around sport for women's rights.

2010 highlights

strategic partnerships



- IN 2010, OUR TOTAL INCOME AMOUNTED TO €1.2 MILLION, AN INCREASE OF 13% OVER 2009.
- IN 2011, WE HAVE PLANNED AND BUDGETED FOR GROWTH IN INCOME OF 15%.
- OVER 84% OF OUR INCOME IS DIRECTLY SPENT ON OUR CORE OBJECTIVES OF STRENGTHEN, LEARN & CATALYZE.
- IN 2010, OUR OVERHEAD AND ADMINISTRATION WAS KEPT TO A MINIMUM OF 5% OF OUR TOTAL INCOME.

Highlights

We are pleased to present the Women Win Annual Accounts for 2010.

The year 2010 was a very successful year for Women Win. As in 2009, we experienced significant growth in income and expenditures on program projects and objectives.

General

Women Win is registered with the Chamber of Commerce in Amsterdam (34267612) under the legal status of a foundation.

The annual accounts are drawn up according to the accounting principles generally accepted in the Netherlands for Fundraising Organisations (RJ650). The annual accounts are in Euros and will be compared by the board with the approved budget 2010 and actual accounts 2009.

There were no subsequent events after year end with an impact on the 2010 financial statements.

The activities of Women Win mostly consist of: promoting the position of girls and women by means of sport as a strategy and right. Our strategic priorities include:

- **Strengthen** - strengthening the leaders of local organizations to deliver quality sport programmes to girls and women, through giving financial grants and building organizational capacities.
- **Learn** - learning, documenting, and sharing impact and good practices in girls and women's sports programmes with the global sport and development communities and women's rights communities.
- **Catalyze** - catalyzing, mobilizing, and influencing others, both within and outside of sport, to invest in, and deliver sport programmes that work for girls and women.

Financial Statements

Women Win Statement of Income and Expenses for the year 2010

Explanation of Income

The total income in 2010, was € 1.238.515, which was an increase of 13% over 2009. Women Win had originally forecasted a growth in income of 20% in 2010, as compared to 2009.

Total income from fundraising efforts was € 1.229.756. The remaining amount of € 8.759 (other income) is from interest on our savings accounts.

The income that Women Win receives is recognised as soon as it has been committed or has already been received and has been formally confirmed in writing.

Contributions and donations are recognised in the year in which they are committed. Contributions and donations that have been received but have not yet been assigned to objective spending will be included in the balance sheet under earmarked funds or earmarked reserves.

Government Grants: Operating grants are accounted for as income in the profit and loss account, in the year in which the subsidized costs have been incurred or resulted in losses of revenue, or when a subsidized operating deficit occurred. The income is recognised when it is probable that it will be

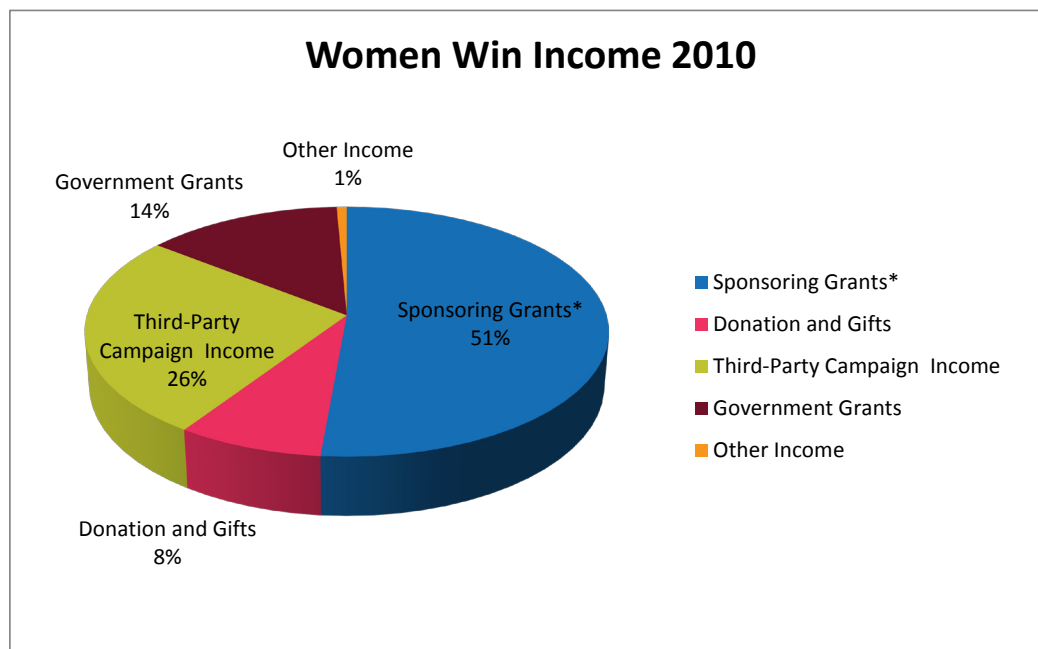
| | | Actual 2010 | Budget 2010 | Actual 2009 |
|---|-----|------------------|------------------|-----------------|
| | Ref | € | € | |
| Income * | | | 1.309.296 | |
| Income from direct fundraising | 1 | 735.678 | | 897.71 |
| Income from third party campaign | 1 | 324.070 | 0 | 158.11 |
| Grants from governments | 1 | 170.008 | 0 | 32.4 |
| Other income | 1 | 8.759 | 10.000 | 11.21 |
| Total income | | 1.238.515 | 1.319.296 | 1.099.5 |
| Expenditures on Objectives | | | | |
| Objective Strengthen | 2 | 322.595 | 362.183 | 326.9 |
| Objective Learn | 2 | 250.494 | 400.343 | 110.41 |
| Objective Catalyze | 2 | 378.965 | 333.341 | 440.51 |
| Total Expenditures on Objectives | | 952.054 | 1.095.867 | 877.91 |
| Expenditures on Fundraising | | | | |
| Costs of Fundraising | 2 | 120.795 | 166.810 | 109.41 |
| Overhead and Administration | | | | |
| Overhead and administration | 3 | 59.036 | 56.619 | 79.21 |
| Total Expenses | | 1.131.885 | 1.319.296 | 1.066.61 |
| Result | | 106.630 | 0 | 32.81 |

* Projected income budget for 2010 was not forecasted at the category level. Improvements are received by Women Win and that Women Win can show compliance with the donor conditions.

Income related to services in kind and expenses of pro bono services received are valued at their respective fair value amounts.

Transactions in foreign currencies during the reporting period in the financial statements are processed at the market rate on the transaction date. Monetary assets and liabilities in foreign currency are converted at exchange rate per year end. The conversion from the settlement and exchange differences arising are added or charged to the profit and loss account.

Women Win generates income through a number of fundraising methods. The below chart depicts the breakdown of income received in 2010.



Explanation of Expenses

The total cost for Women Win in 2010 was € 1.131.885, which included funding of our strategic objectives, fund raising efforts on behalf of our objectives and general overhead and administration cost. There was an increase of 8% in expenses over 2009, due to additional spending on our core strategy of Learn.

Our objective of Strengthen under spent its budget by € 39.588 in 2010. This was mainly due to four (4) workshops that were originally planned in 2010, for Kenya, which were postponed until 2011. This was a mutual agreement with the donor who has also approved that the funds be carried over to 2011 for this purpose.

Our object of Learn under spent its budget by € 149.849 in 2010. This was due to the budget not being fully raised, so focus was on completing and launching the first online guidelines and the development of digital a platform. Work on Gender Based Violence and Economic Empowerment guidelines were initiated in 2010, with the main costs being incurred in 2011.

Our objective of Catalyze over spent its budget by € 45.624 in 2010. However, due to strategic emphasis placed on Catalyze during 2010, the funds under spent on other objectives were used to offset the over spend in this area.

When comparing the overall expenditures on our objectives to budget, we had an under spend of € 143.813 in 2010. When developing our budget in mid 2009, we set ambitious goals in 2010, even in a recession period. Even though we under spent on our objectives, Women Win had significant, positive growth in 2010.

The expenses are attributed to the year to which they relate.

Tangible fixed assets are from the time of commissioning amortized over the estimated life expectancy of the asset in the future. If a change in an accounting estimate is made of the economic life, the future depreciation will be adjusted.

Financial gains and losses on sales of tangible fixed assets are included in the depreciation.

Cost of Objectives

Women Win spent a total of € 952.054 of the total funds raised of €1.229.756 on its three, core objectives. This accounts for over 77% of the generated income going directly to our partner programs and objectives.

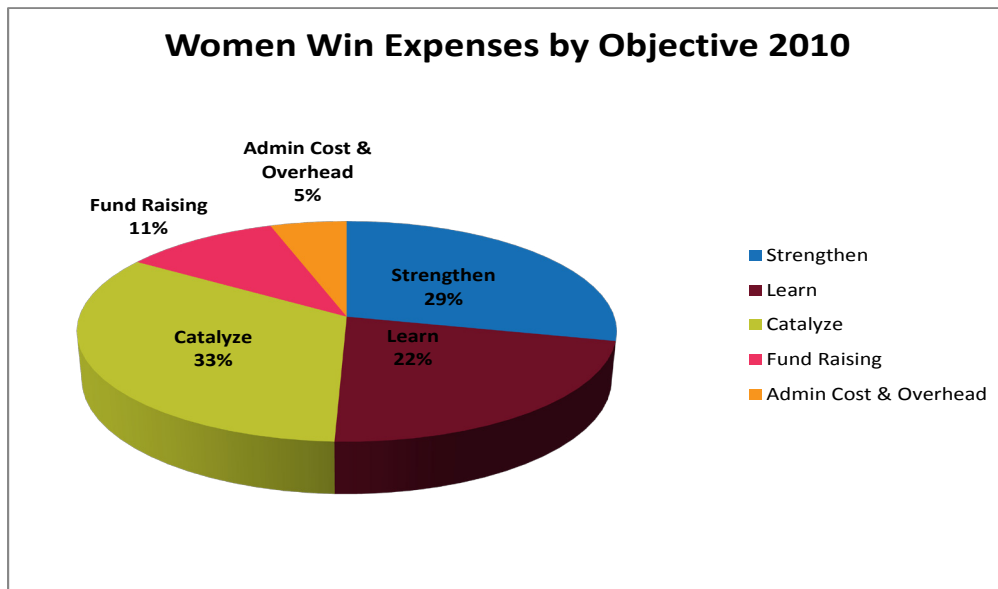


Chart % based on total expenditures

Cost of Fundraising

The total cost for fundraising in 2010 was € 120.795, compared to € 109,439 in 2009.

The total cost of fundraising in 2010 was 11% of our annual expenditures vs. 12% in 2009.

The percentage of fundraising cost (cost of direct fundraising / income from direct fundraising) for Women Win was 10% in 2010.

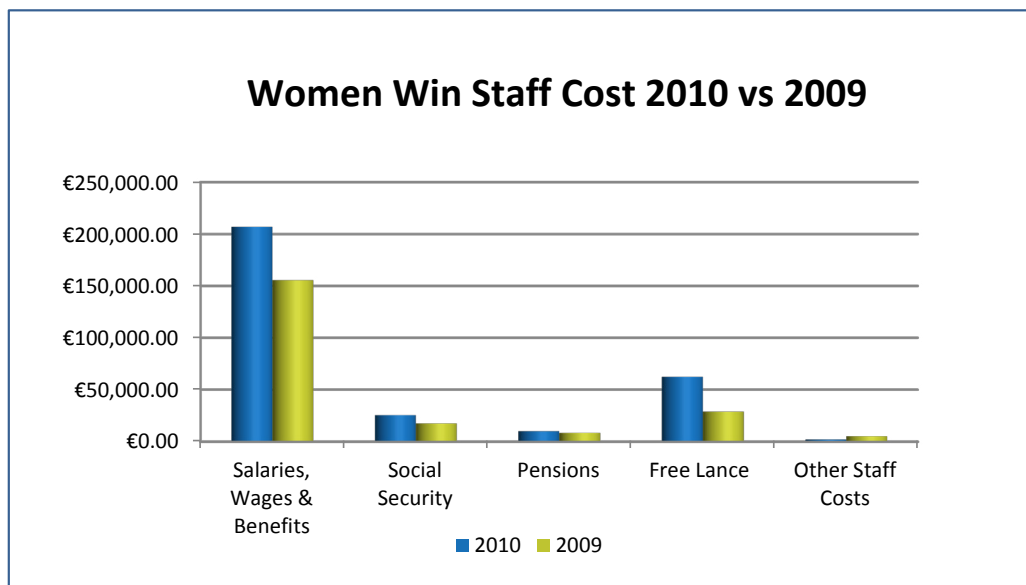
Our cost of fundraising was significantly less than budget due to the postponement of donor visits to program locations, significant savings on fundraising material cost and pro bono work.

Cost Allocation

Women Win allocates cost based on estimated time spent per full-time employee (FTE) as the most important allocation percentage. This percentage used to allocate are cost has been approved by the Board of Directors. The actual cost allocation method worksheet has been included in the note of the final report.

Cost of Overhead and Administration

The total cost of Women Win's overhead and administration was € 59.036. The percentage of overhead / total cost was 5% in 2010, compared to 7% in 2009.



- Wages, salaries and social security according to the employments terms and in accordance with Netherlands labor laws are included in the profit and loss account as long as they are due to employees.
- Women Win has a defined contribution for the retirement of employees. Consequently, no provision for pension obligations for staff members, and not all risks associated with this pension scheme are expressed in the balance sheet.

- During 2010, there were, on average, (4) full-time employees (FTE). In 2009, there were (3) FTE's.
- In 2010, there were, on average, (4) volunteers who worked on program objectives throughout the year.
- The non-financial contribution that is provided by volunteers is not accounted for in the statement of income and expenses.
- The total salary and benefits of the Executive Director in 2010 was €86.498, which is inclusive of salary, holiday allowance, health care and pension.
- No members of the Board of Directors received any remuneration for the year ended 31 December 2010.
- The amount of rent obligation under contract for the first two months of 2011 is € 1.704,81. This is not included in the balance sheet and the obligation is until 28 February 2011.

Result Appropriation

Following the result appropriation proposed by the Director and pursuant to Article 3 of the Articles of Association the Director proposes to add € 106.630 of the result to the following reserves.

| | € |
|--------------------------------------|----------------|
| Addition to the Continuity Reserve | 90.000 |
| Addition to the Earmarked Reserve | 19.549 |
| Addition to the Earmark Funds | 143.112 |
| Withdrawal from un-Earmarked Reserve | -146.031 |
| Result for the year | 106.630 |

Reserves and funds are discussed in further detail in the annual report under the section of the annual Balance Sheet for 2010.

Women Win Balance Sheet as at 31 December 2010

(After appropriation of results)

| | | 31-Dec-10 | 31-Dec-09 |
|-------------------------------------|-----|----------------|----------------|
| | Ref | € | € |
| Assets | | | |
| Fixed assets | | | |
| Tangible fixed assets | 4 | 1.929 | 1.888 |
| Current assets | | | |
| Receivables and prepayments | 5 | 62.675 | 24.939 |
| Cash at bank | 6 | 635.200 | 618.242 |
| Total Current Assets | | 697.875 | 643.181 |
| Total Assets | | 699.804 | 645.069 |
| Reserves and Liabilities | | € | € |
| Reserves | | | |
| Continuity Reserve | 7 | 150.000 | 60.000 |
| Earmarked Reserve | 7 | 19.549 | |
| Other Reserve | 7 | 33.966 | 179.997 |
| Total Reserves | | 203.515 | 239.997 |
| Funds | | | |
| Earmarked Fund | 7 | 143.112 | 0 |
| Current Liabilities | 8 | 353.177 | 405.072 |
| Total Reserves + Liabilities | | 699.804 | 645.069 |

Explanation of Assets:

Tangible Fixed Assets

Tangible fixed assets are valued at historical purchase price less depreciation, determined on a straight line basis over the estimated useful economic lives of the assets concerned, taking into account any residual values.

The off-balance-sheet assets and liabilities are, unless otherwise stated, valued at face value.

Receivables are valued at face value less a provision for possible uncollectible amounts.

Explanation of Reserves & Liabilities:

Reserves and Funds

The equity of Women Win is classified into reserves and funds. The reserves are earmarked by the Board, whereas the funds are earmarked by third parties. The reserves within Women Win consist of the Continuity reserve, the Earmarked reserve, Earmarked fund and the Other reserve. The funds consist of earmarked funds on behalf of the objective, in general projects in the field.

The changes to these reserves and funds are listed below:

| | Continuity- Reserve | Earmark Reserve | Other Reserves | Earmark Fund | Total |
|---|------------------------|--------------------|-------------------|-----------------|---------|
| | € | € | € | € | € |
| Opening Balance 1 January 2010 | 60.000 | 0 | 179.997 | 0 | 239.997 |
| Appropriated Result | 90.000 | 19.549 | -146.031 | 143.112 | 106.630 |
| Closing Balance 31 December 2010 | 150.000 | 19.549 | 33.966 | 143.112 | 346.627 |

Continuity Reserve

The “Continuity Reserve” was established for the covering of risks in the short term and to ensure that Women Win can meet its liabilities in the future. In order to cover minimum of three months of staff, overhead and administration costs, € 90.000 was added to the “Continuity Reserve.” The board has agreed that the continuity reserve should optimally covers six months of cost for staff, overhead and administration cost The aim is to build the continuity reserve in the upcoming years.

Earmarked Reserve

The earmarked reserve is the part of the reserve which is set aside by the board of trustees for a specific purpose. The amount of € 19.549 is designated for “guidelines work”. These funds were carried over to 2011, and were added to the “Earmarked Reserve.”

Withdrawal from Other Reserves:

The "Other Reserve" of Women Win includes money from 2009, that needed to be spent in 2010. The rest of the "Other Reserve" has not been used and therefore the Women Win board has decided to allocate € 90.000 from the other reserve to the continuity reserve. This makes the total withdrawal of the other reserve €146.031.

Earmarked Funds

Of the funds committed to Women Win by donors in 2010, € 143.112 has not been spent. This will be spent in 2011, and therefore had been added to the "Earmarked Fund."

Cash Flow Overview 2010

The cash flow overview is put together according to the indirect method. Cash flows from foreign currencies are converted with the average exchange rate. The received and paid interest is included in the cash flow from operational activities.

| | 2010 | 201 |
|--|----------------|---------------|
| | € | |
| Cash flow from operational activities | | |
| Income | 1.238.515 | 1.099.54 |
| Expenses | -1.131.885 | -1.066.61 |
| | <u>106.630</u> | <u>32.81</u> |
| <i>Adjustment for:</i> | | |
| Depreciation on tangible fixed assets | 1.502 | 1.27 |
| <i>Changes in working capital:</i> | | |
| Receivables and prepayments | -37.736 | -11.61 |
| Current liabilities | -51.895 | 167.080 |
| | <u>-89.631</u> | <u>155.44</u> |
| Cash flow from operational activities | <u>18.501</u> | <u>189.51</u> |
| Cash flow from investment activities | | |
| Investments tangible fixed assets | -1.543 | -1.71 |
| Net cash flow | <u>16.958</u> | <u>187.80</u> |

| | 2010 | 201 |
|--|----------------|---------------|
| | € | |
| Movements in cash and cash equivalents: | | |
| Opening balance cash and cash equivalents | 618.242 | 430.44 |
| Increase in cash and cash equivalents | 16.958 | 187.80 |
| Closing balance cash and cash equivalents | <u>635.200</u> | <u>618.24</u> |

Budget for the Year 2011

| | Budget 2011 | Committed 2011 | Actual 2010 |
|---|------------------|-------------------|------------------|
| | € | € | |
| Expenditures on Objectives | | | |
| Objective Strengthen | 524,912 | 500,998 | 322,500 |
| Objective Learn | 311,000 | 251,520 | 250,400 |
| Objective Catalyze | 239,500 | 189,762 | 378,900 |
| Total Expenditures on Objectives | 1,075,412 | 942,280 | 952,000 |
| Expenditures on Fundraising | | | |
| Costs of Direct Fundraising | 126,000 | 87,310 | 120,700 |
| Overhead and Administration | | | |
| Overhead and administration | 225,000 | 147,160 | 59,000 |
| Total Expenses | 1,426,412 | 1,176,750 | 1,131,800 |

Women Win plans to build a healthy, financially sustainable enterprise with diverse income generating activities, products and services.

Women Win's 2010-2012 Strategic Plan identifies three key strategic pillars:

1. Strengthen – Make The Case: To invest in flagships and incubate innovators whilst also building our own organizational capacity.
2. Learn – Innovate World Class Products and Services: To learn, document and share the impact of sport on girls whilst also building open source guidelines and methodologies bottom up. Alongside this we also aim to develop an assurance and certification process.
3. Catalyze – Inspire Action and Mobilize Resources: To inform and engage our stakeholders and build a movement that mobilizes resources.

Women Win's activity now aligns with each of these three strategic pillars. In addition to these three pillars, Women Win has also developed strategic priorities relating to our organizational development.

Our organizational development priorities are:

1. Ensure quality delivery on core competencies
2. Invest in operational capacity (fundraising, financial, HR and IT)
3. Communicate with excellence
4. Develop a strategic presence in key regions
5. Drive innovative partnerships that compel change
6. Leverage capacity of staff, board, advisors, partners, networks
7. Deliver financial plan and mobilize a diversified resource base

Shift in Strategic Priorities

Since our establishment in 2007, Women Win has realized that we cannot fulfil the large need for resources in the field of advancing women's rights through sport. In order to increase our impact and mobilize more financial resources, Women Win identified the need to shift our strategic focus from a primary role of funder/re-granter to a broader role of pollinator, connector, community builder and resource mobilizer, ensuring that more stakeholders invest in sports as an effective strategy to advance women's rights. Our new strategic plan reflects this shift in focus.

By enhancing our strategic focus throughout 2010, Women Win is now better placed to lead and influence the use of sports as empowerment strategy.

Financial Goal and Objectives

In order to realize the strategic priorities outlined above, Women Win needs to be a financially sustainable organisation. Women Win's key financial goal is to build a healthy, financially sustainable enterprise with diverse income generating activities, products and services.

To achieve our financial goal, Women Win has prioritized the following five financial objectives:

1. Resource Base - Grow and diversify our resource base across a variety of sectors and geographies, including multiple year investors.
2. Fundraising Tools and Strategy - Develop key fundraising tools and strategies and services to raise resources for Women Win and Women Win programmes.
3. Human Capital - Further enhance Women Win board, staff and systems to ensure Women Win is equipped with fundraising knowledge, networks and toolkits.
4. Risk Management - Develop a transparent risk management process, including development of policies to ensure adequate un-earmarked resource and continuity reserves.
5. Accountability - Document and define clear lines of accountability and supported by project management methodology to ensure efficient reporting systems and timeframe tracking.

Notes to the Financial Statements – 2010

Income from sponsoring and donations (including pro-bono donations)

| | 2010 | Budget | 2010 |
|-----------------------------|------------------|------------------|------------------|
| | € | € | |
| Received Sponsoring Grants* | 636.622 | | 838.3 |
| Donation and Gifts | 99.056 | | 59.3 |
| Income Third-Party Campaign | 324.070 | | 158.1 |
| Grants from Government | 170.008 | | 32.4 |
| Other Income | 8.759 | | 11.2 |
| Total | 1.238.515 | 1.319.296 | 1.099.546 |

Projected income budget for 2010 was not forecasted at the category level. Improvements are under way in 2011 to plan and forecast at this level of detail.

Sponsoring Grants from:

| | |
|---|--------------|
| Nike | |
| Goldman Sachs | |
| Kennedy Van der Laan | |
| *Green Park Foundation (via Women Win Foundation, Inc. USA) | |
| Total | 458.1 |

In-Kind Donations from the following partners:

| | |
|---|--------------|
| Wieden + Kennedy (Advocacy, Digital and Communications) | |
| PwC | |
| Salesforce | |
| Total | 178.4 |

Donations & Gifts from the following parties:

| | |
|---|-------------|
| Dreilinden | |
| *NoVo Foundation (via Women Win Foundation, Inc. USA) | |
| Private Donors | |
| Individuals | |
| DLA Piper | |
| Women Win Damloop | |
| Total | 99.0 |

Total Income from Direct Fundraising 735.6

Income from Third Party Campaign

| | |
|-----------------------------------|--------------|
| Comic Relief | |
| Stichting HIVOS | |
| Stichting DOEN | |
| Cortaid | |
| Total Third-Party Campaign | 324.0 |

Grants From Government

| | |
|---|--------------|
| Embassy of the Kingdom of the Netherlands | |
| NSA | |
| Total Government Grants | 170.0 |

Other Income

| | |
|--------------------------|--|
| ABN AMRO Savings Account | |
|--------------------------|--|

* In 2010, Women Win Netherlands received two donations from the Women Win Foundation, Inc in the USA.

Allocation of Expenses:

| Objectives | Objectives | | | | | Total 2010 | Budget 2010 | Total 2009 |
|--|----------------|----------------|----------------|----------------|--------------------|------------------|------------------|------------------|
| | Strengthen | Learn | Catalyze | Fundraising | Overhead and admin | | | |
| | € | € | € | € | € | € | € | |
| Grants and contributions | 288.673 | 99.023 | 21.826 | 14.983 | | 424.505 | 685.928 | 337.877 |
| Work done by third parties | | 55.735 | 238.145 | | 40.412 | 334.292 | 196.000 | 442.353 |
| Publicity and communication | | | | 609 | | 609 | 5.000 | 2.298 |
| Staff costs | 21.495 | 76.769 | 101.334 | 92.122 | 15.354 | 307.074 | 343.368 | 215.776 |
| Rent and accomodation | 1.945 | 2.969 | 2.764 | 2.048 | 512 | 10.238 | 15.000 | 5.915 |
| Office and general costs | 10.196 | 15.563 | 14.489 | 10.733 | 2.683 | 53.664 | 74.000 | 61.184 |
| Depreciation and interest | 285 | 436 | 406 | 300 | 75 | 1.502 | | 1.279 |
| | 322.595 | 250.494 | 378.965 | 120.795 | 59.036 | 1.131.885 | 1.319.296 | 1.066.681 |
| Allocation of expenses by percentages | | | | | | | | |
| Staff costs | 7% | 25% | 33% | 30% | 5% | | | |
| Rent and accomodation | 19% | 29% | 27% | 20% | 5% | | | |
| Office and general costs | 19% | 29% | 27% | 20% | 5% | | | |
| Depreciation and interest | 19% | 29% | 27% | 20% | 5% | | | |
| | € | | | | | | | |
| Staff costs | 307,074 | | | | | | | |
| Rent and accomodation | 10,238 | | | | | | | |
| Office and general costs | 53,664 | | | | | | | |

Staff Costs

| | 2010 | 2009 |
|--------------------|----------------|----------------|
| | € | € |
| Salaries and wages | 206.947 | 155.579 |
| Social security | 25.607 | 17.584 |
| Pensions | 10.061 | 8.511 |
| Freelancers | 62.475 | 28.915 |
| Other staff costs | 1.984 | 5.187 |
| | <u>307.074</u> | <u>215.776</u> |

In the year 2010 there were on average 4 employees full time employed.

(In 2009: 3)

The non-financial contribution that is provided by volunteers, is not accounted for in the statement of income and expenses. In 2010, Women Win had on average 4 volunteers working on program activities.

The total salary of the Executive Director was:

| | 2010 |
|-------------------|---------------|
| | € |
| Gross salary | 68.000 |
| Holiday allowance | 5.440 |
| Social security | 8.174 |
| Pension | 4.884 |
| | <u>86.498</u> |

No members of the Board of Directors received any remuneration for the year ended 31 December 2010.

Tangible Fixed Assets

The changes in tangible fixed assets are listed below:

| | Other fixed assets |
|---|--------------------|
| | € |
| Acquisition costs | 4.519 |
| Accumulated depreciation | <u>-2.631</u> |
| Book value | 1.888 |
| Changes | |
| Investments | 1.543 |
| Divestments | 0 |
| Depreciation | -1.502 |
| Depreciation divestments | 0 |
| Balance | 41 |
| Closing balance 31 december 2010 | |
| Acquisition costs | 6.062 |
| Accumulated depreciation | <u>-4.133</u> |
| Net book value | 1.929 |
| | 33% |
| Depreciation percentage used: | |
| Office equipment is depreciated over a life term of 3 years | |

Receivables

| | 31 December 2010 | | 31 December 2009 | |
|---|------------------|----------------------------|------------------|----------------------------|
| | Total | Residual maturity > 1 year | Total | Residual maturity > 1 year |
| | € | € | € | € |
| Taxes and social security | 0 | 0 | 792 | 0 |
| Other receivables, prepayments and accrued income | 62.675 | 0 | 24.147 | 0 |
| | <u>62.675</u> | <u>0</u> | <u>24.939</u> | <u>0</u> |

Taxes and social security

| | 31-12-2010 | 31-12-2009 |
|----------|------------|------------|
| | € | € |
| Pensions | 0 | 792 |
| | <u>0</u> | <u>792</u> |

Other claims, prepayments and accrued income

| | 31-12-2010 | 31-12-2009 |
|---------------------|---------------|---------------|
| | € | € |
| Receivable income | 52.415 | 10.000 |
| Receivable interest | 8.758 | 11.203 |
| Prepaid costs | 538 | 1.498 |
| Deposits | 964 | 1.446 |
| | <u>62.675</u> | <u>24.147</u> |

Liquid Assets

The cash and cash equivalents in the cash flow overview are listed below:

| | 31-12-2010 | 31-12-2009 |
|---------------------------|-----------------|----------------|
| | € | € |
| ABN Amro, current account | | 321 |
| ABN Amro, savings account | -702 635.902 | 617.921 |
| | <u>635.200</u> | <u>618.242</u> |

Reserves and Funds

The changes in reserves and funds are listed below:

| | Continuity- Reserve | Earmark Reserve | Other Reserves | Earmark Fund | Total |
|---|------------------------|--------------------|-------------------|-----------------|---------|
| | € | € | € | € | € |
| Opening balance 1 January 2010 | 60.000 | 0 | 179.997 | 0 | 239.997 |
| Appropriated result | 90.000 | 19.549 | -146.031 | 143.112 | 106.630 |
| Closing balance 31 December 2010 | 150.000 | 19.549 | 33.966 | 143.112 | 346.627 |

Current Liabilities

| | 31-12-2010 | 31-12-2009 |
|---|----------------|----------------|
| | € | € |
| Creditors | 15.291 | 9.380 |
| Taxes and social security | 4.825 | 5.686 |
| Other current liabilities, accruals and deferred income | 333.061 | 390.006 |
| | <u>353.177</u> | <u>405.072</u> |

The current liabilities all have a residual maturity of less than one year.

Creditors

| | 31-12-2010 | 31-12-2009 |
|---------------------------|---------------|--------------|
| | € | € |
| Creditors | 15.291 | 9.380 |
| | <u>15.291</u> | <u>9.380</u> |
| Taxes and social security | | |
| | 31-12-2010 | 31-12-2009 |
| | € | € |
| Wage taxes | 2.742 | 5.686 |
| Pensions | 2.083 | 0 |
| | <u>4.825</u> | <u>5.686</u> |

Other current liabilities, accruals and deferred income

| | 31-12-2010 | 31-12-2009 |
|----------------------------|----------------|----------------|
| | € | € |
| Grant obligations | 111.935 | 205.152 |
| Received in advance | 155.362 | 145.000 |
| Accruals | 60.238 | 35.029 |
| Holiday allowance | 3.219 | 3.393 |
| Net salary and staff costs | 2.307 | 1.432 |
| | <u>333.061</u> | <u>390.006</u> |

Rights and Obligations that are not included in the balance sheet

Obligations that are not included in the balance sheet

The amount of rent obligation under contract for the first two months of 2011 is € 1.704,81. The rent obligation is until 28 February 2011.

Independent auditor's report

To: the Board and Executive Director of Stichting Women Win

The accompanying summary financial statements, as set out on pages 23 to 29 which comprise the summary balance sheet as at 31 December 2010, the summary statements of income and expenditure for the year then ended, and related notes, are derived from the audited financial statements of Stichting Women Win for the year ended 31 December 2010. We expressed an unqualified audit opinion on those financial statements in our report dated 23 May 2011. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Guideline for annual reporting 650 "Charity organizations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting Women Win.

Board's responsibility

The board is responsible for the preparation of a summary of the audited financial statements on the bases described in the notes to the financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Dutch Law, including the Dutch Standard on Auditing 810 "Engagements to report on summary financial statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting Women Win for the year ended 31 December 2010 are consistent, in all material respects with those financial statements, in accordance with the bases described in the notes to the financial statements.

Amsterdam, 23 May 2011
PricewaterhouseCoopers Accountants N.V.

A handwritten signature in blue ink, appearing to read 'H.A. Wink', written over a horizontal line.

H.A. Wink RA MBA

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Women Win invests in sport programmes, primarily in developing countries, to create a group of “best in class” community-based organizations which are implementing sport programmes with a women’s rights approach. We seek to build close working relationships with partner staff to really understand what they are doing, how they are doing it and what the impact is. This enables us to document and develop guidelines and methodologies with them as the source. Ultimately, we believe that by showcasing these strong leaders, and open-sourcing guidelines and methodologies, we can influence others to invest in the sport-for-women’s-rights strategies, which is key to our work. In 2010, Women Win supported the following programme partners and fellows:

Partners

Association de Soutien et d'Appui aux Femmes Entrepreneurs – ASAFE

ASAFE, located in Douala, Cameroon, uses street football to encourage women's leadership. One of their women's teams participated in the Homeless World Cup and also won the Women Win Challenge Award. Through street football tournaments, ASAFE provides a space to offer income-generating activities, such as cell phone repair, soap making and packaging. The model used in the rural village of Batcheu is now being used in two other rural villages in Cameroon. ASAFE is working to create guidelines around sport as a tool for empowerment and income-generating activities for women.

Association of Kigali Women in Sports – AKWOS

Rwanda was torn apart by a destructive civil war and genocide in 1994. Founder of AKWOS, Felicite Rwemalika, saw football as a powerful instrument to re-engage girls and women in the wake of the devastating events. Since 2001, she has successfully introduced football in all provinces of Rwanda. Playing football on a team with a mix of Hutu and Tutsi, women of AKWOS learn to depend on each

other and find reconciliation in the camaraderie. AKWOS works to promote women's rights by focusing on reproductive health, economic empowerment, and gender-based violence. The future plans of AKWOS include trainings on gender, HIV prevention, sport and reconciliation. The women in these trainings will help mobilize young women aged 15-25 to practice their leadership skills through organising football leagues, engaging the local community and facilitating parent meetings.

Association for the Development and Enhancement of Women – ADEW

ADEW was founded in Egypt in 1987 with the mission of empowering marginalized female heads of household (FHH) economically, socially and politically. ADEW brings an advocacy approach to grassroots programmes. They promote gender-sensitive methods of development and address issues of public policy in Egypt and the MENA region. ADEW's "Girls Dream" programme targets 1,200 of the most marginalized adolescent girls living in the squatter areas of Cairo, Manshiet Nasser and Misr El Kadima. It aims to raise girls' awareness and knowledge of their own legal rights and duties in society. ADEW helps the girls develop

financial literacy as well as marketable employment or self-employment skills, according to their own interests and abilities. ADEW's 2010 project 'Sports for Girls' included basketball, volleyball and aerobics. ADEW plans to add self-defense activities for the coming year.

BeInteractive

BeInteractive organizes running and walking sessions for socially isolated women, most of whom are Muslim. Started in Amsterdam in 2005, the programme now serves several other Dutch cities. Women Win works with BeInteractive to document best practices and create guidelines to support organisations for socially isolated women. In May 2010, BeInteractive received the 'Appeltje van Oranje' award from The Oranje Fonds, supported by the Dutch Royal House. This award is given each year to organisations that aim to improve social cohesion between different groups in society. Also in 2010, BeInteractive, together with Women Win, wrote a Dutch guideline on designing sport programmes for women.

Boxgirls Nairobi

Boxgirls was founded in 2007 and organizes boxing and self-defense training for 300 adolescent girls and young women from disadvantaged backgrounds in the slums of Nairobi. Boxgirls also builds girls' knowledge and skills around reproductive health, gender-based violence and economic empowerment. Boxgirls is particularly successful at challenging gender norms in the community. They frequently organize outdoor boxing tournaments to engage the community in what is considered a male sport, and they use the boxing ring as a platform for role-play community education on issues facing local girls. In 2010 they partnered with local organisations and community groups as part of a community awareness campaign.

Boxgirls South Africa

Boxgirls South Africa uses sport to create strong girls in strong communities. Together with sister projects in Nairobi and Berlin, Boxgirls South Africa works with primary schools and boxing clubs to bring self-defense and leadership training to girls and young women in disadvantaged communities. They are currently in informal settlements around

Cape Town in Witsand (Atlantis), Mfuleni and Khayelitsha. They use Olympic boxing to teach girls self-defense, self-awareness and how to own their bodies. Boxgirls trains girls to be coaches in their own right and teach younger girls in their communities. Boxgirls South Africa works to increase girls' ability to defend themselves against gender-based violence and creates economic opportunities for grassroots clubs and the girls who train in the programme.

Stichting de Toekomst

One of the largest Roma communities in the Netherlands, Nieuwegein is home to about 400 Roma people. The women are socially isolated, have no jobs and rarely come in contact with people from other (non- Roma) backgrounds. With the support of Women Win, De Toekomst Liberta, has started sport classes, walks and runs for Roma women and girls. Their two main goals are to increase mental and physical health for Roma women and girls by providing an outlet from isolation, and to inform participants about health-related issues through educational workshops. For 2011, De Toekomst Liberta aims to improve participation

in the Dutch labor market by Roma women through facilitating independence. Other goals are to provide sport and activities for the youth, develop creative activities for Roma women, and to facilitate discussions around topics such as education.

Edmund Garwe Trust – EGT

The Edmund Garwe Trust in rural Marondera, Zimbabwe, works with head of household orphaned girls to cope with the everyday challenges of their lives. Through this Trust, a pilot programme allows 50 adolescent girls to play netball and football, as well as attend weekly discussion groups facilitated by female leaders, on themes ranging from reproductive health to economic empowerment. The EGT team feels strongly about the need for open discussion of sexuality, to help the girls overcome taboos. They have accompanied girls to HIV testing sites and members have volunteered to be tested themselves, to help calm fears and encourage girls to get tested. A number of girls are HIV-positive, and the EGT team believes that the sport activities and advice they receive on nutrition are instrumental in maintaining these girls' health. The programme also engages community mothers,

and calls upon female community leaders to act as mentors for the girls.

Empowering Women of Nepal (EWN)

Empowering Women of Nepal (EWN) is a local grassroots non-profit that aims to empower women through adventure tourism and sports. Every year, EWN provides practical vocational training courses (all free of cost) designed to extend educational, employment, and entrepreneurial opportunities to marginalized or disadvantaged women and youth from all over Nepal. By offering education and skilled training in guiding adventure trekking, a male-dominated field in Nepal, EWN encourages the development of self-supporting, independent and decisive women. Along with 3 Sisters and other trekking guide companies, EWN trains disadvantaged rural women of Nepal to be trekking guides and provides job placements for them. Female trainees go through an intensive four-week programme with a curriculum that includes conversational English; first aid; the history, geography and culture of Nepal; leadership skills; women's rights; trekking instruction; health and hygiene;

and waste management. This is followed by a five-month paid apprenticeship programme.

Family in Need Trust – FIN

FIN, founded in 2003, is a community-based development organisation that is dedicated to reducing poverty and empowering girls and women in and around Mutare, Zimbabwe. FIN uses a methodology called "Training for Transformation" to improve the livelihood and increase leadership and decision-making for girls and women in their community. Supported by Women Win, FIN gives 370 adolescent girls and young women the opportunity to participate in netball, football and volleyball while providing a safe place to discuss issues affecting their daily lives: HIV/AIDS, reproductive health issues, survival strategies, economic issues and gender roles. In 2011, FIN will conduct a five-day coaching clinic, which targets 50 schools and community-based coaches' capacity support through income generating activities.

Ladyfit

Ladyfit is a nonprofit community organisation in Amsterdam that provides sport fitness clubs for

women. The participants of Ladyfit are primarily socially isolated girls and women age 15-55. Often these women have never played sports before, and face cultural or social restrictions from participating fully in Dutch society. Ladyfit has approximately 1,700 members, 800 of whom are actively involved in sport activities. Ladyfit is currently giving skill-training sessions in Dutch language and computer skills to help women gain employment.



MIFUMI

MIFUMI, founded in 1998, is an NGO strengthening community-based and civil society responses to gender-based violence and other human rights

violations across Africa. Based in Uganda, they work with survivors of gender-based violence and support grassroots organisations in becoming more effective in promoting girls and women's rights. MIFUMI uses karate and their "Feel Free" domestic violence training to empower adolescent girls in primary schools in rural Tororo, Uganda. Their "Sure Start" project aims to create a vibrant movement of girls and boys who are aware of their rights within the community.

Moving the Goalposts – MTG

Moving the Goalposts is a community-based organisation located in the rural Kilifi district of Coast Province, Kenya. What began with 100 girls playing football in 2001 has expanded to more than 3,000 adolescent girls participating in weekly practices, tournaments and ongoing leagues. Participants learn life skills while receiving encouragement to take active leadership roles, such as management of league fields, committee membership for organizing tournaments and coaching, refereeing, first aid and peer counseling. MTG has begun developing economic empowerment for girls, including savings mobilization targeting the

out-of-school girls, and leadership awards to start small businesses. The leadership awards are also used to pay school expenses as part of keeping girls enrolled in primary and secondary schools. There are 27 league fields, which are all managed by girls. MTG has started an under-ten league in at least 13 fields in 2011, and under-13 and open age leagues in all the 27 league fields.

Nari Uddug Kendra – NUK

NUK is a powerful women's development organisation that promotes women's rights and personal and political empowerment. NUK currently is training 60 female students in cricket, 60 female students in football and 120 female students in karate; they have been recognized for their powerful advocacy approach in Bangladesh. NUK has been supported by Women Win to conduct an extensive research project, interviewing stakeholders across sectors on the status of sport for girls in Bangladesh. As a result,

NUK has successfully influenced the government to approve gender training for all female leadership and decision-making positions in the 64 district

offices, and previously absent women's wings are being started in each sports federation.

Sadili Oval Sports Academy

Sadili Oval Sports Academy is an indigenous, non-profit, community-driven sports center. Located on the outskirts of Nairobi, this facility is one of the few of its kind in eastern and central Africa. Sadili Oval Sports Academy is a part of a unique social enterprise structure, which also includes a for-profit organisation. They open up their sport facilities to the paying public in order to partially subsidize their non-profit programmes. With Women Win's support, Sadili Oval Sports Academy has expanded its programming to develop a network of "Girl Power Clubs." Through sport, Girl Power Clubs aim to help girls address violence, explore personal abilities, develop healthy lifestyles, build self-esteem, create role models, and take on leadership roles in the community. Sadili Oval has established 22 Girl Power Clubs as agents of positive change through sport, reaching 430 girls and providing them with sporting activities and life skill workshops.

Safe Spaces

Founded in early 2008 by Peninah Nthenya Musyimi, Safe Spaces Africa is a young organisation run by and for adolescent girls and young women in Eastlands, Kenya. Because of poverty and cultural norms in Kenyan slums, girls are often forced to marry very early and are severely more vulnerable to HIV. Safe Spaces organizes basketball, yoga, dance and weekly discussion sessions facilitated by young women leaders in the programmes. They talk specifically about the various issues that affect young females in the slums. In 2009, more than 200 girls participated in its after-school programmes. In 2010, Safe Spaces was a facilitator for Kenya Netherlands Sports for Development Partnership (KNSDP) workshops. Additionally, Safe Spaces coordinated various capacity- building activities for 20 Kenyan organisations under the umbrella Sport Coalition Kenya 2009-2011.

Stichting de Vrolijkheid

De Vrolijkheid (“the Happiness”) is a multicultural, not-for-profit network of artists, play-writers, actors, musicians and volunteers who invest in children and teenagers in asylum-seeking centres.

De Vrolijkheid organises creative activities on a regular basis in 35 asylum-seeking centres in the Netherlands. In 2010, De Vrolijkheid started a pilot project of dance workshops with 15 adolescent girls in the asylum-seeking center in Den Helder. They are currently giving dance workshops in two asylum-seeking centers- Den Helder and Alkmaar- reaching 42 girls and women. They are also currently creating a Girls Magazine entitled “What’s up!?,” helping girls in asylum-seeking centers throughout the Netherlands to stay in touch with one another. The first issue has already been published. In 2011, de Vrolijkheid is planning on creating a “Women Win fund,” to which asylum-seeking centers that are interested in giving sport-related workshops can apply.

Kroobay

Founded in 2005, Kroobay Women and Girls Sport Initiatives in Sierra Leone is a women’s organisation active in the Kroobay area. Since the beginning of the war in Sierra Leone, over 68% of young women and teenage girls have undergone some form of violence, rape, exploitation or abuse. Forty-nine percent of 7 to 16 year olds suffered degradation,

molestation, poverty, rejection and marginalization. Kroobay uses different sports (amateur boxing, running, football, volleyball) to reach 200 girls and young women in the Kroobay community in order to help them increase their physical endurance, learn conflict management, develop their leadership skills and develop higher self-esteem and pride.

Fellows

Megan Chawansky

Megan Chawansky has a Ph.D. in sport and exercise humanities from Ohio State University (US) and is currently doing post-docoral teaching and research at University of Bath (UK), 2009-2011. Megan has worked at the Women’s Sport Foundation in 1999 and was programme director and interim managing director of sport and development organization Peace Players International in Cyprus from 2008-2009. Megan’s fellowship with Women Win will center around examining the potential of sport to provide girls with strategies and tools for dealing with gender based violence as well as contributing to Women Win’s strategies and deliverables in several key areas.

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