



**EVOLUTION**  
**ADAPTATION**  
**TRANSFORMATION**

ANNUAL REPORT 2016



UN Women, Brazil

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## LETTER FROM THE LEADERSHIP

At the start of 2016, Women Win was faced with a challenging shift that forced us out of our comfort zone and demanded that we think even bigger about our work. We left 2015 facing the end of two key bi-lateral grants and a changing funding and political landscape. A year later, we are proud to share, via this report, that we met the challenge, learned and evolved. This required us to be adaptive, responsive and innovative in a fast-changing world. We had to think and work in new and inventive ways that ultimately set the foundation for the next phase of our organisational development. Examples include partnering with UN Women, supporting the creation of a new initiative focused on partnerships between women's rights organisations and companies called Win-Win Strategies, expanding our partnership with Standard Chartered to grow our global Goal portfolio, and supporting international sport federations as a technical advisor.

On a macro level, 2016 brought the end of the UN's Millennium Development Goals, which evolved into the Sustainable Development Goals – marking goal five, 'Achieve Gender Equality and Empower all Women and Girls' as the North Star in our work. Our evidence shows that, if leveraged with intention and quality, sport can have a positive impact towards reaching this goal. With this in mind, our evolved purpose statement, to advance the playing field that empowers her through sport and play, emerged from our first ten years of deep engagement across sectors and was punctuated by the challenges we faced head on in 2016.

Looking forward to 2017 and beyond, we will increase our focus and efforts on innovation. As global challenges to equity are getting more complex, we need to develop more adaptable

and sophisticated ways of reaching diverse populations, especially those who are the hardest to reach. We will find ways to improve the lives of girls and women in supply chains and others not adequately being served by development efforts. In order to do this, we will employ a more decentralised approach to our work – which includes regional Centres of Excellence and a greater emphasis on human-centred design focus in programmes. We will continue our commitment to using a building block approach to girls' empowerment with a greater focus on economic empowerment (especially for the older girls who are now graduating from the programmes). Our innovation and scale efforts will come to life in partnership with key global players across sectors. We look forward to collaborations in all parts of the world including in Western Europe and the U.S.; and with corporate partners committed to gender equality.

It has been ten years since we sat down to dinner to discuss the launch of Women Win. It seems like yesterday that this concept of a global organisation that could utilise the power of sport to address gender inequality was created. Since that time, we have impacted over two million girls and young women and they in turn have taught us a great deal about courage, resilience and hope. Together, we are excited and better prepared to forge ahead in making the world a more just and equitable place.

With gratitude for all your support of Women Win and our mission,

**Maria, Astrid, Ellen**

P.S. After two terms of leading our Board of Directors, Ellen Sprenger is stepping down and Astrid Aafjes is stepping in as the Chair. We thank her for her commitment, vision and leadership.



Astrid Aafjes  
Founder



Maria Bobenrieth  
Executive Director



Ellen Sprenger  
Board Chair

# 2016 AT A GLANCE

**444,775**  
GIRLS REACHED  
IN 2016

**2,200,400**  
GIRLS REACHED  
SINCE 2007

**€1,032,081**  
REGANTED TO  
21 PROGRAMME  
PARTNERS IN 18  
COUNTRIES

**21**  
WORKSHOPS  
DELIVERED IN 14  
COUNTRIES TO 417  
PARTICIPANTS

**54,540**  
ONLINE VIEWS  
OF GUIDELINES  
AND CURRICULA

**788,962**  
SOCIAL MEDIA  
IMPRESSIONS



# OUR 2016 PROGRAMME PARTNERS



## 2. MAKING THE CASE

### 2.1 WHY FOCUS ON GIRLS?



*Vijana Amani Pamoja, Kenya*

2016 marked the launch of the 17 Sustainable Development Goals (SDGs) and 169 related targets, setting the development agenda for the next 15 years. Through the SDGs, UN member states have made a global commitment that 'no one will be left behind', focusing on the sustainability of development work in economic, social and environmental spheres.

The inclusion of SDG 5 as a standalone goal for girls' and women's empowerment calls attention to the barriers girls face in accessing education, their experiences of gender-based violence and harmful cultural practices, and their reality of carrying the burden of unpaid labour and care work. The bottom line is that girls are systematically subjected to major rights violations.

- Worldwide, about 1 in 7 adolescent girls between the ages of 15 to 19 are currently married or in a union. The highest rates of child marriage occur in sub-Saharan Africa, where 4 in 10 girls are married before their 18th birthday (UNICEF, 2016).
- More than 130 million girls are out of secondary school around the world (UNESCO, 2016). Barriers to girls' education include early marriage, the responsibility to care for younger siblings and the need to work.
- Globally, at least 200 million women and girls alive today have undergone female genital mutilation/cutting, with the majority of girls being cut before turning five years old (UN Women, 2016).

Adolescence is a time of transition from childhood into adulthood, a time of growth and opportunity, when one can take active steps towards deciding one's future. However, gender discrimination, which girls already face in childhood, often becomes more pronounced as they near adulthood. The challenges girls have to contend with in their daily lives are obstacles to their future, inevitably posing a threat to their empowerment.

At Women Win, our efforts align with the SDG 5 and the overall aim to support girls' empowerment. We believe that every girl has the potential to lead – herself, her peers and her community. Research shows that giving girls and women more opportunities to make informed decisions gives rise to change over time that reverberates far beyond the individual. Empowered girls and women are able to actively direct their own future, while at the same time impacting the lives of others in the social and cultural context they live in: building a stronger community, a more stable nation and eventually - collectively - a more equal world.

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**By improving the wellbeing of girls and developing their leadership skills, we can deliver a measurable, positive impact with the distinct possibility of generating exponential benefits in addressing some of the world's most complex, omnipresent issues.**

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## 2.2 WHY FOCUS ON SPORT?



The Naz Foundation Trust, India

Sport is an accelerator to leadership development. It provides girls with the opportunity to build their self-esteem, courage and self-efficacy. The ripple effect of the sport experience continues off the pitch and throughout life – athletes take the initiative, raise their voices and have the courage to take risks. When they fall, they get back up again.

Through sport girls can:

**Become physically stronger and healthier** and develop a greater ownership and understanding of their bodies. If a girl considers her body her own, she protects it, cherishes it and demands that it be respected.

**Develop critical life skills** transferable to other spheres of life such as teamwork, goal setting, resilience and communication, all through the constant practice that sport requires.

**Gain access to a safe space** to grow and explore, especially with regard to physical, social and emotional development.

**Connect with peers** for social support – a vital reference point and resource for dealing with the challenges associated with adolescence.

**Learn to challenge socio-cultural norms and gender stereotypes** at the community level, and in society at large. When girls play, they transcend the gender limits set on females, which builds the muscles which allow them to do the same in other areas of life, such as in education and at work.

**Learn from a positive female role model** in the form of a female coach or team leader. This provides girls with a caring, supportive mentor to help navigate adolescence and inspire a vision of what is possible.

**Explore human difference** and get connected to others from a different class, race, caste, or religion, which in turn can promote mutual respect and deeper understanding.

**Capture the attention of the community.** When girls play in public, they have an instant awareness-raising opportunity to advocate for their rights within the community. Victories, kits, and leadership positions can shift a girl's status within her community – from being perceived as a liability to a source of pride.

**Have fun.** It's so simple, but the sheer distraction from the pressures of growing up is an essential experience that we're all entitled to.

In short, wins on the field translate into wins off the field – **One Win Leads to Another.**

### 3. OUR MISSION, VISION AND VALUES

Women Win is the global leader in girls' empowerment through sport. We leverage the power of play to help girls build leadership skills and become better equipped to exercise their rights. Sport is only our tool. Our endgame is helping girls thrive as they face the most pressing issues of adolescence, including accessing sexual and reproductive health and rights (SRHR), addressing gender-based violence (GBV) and achieving economic empowerment (EE). Since 2007, we have impacted the lives of 2,200,400 adolescent girls in over 100 countries. This is possible thanks to collaborations with a wide variety of grassroots women's organisations, corporates, development organisations, sport bodies and government agencies. Women Win currently supports initiatives in Asia, Africa, Middle East, North and South America.



Altus Sport, South Africa

# OUTSPOKEN

Our **mission** is to equip adolescent girls to exercise their rights through sport.

Our **vision** is that, by 2018, two million adolescent girls realise their leadership potential through sport.

#### HERE ARE OUR VALUES:

SPORT IS OUR POWER



GIRLS ARE OUR PURPOSE



INNOVATION IS OUR EDGE



CHANGE IS OUR PROMISE



COLLABORATION IS OUR STRENGTH



## 4. OUR STRATEGY



Right to Play, Pakistan

Through intra and cross-sector partnerships, we tackle global gender inequity by investing in localised, grassroots solutions. We deliver on our mission by employing a strategy with three distinct pillars:

### STRENGTHEN

We make the field of practice stronger. By financially investing in a small portfolio of organisations we build their capacity and learn from their work. With them, we develop open-source tools such as guidelines and curricula to bring effective ideas and strategies to the global community. We achieve scale by sharing these tools and serving as technical service providers for larger organisations, such as international NGOs, sport federations and women's funds, who have an interest in the growth of girls' sport and/or empowerment.

### IMPACT

We prove that sport can build girls' leadership and boost the effectiveness of programmes through gathering, analysing and sharing robust data with our partners. We use a cloud-based system called Salesforce to encourage a collective impact strategy; whereby we measure social change across many girls, partners, countries and interventions. We are putting data at the forefront of the case for girls' sport, and using data to consistently prove and improve our work.

### CATALYSE

We are building a movement of people who believe in sport as a lever for achieving more equitable societies. As thought leaders in the arenas of gender, development and sport, we are catalysing a conversation to generate ideas, energy, resources and attention. We do this by speaking out on issues that relate to girls' rights and sport, creating idea-sharing communities and amplifying the voices of girls as advocates for their right to play and grow.

Partnerships and strategic alliances are essential to achieving the Women Win mission. The complexity and scale of gender inequity means that no one can effectively tackle it alone. Our collaborations allow us to increase impact and efficiency and, at their best, are rooted in the virtuous circle of exchange. In our partnerships that span continents and sectors, we place an uncompromising emphasis on three principles:

- Equity
- Transparency
- Mutual Benefit



## 5. HIGHLIGHTS FROM 2016

"To understand that I am neither weak nor inferior for the simple fact of being a woman was an idea I already had, but I lacked the information that was taught by the One Win Leads to Another project. Being a woman is not being weak!"  
*OWLA Brazil*



*Empowering Girls Through Sports Leadership Exchange (Nepal)*

## 5.1 IMPACT ON GIRLS



Girl Determined, Myanmar

With the support of our programme partners we are able to offer sport and life skills sessions and provide leadership development opportunities for girls in a safe space. Learning from their work, we also co-create open-source guides and curricula, in order to share good practices with a global community. Women Win has reached 444,775 girls in 2016, through our online guides and curricula, our workshops and the direct reach of our programme partners.

Girls can build their knowledge and put into practice what they learn; this ultimately enables them to exercise their rights. In 2016, our 21 programme partners directly reached 68,959 girls in 18 countries (see map page 6). Below is a sample of highlights from three of the programmes we supported in 2016: Goal; Pass It Back; and One Win Leads to Another (OWLA). Overall, our data demonstrates that girls participate in these programmes because they enjoy acquiring new skills, playing sports and making new friends. More importantly, girls also learn in a holistic way about topics related to GBV, SRHR and EE.

### REGARDING GENDER BASED VIOLENCE, WE SAW:

- The percentage of girls strongly agreeing with the statement "A woman has the right to say no if someone tries to touch her or have sex with her when she doesn't want them to" increased (from 47% to 78%) after participating in Goal.
- Players participating in Pass It Back improved their knowledge on where they can get support for personal problems (from 70% to 81%).

### RELATED TO SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS, OUR DATA SHOWS:

- After participating in Goal, 73% of girls know how to prevent pregnancy, compared to 28% at the start.
- Girls participating in the OWLA programme increased their knowledge on a range of reproductive health issues such as preventing pregnancy, STIs and HIV (85% to 91%, 56% to 65% and 46% to 63% respectively).

### IN TERMS OF ECONOMIC EMPOWERMENT, INDICATORS SHOW:

- After completing Goal, girls improved their attitudes with regards to accessing and controlling their own economic resources. At endline, 74% of girls strongly agree that women should be able to earn their own money (42% at baseline); 68% of girls strongly agree that women should be able to decide how to spend the money they earn (39% at baseline).
- After only six months of participating in Pass It Back, 74% of players learned about careers and savings.

Developing girls' leadership is a central focus of Women Win and our programme partners. After participating in sport and life skills sessions, 85% of Goal participants and 63% of OWLA girls strongly agree with the statement "I am a leader". Furthermore, in Pass It Back we also saw an increase in the percentage of players who strongly disagree that boys and men are better leaders than girls and women.

As more girls come to consider themselves as leaders, their new attitude impacts other girls and the community at large. In fact, an increase from 19% to 38% of girls participating in Goal reported their community was interested in what they have to say; for girls in the OWLA programme we saw an increase from 27% to 34% for the same statement. After taking part in Pass It Back, more players strongly agree with the statement "I admire someone in my community" (from 32% to 43%). The outcomes from these initiatives demonstrate once again that sport is an effective incubator for future leaders, as they transition their skills from the playing field to their communities.



Right to Play, Pakistan

### WHAT IS GOAL?

Goal is a life skills programme designed for empowering adolescent girls and young women through sports. The 10-month curriculum is divided into four modules focused on one of four key life skills: personal empowerment, health and hygiene, rights and financial literacy (<http://goalprogramme.org/>). In 2016 Goal was implemented in Bangladesh, China, India, Jordan, Kenya, Myanmar, Nigeria, Pakistan, South Africa, Uganda, Vietnam, and Zambia.

### WHAT IS PASS IT BACK?

ChildFund Pass It Back uses rugby to equip children and young people in Asia, both boys and girls, to overcome challenges, inspire positive social change and 'pass it back' to their communities. The curriculum focuses on personal development through integrated rugby sessions, teaching leadership, problem solving, gender equity, conflict-resolution and planning for the future (<http://passitback.org/index.html>). In 2016 Pass It Back was implemented in Laos and Vietnam.

### WHAT IS ONE WIN LEADS TO ANOTHER (OWLA)?

OWLA is a pilot legacy programme for the 2016 Olympic Games which leverages sport and life skill education to build leadership and to empower adolescent girls in Rio de Janeiro, Brazil. The objective is to reduce harmful gender stereotypes and related behaviours (<http://www.unwomen.org/en/news/stories/2016/8/press-release-in-sport-and-for-gender-equality-one-win-leads-to-another>).

### DATA REPORT: BUILDING YOUNG WOMEN'S LEADERSHIP THROUGH SPORT

In 2016, we released an extensive research report on our three-year programme 'Building Young Women's Leadership Through Sport' (BYWLTS). BYWLTS was first launched in 2012 to boost the level of leadership among adolescent girls and young women (AGYW) in formal and informal decision making processes. Over the three years, Women Win worked closely with eight partner organisations in seven countries to deliver quality sport and life skills programmes to 65,469 AGYW.

This report is our first study aimed at understanding the impact of the BYWLTS programme on partner organisations, on AGYW, and on their communities. We collected and analysed quantitative and qualitative data, and consultants conducted further analysis to corroborate results and test statistical significance and reliability.

Throughout the programme, AGYW enhanced their knowledge, attitudes and behaviours related to SRHR, GBV, and EE. Overall, the BYWLTS programme provided valuable insight into key elements of successful programming for AGYW, particularly the effectiveness of sport as a tool for educating and empowering AGYW and the importance of reaching girls in early adolescence.

To read the full report, [click here](#).

## 5.2 IMPACT ON ORGANISATIONS



Football for All Vietnam, Vietnam

Critical to promoting girls' empowerment is creating the necessary structures and an enabling environment to provide opportunities to learn in a safe space. Women Win seeks strategic partnerships with a range of sports, development and women's rights organisations to enhance international efforts regarding gender and sport. In 2016 alone, we facilitated 21 workshops with 417 participants in 14 countries. These workshops covered topics ranging from implementing safe and high-quality sport and life skills programmes for girls, to leading international leadership exchanges. Furthermore, as members of the Win-Win Coalition for women and girls' empowerment, we embarked on an exciting new partnership with Win-Win Strategies, a non-profit social enterprise broker of cross-sector partnerships to support women's economic empowerment.

### WORKING WITH WOMEN'S FUNDS

With the support of the NoVo Foundation, we have been expanding our existing sport strategy and working towards bringing it to scale in ground-breaking ways, especially with regard to tackling GBV. In 2016, we convened in Mexico City with staff from regional and local organisations: Semillas, Fondo Centroamericano de Mujeres, El Fondo de Inversión Social, Mujeres Lucha y Derechos Para Todas and Gonzo Soccer & Leadership Academy. Through this meeting, we were able to co-create a regional action plan centred on leveraging the power of Latin American women's funds to utilise sport in order to empower adolescent girls and young women.

### WORKING WITH SPORT FEDERATIONS

We always champion collaboration and we are constantly on the lookout for team players in crafting opportunities for girls to become leaders through sport. 2016 was an exciting year for our work with partnerships involving sport federations. The examples below showcase how successful collaborations between development and sport organisations have win-win results.

Through the ChildFund Pass It Back programme, we continued to work closely with Asia Rugby, particularly in relation to child

safeguarding. Asia Rugby has demonstrated strong motivation and initiative in improving their standards in line with the International Safeguards for Children in Sport, providing a great example of how sport for development programmes can support their sports counterparts to advance inclusion and protection standards. We are excited that World Rugby also joined the PIB partnership in 2016 and that Pass It Back will form part of the Rugby World Cup Impact Beyond strategy. This major event – to be held in 2019 for the first time in Asia – is a great example of how global sports events can be leveraged to promote and support grassroots development programmes.

The Australian Department of Foreign Affairs and Trade provided an opportunity through their Asian Sports Partnerships for Women Win and our partner in Myanmar, Girl Determined, to team up with Volleyball Australia (VA). Working with VA is helping us to enhance the sport quality and coaching capacity in our ongoing girls' volleyball programme in Myanmar. At the same time – by providing international coaching and exchange experience for Australian female coaches and athletes – we are supporting them to advance in their volleyball careers and assisting VA to develop a deeper pool of talented female leaders.

### STRETCHING THE PLAYING FIELD

In 2016, we worked on decentralising our strategy and funding approach by developing the abilities of selected organisations to become Centres of Excellence (CoEs) in their regions. CoEs are organisations that have the programmatic and organisational capacities to support other organisations in developing their own girls' sports and empowerment programmes. Our aim is to create five regional CoEs in key geographies over the next four years. In 2016, we collaborated closely with the Naz Foundation Trust based in India and Moving the Goalposts based in Kenya. The CoE model was designed using a participatory approach with extensive input from both of these partners. We will support these organisations in filling the gaps in their expertise over the coming years, establishing them as CoEs.

“When we started coming, I had never spoken in public before...but now I am no longer shy. My facilitators have helped me by giving me confidence to speak out. I am proud of who I am becoming, and I want to encourage other girls like me to be who they know they are.”  
*Participant, Goal*



Swasti, India

CREATIVE



Empowering Girls Through Sports Leadership Exchange (Nepal)

## CASE STUDY: LEADERSHIP EXCHANGE, NEPAL AND U.S.

In 2016, we delivered our first two-way cross-cultural leadership exchange programme, made possible through a partnership with the U.S. Department of State's Bureau of Educational and Cultural Affairs. The objective of this initiative was to build the capacity and leadership skills of sport for social change practitioners, programmatic staff and young leaders to improve their ability to address gender inclusion and girls' rights through sport. In total, 20 women and men from Empowering Women of Nepal (EWN) and Soccer Without Borders (SWB) in the U.S. participated in the exchange.

In March of 2016, the American contingency travelled to Nepal for a 10-day immersion hosted by EWN. In collaboration with EWN, Women Win facilitated a variety of leadership building activities, programme visits and cultural activities in both rural and urban settings. Four months later, SWB hosted Women Win and EWN participants in Oakland, California, where we provided a similar structure and a series of activities.

During each visit, participants from both EWN and SWB were encouraged to share their own experiences in developing and delivering sport programmes for girls through team and outdoor sports. Thanks to the full immersion aspect of the exchange, people were able to get a first-hand feel for the work being done in one another's country. Additionally, the visit in the U.S. included a digital storytelling workshop during which participants were able to create, edit and produce a video of their own 'sport stories' (accessible on our website at: <https://womenwin.org/stories/digital-storytelling-project>). Beyond the exchange, Nepalese participants will be able to put into practice the skills they learned by implementing 10 community change programmes in rural Nepal.

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**"Moving forward, I have a new sense of urgency, motivation, and seriousness to integrate strategies and initiatives to promote the inclusion and empowerment of girls that I developed from my participation in this exchange" (U.S. participant).**

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**"During the trip, I became more confident and independent. This helps me a lot to influence my community and family. Especially for the women and girls of my village, I became a role model. They can see that I changed a lot in a positive way and that helps to encourage them to choose a similar way" (EWN participant).**

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## 5.3 BUILDING MOMENTUM AT THE GLOBAL LEVEL

Part of our work at Women Win is also rooted in driving forward the conversation and attitudes around girls' rights and sport on an international platform. In 2016, we achieved this by speaking at key global events, publishing thought-provoking articles, growing our online presence, and delivering digital campaigns.

2016 was a successful year for the inclusion of sport in conversations centred on women's and girls' rights. In fact, UN Women Executive Director Mlambo-Ngcuka publicly spoke out in favour of using sport as a tool to empower women and girls and to end discrimination. Furthermore, for the first time at a Women Deliver conference, sport was a topic of discussion, giving us the opportunity to share how sport is a game changer in helping girls realise their potential. In fact, our Executive Director, Maria Bobenrieth, took part in a roundtable discussion on women and girls in sport as drivers for SDGs. We also co-designed with UNICEF two concurrent sessions showing what it looks like to address outcomes for girls using sport, including SRHR and GBV; and exploring the power of sport as a leadership accelerator through which women and girls can develop critical life and livelihood skills. Beyond Women Deliver, we also took part in other major world events such as the Women's Funding Network Conference and Beyond Sport United.

We are recognised as a leading voice on girls' sport issues and we strive to push both sport and girls' rights to the forefront of the global development agenda. In 2016, Women Win was invited by the UN Chronicle to write a feature story, called Play it Forward (full article available [here](#)), published during the 2016 Olympic Games in August. The article highlights how sport is still a context where gender discrimination is not only present, but is also generally considered acceptable. However, sport and play can also have a role in realising SDGs.

In order to mobilise a movement worldwide, we have also continued to grow our community of individuals and organisations who champion girls' rights and sport. Thanks to our social media channels we are able to share thought-provoking articles and news, stories from our partners and the girls they work with, and celebrate the successes in the sport for development and girls' and women's rights sectors. In 2016, we saw our Facebook followers skyrocket by 47%, and a 15% increase on Twitter. Since launching our LinkedIn page our followers surged by 38% in 2016. Our determined as well as outspoken global community will keep pushing the boundaries for girls and young women everywhere. Their passion inspires us to continue evolving our efforts to build a global momentum.

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**“Girls are born leaders. What they lack, almost universally, is an equal opportunity to practice that leadership and to build the resilience required for decision-making in political, economic and public life. It is clear that sport has a role to play in turning the dials of history on gender in this context. Sport builds the vital resilience necessary to venture into the challenging context of political, public and economic office”**  
*(Maria Bobenrieth, Executive Director of Women Win).*

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NOWSPAR, Zambia



Manoj Patil, Yuwa

# EXPLORATIVE

## CASE STUDY: INTERNATIONAL DAY OF THE GIRL CHILD PHOTO CONTEST

In order to raise awareness for the 2016 International Day of the Girl Child, we ran a successful photo contest through our website and social media platforms. The aim was to find images that show why sport matters for girls in their local communities. We asked our viewers, followers and subscribers to send us pictures of what it looks like when a girl finds her power through sport.

In total, we received twenty amazing photo submissions showing fearless and determined girls. The photos were uploaded in an album on our Facebook page. The winner of the photo contest, selected by an internal Women Win panel, was Manoj Patil from Yuwa in India for the photo 'Monsoon Game with Rinki and the Rockstars' (see photo above). The People's Choice Award, decided by the number of Facebook 'likes' a photo received, was given to Etienne Delaune from SALT Academy in Cambodia for the picture 'Smashing the Divide'.

Throughout the photo contest, we reached over 44,000 views, and over 1,100 people were actively engaged by liking, commenting and sharing individual photos and the album as a whole. Such a wide reach would not have been possible without the participants' contributions. Thanks to their photo submissions, likes and shares we were able to shine light on girls' ability to find their power through sport.



## 6. CHALLENGES AND NEXT STEPS



SALT Academy, Cambodia

Ask any athlete and they will tell you every game presents challenges - from your opponent, the environment, yourself. The same is true of pushing boundaries, and we proudly embrace our challenges and failures to use them to shape our future. In 2016, here were some of our greatest challenges:

- **Team** – during 2016 we experienced some changes in our team line-up. More of our team members were working remotely and we had less players playing full time with us. Some of our programme partners also lost key team members, which affected our partnerships and programme implementation. Like any team, we took some time to adjust and grow into new roles. We built new muscles and developed new strategies. In the course of these changes, we found some great new players and some of our old players stepped up into new roles.
- **Analytics** – just as in competitive sports around the world, statistics and analytics are becoming increasingly important in the sport for development sector. An ongoing challenge for us has been the creation of monitoring and evaluation processes that meet the specific needs of our programme partners, while guaranteeing consistent measurement techniques within and across programmes. An additional challenge has also been the integration of all of our pillars, to ensure that we are measuring and using the data effectively for partners, that we are communicating the work and impact regularly, and are providing the right resources to our networks.

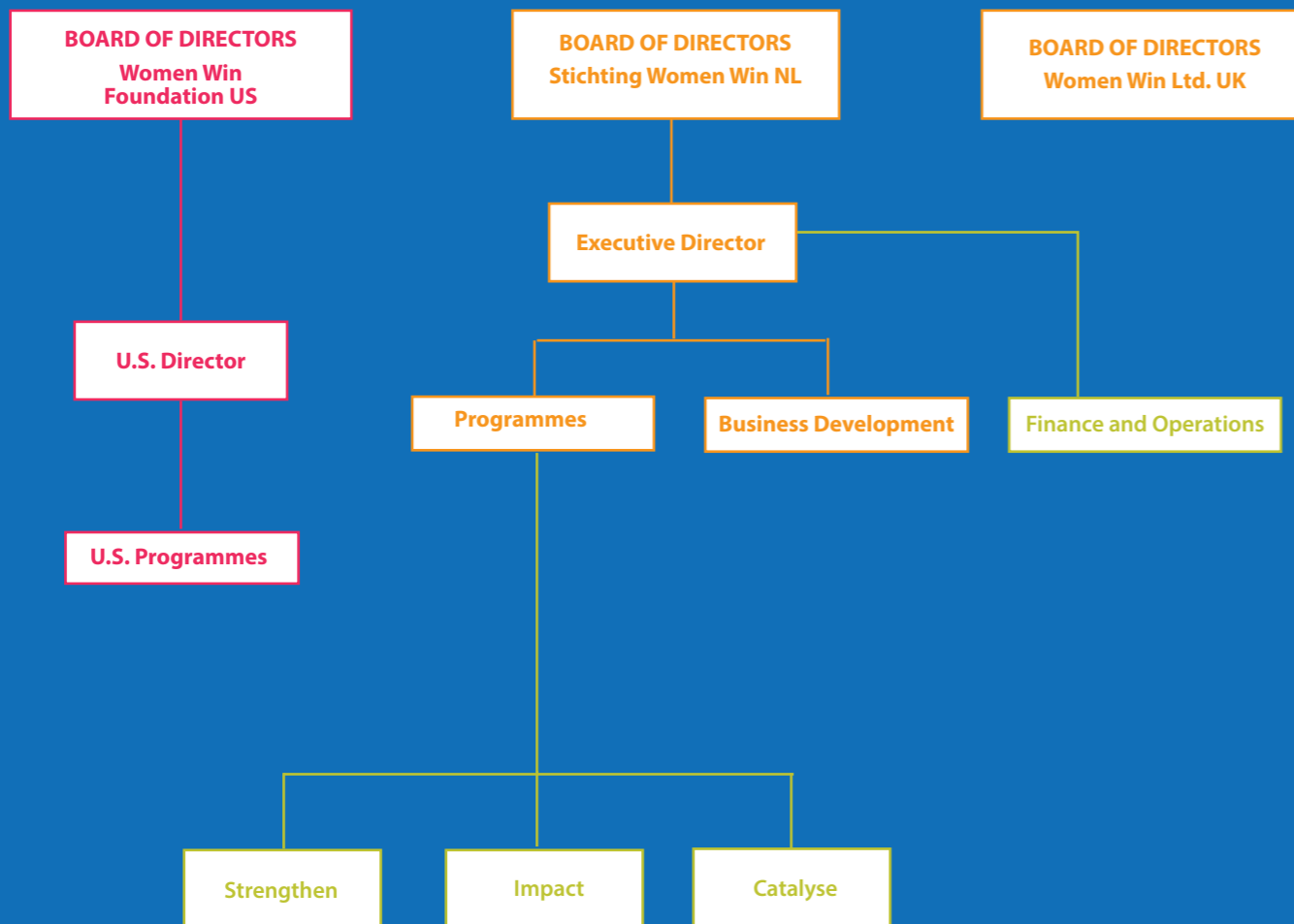
- **Playing field** – just like any sports team, we have to manage the external environment when we play. In many of the environments that we are operating in, there are significant contextual challenges, including but not limited to conflict, violence, political and economic instability, and natural disasters. Just as we adjust to an uneven surface when we play, we manage this as best we can. Furthermore, we have responded to the changing nature of funding opportunities, for example limited unrestricted funding, by adapting and evolving our work from institutional regranting to include more tailored technical consulting.

Each of these challenges has played a part in directing our next steps. Women Win is looking to focus on the following key strategic priorities in 2017:

- Prepare to implement a new strategy for 2017-2019 that will advance the playing field that empowers girls through sport
- Strengthen Women Win U.S. by adopting a comprehensive, aligned and strategic value-adding approach
- Seek exciting new partnerships with a wide range of actors from the development, sports and women's rights sectors
- Continue our efforts to strengthen implementing organisations and decentralise our strategy through a CoE approach in order to amplify impact and deliver scale
- Lead transformative thinking and generate game changing innovation, including by leveraging technology, to drive game-based solutions

# 7. OUR STRUCTURE

## 7.1 OUR TEAM



The passion and commitment of our talented staff at Women Win is unrivalled. We thank each individual for his or her dedication this year.

Big shout out to our volunteers and interns who help drive our work forward.

**Maria Bobenrieth**  
Executive Director

**Michael Brewe**  
Finance & Operations Director

**Clementine Klijberg**  
Business Development Director

**Sarah Murray**  
U.S. and Global Catalyse Director

**Meg Smith**  
Programmes Director

**Yvonne Henry**  
Partnership Development Manager

**Nicole Matuska**  
Learn and U.S. Programmes Manager

**Tesora Veliscek**  
Monitoring and Evaluation and Database Manager

**Jess Di Simone**  
Programme Specialist

**Luisa Russo**  
Programme Specialist

**Liesel Castillo**  
Financial Operations Specialist

# COLLABORATIVE

## 7.2 BOARD OF DIRECTORS

The Board of Directors of Stichting Women Win, in the Netherlands, was formally established by notary, qualified and registered as a non-profit entity in 2007 under Dutch Law (RJ650) with the Chamber of Commerce.

The primary purpose of the Board is to provide strategic direction that leverages the diverse and rich professional experiences of its members to advance the mission of Women Win.

Board Members do not receive remuneration for their role, however Women Win pays for travel costs incurred due to board meetings and/or other meetings where Board members represent Women Win.

### BOARD OF DIRECTORS THE NETHERLANDS

**Astrid Aafjes**  
Chair and Founder of Women Win

**Irene Heemskerk**  
Treasurer

**Leonie Kroon**  
Secretary

**Wieteke Graven**  
Trustee

**Vera Pauw**  
Trustee

**Sanne Hitipeuw**  
Trustee

### BOARD OF DIRECTORS UNITED KINGDOM

**Astrid Aafjes**  
Chair and Founder of Women Win

**Alisha Fernandez Miranda**  
Treasurer

**Mandy Ayres**  
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It's only through the generosity and partnership of our supporters that we are able to reach and support so many girls to realise their leadership potential through sport. We thank you all for the tremendous support you have provided, and look forward to continuing our work together.



### IN-KIND SUPPORTERS



Thank you to all of our individual donors for their continued support and generous contributions.

For full disclosure of Women Win's finances, please see our "Statement of Annual Accounts 2016."



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**CONCEPT & DESIGN BY SANDEEP AHLAWAT  
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