Women's Refugee Commission

CONTENTS

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Report Generated on: 03/27/2024

Executive Summary 2

Programs & Results 4

Financial Review 11

Operations & Leadership 13

APPENDIX

Key Documents 27

Charity Check Report 28
Women's Refugee Commission

New York, NY
http://womensrefugeecommission.org/
(212)551-3115

MISSION
The Women’s Refugee Commission (WRC) has been working for over 30 years to center gender equality and women’s and girls’ empowerment in global responses to some of the world’s darkest challenges. With dramatic increases in the number of people impacted by instability, poverty, and displacement, WRC’s advocacy and research in the humanitarian and development nexus has strengthened community and government resilience, bolstered localization efforts, and created the tools that promote gender equality, economic and social justice for women and girls, and gender transformative change.

EIN 46-3668128
RULING YEAR 2014
IRS SUBSECTION 501(c)(3) Public Charity
FOUNDING YEAR 1989
MAIN ADDRESS 15 W 37th Street, 9th Floor
New York, NY 10018
AFFILIATION TYPE Independent Organization

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Institutional Giving
(212) 551-3115
nicolej@wrcommission.org

EXECUTIVE DIRECTOR
Sarah Costa
BOARD CHAIR
Maria Alexandra Arriaga
SUBJECT AREA
Right to free movement and asylum
Immigrants’ rights
NTEE Code
Immigrants’ Rights (R21)
Research Institutes and/or Public Policy Analysis (P05)
PROGRAMS

1. Rights and Justice
   Population(s) served: Immigrants and migrants, Victims of conflict and war, Victims of disaster, Women and girls

2. Sexual and Gender-Based Violence
   Population(s) served: Women and girls, Refugees and displaced people, Men and boys, LGBTQ people, People with disabilities

3. Sexual and Reproductive Health
   Population(s) served: Women and girls, Asylum seekers, Refugees and displaced people, LGBTQ people, People with disabilities

4. Economic Empowerment and Self-Reliance
   Population(s) served: Women and girls, People with disabilities, LGBTQ people, Men and boys, Refugees and displaced people

5. Gender and Social Inclusion
   Population(s) served: People with disabilities, Refugees and displaced people, LGBTQ people, Women and girls, Men and boys

6. Climate Change Impact on Refugees and Displaced Persons
   Population(s) served:

7. Localization
   Population(s) served:

POPULATIONS SERVED

1. Children and youth
2. Women and girls
3. Immigrants and migrants
4. Low-income people
5. People with disabilities
6. Immigrants

COMPLIANCE

- IRS Pub 78 Verified as of March 2024
- IRS BMF 509(a)(1) as of March 12, 2024
- A-133 Audit Required/Performed?
- Conflict of Interest Policy
- Written whistleblower policy

TRANSPARENCY MEASURES

- Board Practices Reported?
- Diversity Data Reported?
- 15 Number of Independent Board Members
Programs & Results

PROGRAMS

Source: Self-Reported by Organization, March 2024

Rights and Justice

Population(s) Served:
Immigrants, newcomers, refugees

Migrant, stateless, and refugee women and children worldwide routinely face legal and human rights violations. From the U.S. border with Mexico, where people seeking asylum are refused entry, to countries where women are denied the same nationality rights as men, WRC holds governments accountable to their obligation to respect women and children’s rights, so they can find safety, access justice, and rebuild their lives. WRC’s Rights and Justice focus is two-pronged: broad work on migrants’ rights and justice and the Global Campaign for Equal Nationality Rights (GCENR), housed at WRC, which promotes reform of nationality laws that discriminate on the basis of gender. WRC advocates directly to the administration and Congress to ensure fair access to asylum; the use of community-based alternatives to detention; the end to family and other punitive immigration detention; reunification of separated and unaccompanied children; and protection-centered U.S. leadership in migration policy.

Sexual and Reproductive Health

Population(s) Served:
Immigrants, newcomers, refugees

Sexual and reproductive health (SRH) is an essential need and right for refugees. For refugee women and girls, access to SRH care and services is often limited, increasing the risk of unintended pregnancy, complications of pregnancy, disease, disability, and death. WRC is committed to protecting all refugees’ reproductive rights and to ensuring lifesaving health services are available from the onset of an emergency through recovery. Our sexual and reproductive health and rights (SRHR) work addresses global gaps in SRH services, supply chains, and building community and national resilience and disaster emergency preparedness for SRHR; and hosting and leading the Inter-Agency Working Group on Sexual and Reproductive Health in Crises. WRC plans to commence work on how cash and voucher assistance can be used to improve access to and uptake of family planning among Ukrainian refugees.

Gender and Social Inclusion

Population(s) Served:
Immigrants, newcomers, refugees

Women and girls

All displaced people are at risk of sexual and gender-based violence (SGBV) and exploitation. The risk is particularly high for women and girls, but also exists for men and boys. WRC works to prevent and respond to SGBV by helping to ensure access to critical services for refugees, such as education, work opportunities, and sexual and reproductive health care. We partner and collaborate with local organizations and the international humanitarian community to improve safety and services. Our GBV focus addresses sexual violence against refugees of all gender identities, and how to better understand the impact conflict and crises have on child marriage and female genital mutilation. Working with Denmark, WRC plays a critical role in the support of the 2021–2025 Road Map for The Call to Action on Protection from Gender-Based Violence in Emergencies. WRC is working to fundamentally transform the way GBV is addressed in humanitarian settings.

Economic Empowerment and Self-Reliance

Population(s) Served:
Immigrants, newcomers, refugees

Most refugees deeply want to provide for themselves and their families—to work, to use their skills, and to make their own decisions about their finances, their lives, and their futures. WRC works to ensure that humanitarian programs provide refugee women and youth access to cash assistance opportunities and to help them safely earn a living. WRC conducts research and develops technical resources on appropriate livelihoods and cash-based interventions for displaced women and youth that recognize their skills, experiences, and capacities. This work involves supporting refugees’ access to safe livelihoods and providing cash assistance that promotes choice and dignity and strengthens local economies, and co-leading and building the Refugee Self-Reliance Initiative (RSRI), with its 35 partners using the self-reliance index to measure the impact of their livelihood programs in 25 countries. We have reached some 50,000 refugee households (200,000 refugees) and aim to reach 5 million in 5 yrs.
around the world. Another initiative builds the protective capacities of adolescent girls by engaging them, male siblings, and caregivers. WRC’s gender and social inclusion framework challenges current power imbalances and facilitates equal opportunity, and access to and control over resources.

Climate Change Impact on Refugees and Displaced Persons

Population(s) Served: n/a

The majority of refugees originate from, and live in, climate hotspots — areas exposed to severe flooding, heat waves, and drought. Climate change is not gender neutral. Women and girls and other marginalized populations are disproportionately impacted. The vulnerability of minorities, indigenous peoples, and other excluded groups, including women, children, LGBTQI+, and people with disabilities, to climate change is a product of a wider backdrop of discrimination, encompassing land, housing, livelihoods, and migration. Not only do marginalized communities more often live in areas specifically exposed to the impacts of climate change, they are also the least able to adapt and flee. WRC plans to address information gaps and build the evidence base on how climate change is affecting women and men, and the most marginalized individuals, households, and communities differently and to identify responses that build on their capacities to prevent, mitigate, adapt, recover, or relocate.

Localization

Population(s) Served: n/a

WRC has been supporting the localization agenda for more than twenty years—supporting the establishment of the refugee-led Mae Tao clinic in Mae Sot, Thailand. The Mae Tao clinic, founded by Dr. Cynthia Maung, was the first refugee-led health provider and early support resulted in a now multidisciplinary hospital and clinic that serves over 100,000 refugees and migrants annually. Over the years, WRC has continued to push for and support local responses to humanitarian crises — implementing a village health worker program in Borno State, Nigeria designed and led by local Nigerian health officials; and supporting the establishment of the Global Refugee Youth Network—led for and by refugee youth and which is funding, through resources raised by WRC, dozens of refugee youth-led organizations’ projects. WRC continues to engage local actors and local researchers in all our program activities and to advocate for localized responses with the broader humanitarian community.
## RESULTS

### Number of demonstration project or pilot sites

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>16</td>
</tr>
<tr>
<td>2022</td>
<td>17</td>
</tr>
<tr>
<td>2021</td>
<td>12</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

### Number of Twitter, Facebook, Instagram followers

<table>
<thead>
<tr>
<th>Year</th>
<th>Twitter</th>
<th>Facebook</th>
<th>Instagram</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>825</td>
<td>750</td>
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</tr>
<tr>
<td>2022</td>
<td>77,791</td>
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<tr>
<td>2021</td>
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Population(s) Served: No target populations selected

Related program:

### Number of assessment guides developed

<table>
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<th>Count</th>
</tr>
</thead>
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<tr>
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<tr>
<td>2022</td>
<td>12</td>
</tr>
<tr>
<td>2021</td>
<td>14</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

### Notes

- **2022**
  - Twitter 23,467
  - Facebook 50,142
  - Instagram 3,273

- **2021**
  - Twitter 23,700,
  - Facebook 48,200,
  - Instagram 3,082

### Number of individuals attending briefings and presentations

Population(s) Served: No target populations selected

Related program:
Number of policy guidelines or proposals developed

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>14</td>
</tr>
<tr>
<td>2022</td>
<td>9</td>
</tr>
<tr>
<td>2021</td>
<td>5</td>
</tr>
</tbody>
</table>

Population(s) Served: No target populations selected

Related program:

More results from this organization's programs
CHARTING IMPACT

What is the organization aiming to accomplish?

For more than thirty years, since its founding in 1989, the Women's Refugee Commission has worked to ensure that the needs and priorities of women, children, and youth displaced by conflict and crisis are firmly on the humanitarian agenda. Our goal is to improve the effectiveness of humanitarian response everywhere and ensure that it engages and builds on the capacity of affected populations. In addition, that humanitarian efforts ensure that those fleeing persecution and violence have their human rights respected and are able to seek safety and access legal protections and asylum wherever they are fleeing to, including in the United States. We work to change and improve the humanitarian system by developing guidance and tools to shape and strengthen practice on the ground as well as inform policy and funding priorities to secure tangible improvements in the lives of the most marginalized among the displaced persons.

Strategic Priority 1:

WRC informs and influences the integration and promotion of gender equality in humanitarian contexts to improve outcomes for displaced women, children, and youth. We do so by advocating for a humanitarian response that reflects a rights-based, progressive concept of gender that respects gender diversity, and recognizes and addresses the impact of power relations on access to and control over resources.

Strategic Priority 2:

WRC informs and influences the development and implementation of resilience-based approaches in humanitarian settings, to improve outcomes for displaced women, children, and youth. We do this by (i) promoting the inclusion of women, children, and youth, in resilience-based approaches and frameworks, and (ii) advocating for humanitarian response that strengthens the capacities of women, children, and youth in all their diversity.

Strategic Priority 3:

WRC has an organization-wide, cross-departmental planning, measurement and learning framework that clearly integrates the theory of change and allows the organization to monitor progress, identify gaps, learn from its experiences, and make decisions.

What are the organization's key strategies for making this happen?

WRC's theory of change begins and ends with the communities that we serve. WRC's three-pronged approach consists of researching the needs of women, children, and youth, collaboratively identifying community-driven solutions, and advocating for change through targeted policies and programming. That is the expertise WRC brings to bear—expertise grounded in what we learn by listening to crisis-affected people themselves.

In the first months of 2022, more than 100 million individuals were displaced worldwide as a result of persecution, conflict, violence, or human rights violations. Climate change and the resultant displacement will be the defining problem of the 21st Century, expected to cause 150 million people to be displaced by 2050. The changing nature of conflict and displacement necessitates rethinking the traditional humanitarian response. To improve sustainability and efficiency, the response must be driven by those closest to the crisis—the affected populations themselves, local NGOs, and host governments—and it must build on the strengths, capacities, and coping strategies of refugees and the internally displaced. This will necessitate moving from a needs-based approach to a resilience-based response.

Further, as current responses have not advanced the needs, protection, and participation of displaced women and girls far enough or fast enough, re-emphasizing the promotion of gender equality is vital to improving the effectiveness of humanitarian response. Gender equality refers to the equal rights, responsibilities, and opportunities of women, men, girls, and boys. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of groups of
women and men. Gender equality is not only a women’s issue and should concern and fully engage men as well as women. Equality between women and men is both a human rights issue and a precondition for sustainable human development.

WRC advocates for equal rights, equal access, and equal opportunity for women, men, girls, and boys. We work to ensure that humanitarian policy and practice are both gender-sensitive and gender-transformative – availing of the opportunities conflict and displacement provide for the expansion of women’s rights and for challenging existing inequalities and practices that can affect all groups, such as gender-based violence. WRC understands that gender equality in its broadest sense is essential to the achievement of freedom, human dignity, and self-reliance, and to the provision of meaningful and durable solutions to pressing humanitarian challenges. Domestically, advancing gender equality necessitates ensuring that women with protection needs can fully exercise their right to asylum: that they are informed about their rights, have access to legal counsel, are appropriately interviewed, do not face separation from their children, and are not placed in detention facilities.

What are the organization’s capabilities for doing this?

WRC has been working for over 30 years to center gender equality and women’s and girls’ empowerment in global responses to some of the world’s darkest challenges. Underlying each program area is our focus on bolstering gender equality and women’s agency and leadership, building self-reliance, and fostering inclusion of marginalized groups in decision-making.

With dramatic increases in the number of people impacted by instability, poverty, and displacement, WRC’s advocacy and research in the humanitarian and development nexus has strengthened community and government resilience, bolstered localization efforts, and created the tools that promote gender equality, economic and social justice for women and girls, and gender-transformative change.

WRC pilots innovative approaches with field-based partners; conducts assessments and evaluations of crisis response efforts; provides technical assistance to partners to assist them in improving their services; produces guidance, tools, and resources to inform practitioners; advocates with donors and policymakers on priorities and needs; and maximizes reach and impact through robust communications mediums. This work has fostered gender-transformative improvements at household, community, and systemic levels. We seek to transform how the global community works and achieve impact through gender-transformative approaches built on synergistic advocacy, communications, and programming.

Sustained advocacy around funding priorities, policy developments, and programmatic approaches are required to push donors, policymakers, and practitioners forward. WRC is well placed to contribute to and lead these efforts. As an organization that works with and through networks, coalitions, and partners and participates in and leads relevant working groups and task teams, WRC sits squarely between humanitarian and development organizations; between humanitarian and human rights agencies; and between academia and applied practice. WRC is both a catalyst for change and the connective tissue that brings coalitions and networks together to promote catalytic improvements in the protection, health, and well-being of people, particularly the most marginalized, in crisis-affected and fragile states. WRC’s broad array of individual, governmental, foundation, corporate, and multilateral agency donors support the organization’s work.

WRC is recognized internationally for cutting-edge work on a wide range of issues—the U.S. State Department, donor governments, and UN agencies turn to WRC to inform their program and policy work on displaced and asylum-seeking women, children and youth. WRC is frequently invited to meet with officials, conduct high-level trainings, join coalitions, and provide input on legislation and policy. WRC fosters an environment for organizational learning through a robust monitoring and evaluation system.

What have and haven’t they accomplished so far?

WRC has made landmark contributions to humanitarian response on integrating gender considerations.

WRC is recognized as a leader in defending the human rights of migrants, empowering migrant and refugee women, children, and families to seek protection and safety, including asylum at international borders, and holding the U.S. government and other policymakers accountable when they violate those rights. WRC continues to monitor conditions of detention and access to asylum, attorneys, and due process.
WRC’s 1994 ground-breaking study “Refugee Women and Reproductive Health: Reassessing Priorities” resulted in lifesaving sexual and reproductive health care that is now a global standard and part of humanitarian response from the very onset of an emergency. Sexual and reproductive health and rights (SRHR) policy advocacy contributed to increased support for UNFPA, more than doubling U.S. contributions to UNFPA for its critical SRHR and gender-based violence (GBV) functions. WRC serves as the secretariat for the Inter-Agency Working Group on Reproductive Health in Crises.

WRC put GBV on the humanitarian agenda in 2001 and worked to ensure that the prevention of and response to it were integrated in health, livelihood, disability, and protection programming for women and girls. WRC leads the multi-agency Call to Action to Address GBV in Emergencies effort and continues to lead work on how GBV risks affect different population groups, and promotes tailored risk mitigation strategies. WRC led humanitarian response efforts to protect and empower adolescent girls and put sexual violence against displaced men and boys on the humanitarian radar.

In 2009, WRC published the first comprehensive manual on livelihoods programs for displaced people: “Building Livelihoods: A Field Manual for Practitioners in Humanitarian Settings.” This groundbreaking manual has been used by the UN Development Program, UNHCR, and NGOs to train their own staff.

WRC’s Refugee Self Reliance Initiative has engaged 35 partners using the Self-Reliance Index to measure the impact of their livelihood programs in 25 countries. We reached some 50,000 refugee households (200,000 refugees) and aim to reach 5 million in 5 years.

WRC’s seminal 2008 report “Disabilities Among Refugees and Conflict-Affected Populations” provided innovative recommendations to improve support for refugees with disabilities across humanitarian program sectors. WRC is one of two humanitarian NGOs leading on the special protection needs and programmatic responses for LGBTQI+ displaced people.

WRC will continue to advance women’s economic empowerment, prevent and respond to gender-based violence, protect and empower adolescent girls, mitigate child marriage and female genital mutilation, and improve access and quality of SRH services and rights, focusing on bolstering gender equality and women’s agency, leadership, and self-reliance, and fostering inclusion of marginalized groups in decision-making.
Financials

FISCAL YEAR START: 10/01
FISCAL YEAR END: 09/30
✔ Financials audited by an independent accountant

Financial Trends Analysis
Business Model Indicators

<table>
<thead>
<tr>
<th>Profitability</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted surplus (deficit)</td>
<td>$562,746</td>
<td>$833,486</td>
<td>$72,329</td>
<td>$1,416,030</td>
<td>-$210,947</td>
</tr>
<tr>
<td>before depreciation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As a % of expenses</td>
<td>7.8%</td>
<td>9.1%</td>
<td>0.8%</td>
<td>14.6%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Unrestricted surplus (deficit)</td>
<td>$515,017</td>
<td>$785,097</td>
<td>$30,021</td>
<td>$1,373,740</td>
<td>-$254,177</td>
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<tr>
<td>after depreciation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As a % of expenses</td>
<td>7.1%</td>
<td>8.5%</td>
<td>0.3%</td>
<td>14.1%</td>
<td>-2.7%</td>
</tr>
</tbody>
</table>

| Revenue Composition               |          |          |          |          |          |
| Total revenue (unrestricted &    | $13,934,665 | $11,325,525 | $4,594,381 | $8,279,185 | $7,710,849|
| restricted)                       |          |          |          |          |          |
| Total revenue, % change over      | 92.4%    | -18.7%   | -59.4%   | 80.2%    | -6.9%    |
| prior year                        |          |          |          |          |          |
| Program services revenue          | 0.0%     | 0.0%     | 0.0%     | 0.0%     | 0.0%     |
| Membership dues                   | 0.3%     | 0.2%     | 0.8%     | 0.4%     | 0.6%     |
| Investment income                 | 0.0%     | 0.0%     | 0.0%     | 0.0%     | 0.0%     |
| Government grants                 | 7.9%     | 35.9%    | 4.5%     | 29.4%    | 44.6%    |
| All other grants and contributions| 91.8%    | 63.9%    | 94.7%    | 70.2%    | 54.8%    |
| Other revenue                     | 0.0%     | 0.0%     | 0.0%     | 0.0%     | 0.0%     |

| Expense Composition               |          |          |          |          |          |
| Total expenses before depreciation| $7,227,735 | $9,191,259 | $9,518,594 | $9,718,202 | $9,463,282|
| Total expenses, % change over     | 3.4%     | 27.2%    | 3.6%     | 2.1%     | -2.6%    |
| prior year                        |          |          |          |          |          |
| Personnel                         | 54.8%    | 50.1%    | 53.7%    | 50.8%    | 53.6%    |
| Professional Fees                 | 12.4%    | 17.8%    | 15.3%    | 22.5%    | 21.0%    |
| Occupancy                         | 7.1%     | 5.8%     | 5.4%     | 4.6%     | 5.5%     |
| Interest                          | 0.0%     | 0.0%     | 0.0%     | 0.0%     | 0.0%     |
| Pass-Through                      | 10.8%    | 11.6%    | 16.9%    | 15.3%    | 9.0%     |
| All other expenses                | 14.9%    | 14.6%    | 8.7%     | 6.8%     | 10.9%    |
Financial Trends Analysis, continued

Moving Toward Full Cost Coverage

<table>
<thead>
<tr>
<th>Full Cost Components (estimated)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenses (after depreciation)</td>
<td>$7,275,464</td>
<td>$9,239,648</td>
<td>$9,560,902</td>
<td>$9,760,492</td>
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<tr>
<td>One Month of Savings</td>
<td>$602,311</td>
<td>$765,938</td>
<td>$793,216</td>
<td>$809,850</td>
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<td>Debt Principal Repayment</td>
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<td>$0</td>
<td>$0</td>
<td>$881,492</td>
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<td>Fixed Asset Additions</td>
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<td>Total Full Costs (estimated)</td>
<td>$7,877,775</td>
<td>$10,005,586</td>
<td>$10,354,118</td>
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Capital Structure Indicators

**Liquidity**

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<tr>
<td>Months of cash</td>
<td>13.5</td>
<td>8.8</td>
<td>9.0</td>
<td>8.8</td>
<td>6.6</td>
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<tr>
<td>Months of cash and investments</td>
<td>13.5</td>
<td>8.8</td>
<td>9.0</td>
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<td>6.6</td>
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<tr>
<td>Months of estimated liquid unrestricted net assets</td>
<td>3.0</td>
<td>3.5</td>
<td>3.6</td>
<td>5.1</td>
<td>4.9</td>
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**Balance Sheet Composition**

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<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<td>Cash</td>
<td>$8,138,781</td>
<td>$6,754,680</td>
<td>$7,104,867</td>
<td>$7,138,215</td>
<td>$5,238,814</td>
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<tr>
<td>Investments</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Receivables</td>
<td>$3,927,077</td>
<td>$7,567,011</td>
<td>$3,632,174</td>
<td>$1,884,858</td>
<td>$1,330,112</td>
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<tr>
<td>Gross land, buildings, and equipment (LBE)</td>
<td>$299,484</td>
<td>$310,146</td>
<td>$319,315</td>
<td>$334,412</td>
<td>$349,617</td>
</tr>
<tr>
<td>Accumulated depreciation (% of LBE)</td>
<td>35.6%</td>
<td>50.0%</td>
<td>61.8%</td>
<td>71.7%</td>
<td>80.9%</td>
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<tr>
<td>Liabilities (as % of LBE)</td>
<td>4.3%</td>
<td>5.1%</td>
<td>20.2%</td>
<td>22.0%</td>
<td>18.2%</td>
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<td>Unrestricted net assets</td>
<td>$2,024,498</td>
<td>$2,809,595</td>
<td>$2,839,616</td>
<td>$4,213,356</td>
<td>$3,959,179</td>
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<td>Temporarily restricted net assets</td>
<td>$9,977,370</td>
<td>$11,197,683</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Permanently restricted net assets</td>
<td>$0</td>
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Key Data Checks

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Note: This issue is relevant to a small number of organizations: The nonprofit subject(s) of this report may have affiliates. The Form 990 data may not include information about any or all potential affiliates. If an organization does have affiliates and these affiliates have substantial financial activity, the financial data in this report may not present a comprehensive picture of the nonprofit's financial condition. Please consult the 990s of any potentially related affiliates for additional information.

- Formulas for key metrics
- Key Revenue & Expense Data from Form 990
- Key Balance Sheet Data from Form 990
Operations

Source: Self-Reported by Organization, March 2024

EXECUTIVE DIRECTOR

Dr. Sarah Costa

Sarah Costa, executive director of the Women's Refugee Commission, has more than 25 years of experience in the fields of women's rights, reproductive health, gender and youth development, as well as global philanthropy. Throughout her career, she has worked in partnership with those closest to the issues, from government officials to local women's organizations.

NUMBER OF EMPLOYEES

Source: IRS Form 990

BOARD CHAIR

Maria Alexandra Arriaga

Strategy for Humanity LLC
Term: 2023 - 2025

BOARD MEMBERS

Analisa Allen
managing director and Chief Information Officer for the Chase Consumer and Community Banking Data and Analytics Platforms at JPMorgan Chase

Liz Appel
author

Heather Beckman

Catherine LaCour
Chief Marketing Officer for Blackbaud

LEILA MILANI
Program Director for Global Policy and Advocacy for Futures Without Violence

Joanna Pozen
Co-Executive Director of Restore Health and Curriculum Development Specialist at the Algorithmic Transparency Institute

Carrie Welch
Chief External Relations Officer. The New York Public Library

Nandana Dev Sen
writer, child-rights activist, and an award-winning actor

Berkeley Warburton

Sandra Tully

Yen Pottinger

Bradford McGann

Ivonne Dersch
Maddy Dwertman

Foni Vuni
## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
### FISCAL YEAR 2022

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## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

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## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES
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### OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

#### FISCAL YEAR 2019

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## OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

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### HIGHEST PAID EMPLOYEES

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### HIGHEST PAID EMPLOYEES

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<td>Dale Buscher</td>
<td>SENIOR DIR OF PROGRAMS</td>
<td>$186,701</td>
<td>$19,577</td>
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<tr>
<td>Joan Timoney</td>
<td>SENIOR DIR OF ADVOCAY</td>
<td>$176,233</td>
<td>$26,601</td>
<td>$0</td>
</tr>
<tr>
<td>Michelle Brane</td>
<td>DIR MIGRANT RIGHTS</td>
<td>$165,370</td>
<td>$9,805</td>
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</tr>
<tr>
<td>Sandra Krause</td>
<td>DIR REPRODUCTIVE HEALTH</td>
<td>$163,640</td>
<td>$18,124</td>
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<tr>
<td>Joanna Kuebler</td>
<td>DIR OF EXTERNAL COMM</td>
<td>$156,392</td>
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</table>

### HIGHEST PAID EMPLOYEES

#### FISCAL YEAR 2018

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Compensation</th>
<th>Other</th>
<th>Related</th>
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</thead>
<tbody>
<tr>
<td>Dale Buscher</td>
<td>SENIOR DIR OF PROGRAMS</td>
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<td>$18,482</td>
<td>$0</td>
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<tr>
<td>Joan Timoney</td>
<td>SENIOR DIR OF ADVOCAY</td>
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<td>$25,164</td>
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</tr>
<tr>
<td>Joanna Kuebler</td>
<td>DIR OF EXTERNAL COMM</td>
<td>$153,043</td>
<td>$11,796</td>
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<tr>
<td>Michelle Brane</td>
<td>DIR MIGRANT RIGHTS</td>
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<td>Sandra Krause</td>
<td>DIR REPRODUCTIVE HEALTH</td>
<td>$143,619</td>
<td>$16,603</td>
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## Contractors
### FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kellie Leeson</td>
<td>105 EAST 24TH STREET APT 5C, NEW YORK 10010</td>
<td>RESEARCH PLAN. AND ADV. ON DISPLACED REF</td>
<td>$130,900</td>
</tr>
</tbody>
</table>

## Contractors
### FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Chynoweth</td>
<td>185 CHANNEL STREET, #519, SAN FRANCISCO 94158</td>
<td>RESEARCH PLAN. AND ADV. ON SEXUAL VIOL.</td>
<td>$113,820</td>
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</table>

## Contractors
### FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Type of Service</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Chynoweth</td>
<td>185 CHANNEL STREET 519, SAN FRANCISCO 94158</td>
<td>RESEARCH PLAN. AND ADV. ON SEXUAL VIOL.P</td>
<td>$122,800</td>
</tr>
<tr>
<td>Katherine A Mahoney</td>
<td>PO BOX 2095, ROSSLAND</td>
<td>RESEARCH PLAN. AND ADV. ON SEXUAL VIOL.P</td>
<td>$117,725</td>
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## Paid Preparers

### FISCAL YEAR 2022

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBIZ MARKS PANETH LLC</td>
<td>873707167</td>
<td>685 THIRD AVENUE, NEW YORK NY 10017</td>
<td>2125038800</td>
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</table>

### FISCAL YEAR 2021

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKS PANETH LLP</td>
<td>11-3518842</td>
<td>4 MANHATTANVILLE ROAD, PURCHASE NY 10577 USA</td>
<td>914-524-9000</td>
</tr>
</tbody>
</table>

### FISCAL YEAR 2020

<table>
<thead>
<tr>
<th>Firm Name</th>
<th>Firm EIN</th>
<th>Firm Address</th>
<th>Firm Phone</th>
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<tbody>
<tr>
<td>MARKS PANETH LLP</td>
<td>11-3518842</td>
<td>4 MANHATTANVILLE ROAD, PURCHASE NY 10577 USA</td>
<td>914-524-9000</td>
</tr>
</tbody>
</table>
BOARD LEADERSHIP PRACTICES
GuideStar worked with BoardSource, the national leader in nonprofit board leadership and governance, to create this section, which enables organizations and donors to transparently share information about essential board leadership practices.

BOARD ORIENTATION & EDUCATION
Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations? Yes

CEO OVERSIGHT
Has the board conducted a formal, written assessment of the chief executive within the past year? Yes

ETHICS & TRANSPARENCY
Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements in the past year? Yes

BOARD COMPOSITION
Does the board ensure an inclusive board member recruitment process that results in diversity of thought and leadership? Yes

BOARD PERFORMANCE
Has the board conducted a formal, written self-assessment of its performance within the past three years? Yes
Organizational Demographics

Who works and leads organizations that serve our diverse communities? This organization has voluntarily shared information to answer this important question and to support sector-wide learning. GuideStar partnered on this section with CHANGE Philanthropy and Equity in the Center.

Leadership

The organization’s leader identifies as:

Race & Ethnicity       White/Caucasian/European
Gender Identity        Female, Not transgender
Sexual Orientation     Heterosexual or Straight
Disability Status      Person without a disability

Race & Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>Board Members</th>
<th>Staff</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>White/Caucasian</td>
<td>13%</td>
<td>12%</td>
<td>0%</td>
</tr>
<tr>
<td>African American</td>
<td>13%</td>
<td>12%</td>
<td>0%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native American</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Caucasian European</td>
<td>50%</td>
<td>56%</td>
<td>100%</td>
</tr>
<tr>
<td>Multi-Racial/Multi-Ethnic</td>
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<td>0%</td>
<td>0%</td>
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</tbody>
</table>

Gender Identity

<table>
<thead>
<tr>
<th></th>
<th>Board Members</th>
<th>Staff</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>81%</td>
<td>82%</td>
<td>60%</td>
</tr>
<tr>
<td>Male</td>
<td>15%</td>
<td>15%</td>
<td>40%</td>
</tr>
<tr>
<td>Non-binary</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>People who prefer to identify with another gender identity</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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</table>

Transgender Identity

<table>
<thead>
<tr>
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<th>Board Members</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transgender</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>Not transgender</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>People who prefer to identify with another gender identity</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>0%</td>
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</table>

Sexual Orientation

<table>
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<tr>
<th></th>
<th>Board Members</th>
<th>Staff</th>
<th>Senior Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gay, Lesbian, Bisexual</td>
<td>6%</td>
<td>6%</td>
<td>0%</td>
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<tr>
<td>Heterosexual or Straight</td>
<td>54%</td>
<td>54%</td>
<td>0%</td>
</tr>
<tr>
<td>People who prefer to identify with another sexual orientation</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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</tbody>
</table>

Disability

<table>
<thead>
<tr>
<th></th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person with a disability</td>
<td>0%</td>
</tr>
<tr>
<td>Person without a disability</td>
<td>0%</td>
</tr>
<tr>
<td>Unknown or decline to state</td>
<td>91%</td>
</tr>
</tbody>
</table>
Equity Strategies  Last Updated: 10/28/2022

Candid partnered with Equity in the Center - a project that works to shift mindsets, practices, and systems within the social sector to increase racial equity - to create this section. Learn More

Data

✓ We review compensation data across the organization (and by staff levels) to identify disparities by race.

✓ We have long-term strategic plans and measurable goals for creating a culture such that one's race identity has no influence on how they fare within the organization.

Policies and processes

✓ We use a vetting process to identify vendors and partners that share our commitment to race equity.

✓ We have a promotion process that anticipates and mitigates implicit and explicit biases about people of color serving in leadership positions.

✓ We seek individuals from various race backgrounds for board and executive director/CEO positions within our organization.

✓ We have community representation at the board level, either on the board itself or through a community advisory board.

✓ We help senior leadership understand how to be inclusive leaders with learning approaches that emphasize reflection, iteration, and adaptability.

✓ We measure and then disaggregate job satisfaction and retention data by race, function, level, and/or team.

✓ We engage everyone, from the board to staff levels of the organization, in race equity work and ensure that individuals understand their roles in creating culture such that one's race identity has no influence on how they fare within the organization.
Appendix

<table>
<thead>
<tr>
<th>Key Documents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS Forms 990</td>
<td></td>
</tr>
<tr>
<td>☐ 2022 990</td>
<td></td>
</tr>
<tr>
<td>☐ 2021 990</td>
<td></td>
</tr>
<tr>
<td>☐ 2020 990</td>
<td></td>
</tr>
<tr>
<td>☐ 2019 990</td>
<td></td>
</tr>
<tr>
<td>☐ 2019 990</td>
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<tr>
<td>IRS Forms 990T</td>
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<tr>
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<td>☐ 2018 990T</td>
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<tr>
<td>Audited Financial Statements</td>
<td></td>
</tr>
<tr>
<td>☐ 2023 Audited Financial Statement</td>
<td></td>
</tr>
<tr>
<td>☐ 2022 Audited Financial Statement</td>
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<tr>
<td>☐ 2021 Audited Financial Statement</td>
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<td>Key Organization Documents</td>
<td></td>
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<td>☐ Letter of Determination</td>
<td></td>
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<tr>
<td>☐ 2022 Annual Report</td>
<td></td>
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<tr>
<td>☐ 2021 Annual Report</td>
<td></td>
</tr>
<tr>
<td>☐ Key Revenue &amp; Expense Data from Form 990</td>
<td></td>
</tr>
<tr>
<td>☐ Key Balance Sheet Data from Form 990</td>
<td></td>
</tr>
</tbody>
</table>
Women's Refugee Commission

15 W 37th Street, 9th Floor
New York, NY 10018

- **Foundation Status Code**: PC*
- **Public charity described in section 509(a)(1) or (2)**

### IRS Publication 78 Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Location</th>
<th>Most recent IRS Publication 78</th>
</tr>
</thead>
<tbody>
<tr>
<td>Womens Refugee Commission Inc.</td>
<td>New York, NY</td>
<td>March 2024</td>
</tr>
</tbody>
</table>

- **Deductibility status description**: A public charity (50% deductibility limitation).
- **Verified with most recent Internal Revenue Bulletin**: March 25, 2024

### IRS Business Master File Details

<table>
<thead>
<tr>
<th>Organization name</th>
<th>Most recent IRS BMF</th>
<th>Reason for Non-Private Foundation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOMENS REFUGEE COMMISSION INC</td>
<td>March 12 2024</td>
<td>Section 509(a)(1) organization as referred to in Section 170(b)(1)(A)(vi)</td>
</tr>
</tbody>
</table>

- **EIN**: 46-3668128
- **IRS subsection**: This organization is a 501(c)(3) Public Charity

- **Ruling date**: 04/2014

This organization was not included in the Office of Foreign Assets Control Specially Designated Nationals (SDN) list.

On September 8, 2011, the IRS issued regulations which eliminated the advance ruling process for a section 501(c)(3) organization. Learn more

*The Foundation Status Code is the code that foundations are required to provide for each grantee annually on part XV of Form 990PF. Note that this code cannot be derived in some cases (e.g., supporting organizations for which ‘type’ can’t be determined).

IRS Revenue Procedure 2011-33 allows grantors to rely on third-party resources, such as GuideStar Charity Check, to obtain required Business Master File (BMF) data concerning a potential grantee’s public charity classification under section 509 (a) (1), (2) or (3).

### GuideStar Charity Check Data Sources

- GuideStar acquires all IRS data directly from the Internal Revenue Service.
- IRS Publication 78 (Cumulative List of Organizations) lists organizations that have been recognized by the Internal Revenue Service as eligible to receive tax-deductible contributions.
- The IRS Internal Revenue Bulletin (IRB) lists changes in charitable status since the last Publication 78 release. Between the release of IRS Publication 78 and the subsequent IRS Internal Revenue Bulletin, the IRB date will reflect the most recent release date of IRS Publication 78.
- The IRS Business Master File lists approximately 1.7 million nonprofits registered with the IRS as tax-exempt organizations.
- The IRS Automatic Revocation of Exemption List contains organizations that have had their federal tax-exempt status automatically revoked for failing to file an annual return or notice with the IRS for three consecutive years.
- The Foundation Status Code is a value derived by mapping the codes found on the 990PF filing instructions to the corresponding codes in the IRS BMF. Note that not all codes are able to be mapped due to insufficient data.
- The Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) list contains organizations that are owned or controlled by targeted individuals, groups, and entities, such as terrorists or narcotics traffickers. Their assets are blocked and U.S. persons are generally prohibited from dealing with them.