THE POWER OF OUR NETWORK
THE IDEA BEHIND VITAL VOICES WAS SIMPLE: WE WANTED TO CREATE A PLATFORM FOR LEADERS WHO WEREN’T BEING HEARD. WHAT WE NEVER ANTICIPATED WAS HOW THAT PLATFORM WOULD EvOLVE.

The network has become a living part of Vital Voices; it is resilient, responsive and powerful in ways we never imagined. And we know that it has the potential to become an even more influential force – which is why this year we brought together 100 of our most active, visionary members to strategize and map out an ambitious plan for the future of this movement. We look forward to sharing their ideas and new developments with you.

We’ve also learned that this powerful network, though catalyzed by the women we work with, is not exclusive to them. Our network includes our supporters, partners and donors who believe just as strongly as we do that empowering women leaders is fundamental to creating a more equal, prosperous world for us all.

On behalf of Vital Voices and the incredible leaders we partner with, we are pleased to present our 2016 Annual Report. We hope it provides not only a snapshot of our impact, but a reminder that individually, Vital Voices leaders are strong. United, they’re unstoppable.

With gratitude for all that you do,

Alyse Nelson
President and CEO

V. Sue Molina
Vice Chair
Board of Directors

Beth Brooke-Marciniak
Chair
Board of Directors

Allyse Nelson
President and CEO

2016 VITAL VOICES ANNUAL REPORT 1
IN 2016

IN 2016, OUR IMPACT WAS FAR REACHING.

Participants in our programs mentored 460 other leaders, trained 4,361 fellows and gave speeches and presentations on women’s empowerment to 6,927 individuals.

1,115

THERE WERE 1,115 UNIQUE PARTICIPANTS IN VITAL VOICES PROGRAMMING

11,748

AT LEAST AN ADDITIONAL 11,748 INDIVIDUALS WERE:

MENTORED

TRAINED

EMPOWERED

460

4,361

6,927

PROGRAM PARTICIPANTS

OUR APPROACH

AT VITAL VOICES, WE IDENTIFY A WOMAN LEADER WITH A DARING VISION, AND THEN WE PARTNER WITH HER TO MAKE THAT VISION A REALITY.

Through long-term investments that expand her skills, connections and visibility, we accelerate her efforts.

Our groundbreaking approach is divided in to four areas of focus:

- Individualized Investments
- Signature Programs
- Network Activation and Global Advocacy
- Thought Leadership

READ ON MORE ABOUT OUR APPROACH.
INDIVIDUALIZED INVESTMENTS

WE’RE CHARTING A NEW COURSE IN WOMEN’S LEADERSHIP, MAKING INVESTMENTS THROUGH TARGETED TECHNICAL TRAININGS, CATALYZING THE VISION OF A SELECT GROUP OF WOMEN LEADERS AND CURATING A SYSTEM OF SUPPORT FOR THEM AROUND THE WORLD.

Through individualized investments, we partner with women to offer tailored and ad hoc individualized support as needed. We are committed to increasing their visibility, raising awareness for the issues they are tackling and facilitating connections and partnerships to help them scale up their work and achieve even greater impact.

VV100

Over the course of 20 years, Vital Voices has worked with thousands of women leaders who are at the forefront of global progress. Through VV100, in partnership with Johnson & Johnson, Vital Voices partners with a select group of 100 of the most engaged and visionary members of our Global Leadership Network to develop tailored support that enables each leader to achieve her vision for her community and country. In-depth trainings include Johnson & Johnson’s Human Performance Institute, problem-solving among network peers and partnering with Vital Voices to galvanize the larger Global Leadership Network.

GLOBAL LEADERSHIP AWARDS HONOREE PROGRAM

EACH YEAR, THE GLOBAL LEADERSHIP AWARDS HONORS AND SHOWCASES A NUMBER OF EXTRAORDINARY VITAL VOICES WOMEN LEADERS ONSTAGE AT THE KENNEDY CENTER IN WASHINGTON, DC.

Our investment in the Global Leadership Awards honorees does not begin and end with one night. The Honoree Program is a year-round, customized initiative that includes an intensive, week-long training – tailor-made for each honoree – in which we provide targeted capacity building to support leadership and professional development. We continue to partner with honorees year-long to provide individualized investments, visibility opportunities and connections that bolster their platform, strengthen their goals and bring further credibility to their work.

2016 HONOREES

HAFSAT ABIOLA (NIGERIA)
A pro-democracy activist and political representative fostering women’s leadership in Nigeria and throughout Africa.

AKANKSHA HAZARI (INDIA)
A social entrepreneur using mobile-based technology to accelerate economic development, empowering underserved communities.

KHANIM LATIF (IRAQ)
A fearless leader defending women’s equality and offering a refuge to survivors of gender-based violence in Iraqi Kurdistan.

YOANI SANCHEZ (CUBA)
A blogger, journalist and voice for change, pioneering a movement to establish a free press in Cuba.

UGCENT ASSISTANCE

In an effort to increase access to services for survivors, the Voices Against Violence program provides urgent assistance funds to survivors of extreme cases of gender-based violence who don’t have alternate means of support in the aftermath of violence. Funds support immediate, short-term needs including medical expenses, psychosocial counseling, emergency shelter, or relocation expenses, livelihood and dependent support and legal assistance. Survivors can request emergency assistance directly or through intermediaries such as civil society organizations, services providers and faith-based or community groups.

72
Recipients from
18 Countries

$209,325
Issued in Urgent Assistance grants
WE WORK WITH LEADERS IN THREE KEY AREAS: HUMAN RIGHTS, ECONOMIC OPPORTUNITY AND POLITICAL AND PUBLIC LEADERSHIP.

Our programs offer practical skills and services; we help leaders develop strategic plans, tell their stories and reach new markets. We connect them with expert advisers for mentoring and collaboration. We share their perspectives and their work with the audiences they need to reach, and we mobilize communities online and offline to take action on critical issues.

VV GROW FELLOWSHIP

The VV GROW Fellowship is a highly competitive one-year accelerator program for women owners of small and medium businesses in Latin America and the Caribbean, the Middle East and North Africa and sub-Saharan Africa. The program includes customized business skills training, technical assistance, leadership development and access to networks to grow their businesses and increase their leadership impact. Through global and regional online and in-person trainings, fellows focus on strategy and long-term business value paired with action-oriented plans. They amplify their role as leaders in their businesses and their communities to create jobs, stimulate long-term economic growth and produce wider social benefits.

Acceptance rate per initiative (compared to Harvard Business School’s 12%)

Participants

VOICEs AGAINSt VIOLENCE: THE GENDER-BASED VIOLENCE GLOBAL INITIATIVE

With support from the U.S. State Department and the Avon Foundation, Voices Against Violence is led by a consortium including Vital Voices, Promundo, IOM and Global Fund for Women.

This initiative ensures that victims and survivors of gender-based violence and harmful traditional practices gain better access to services, protection and the justice they deserve. This international network coordinates urgent responses to survivors in the immediate aftermath of violence. Partners also pursue legal reform and address cultural norms that contribute to early marriage and female genital mutilation.

Participants

JUSTICE INSTITUTES ON GENDER-BASED VIOLENCE

Justice Institutes are interactive training programs that promote a holistic response to violence against women. A key component of the Voices Against Violence Initiative, these institutes focus on victim safety and offender accountability. Institutes are country-specific and regionally-tailored to provide participants a human rights-based approach to identify, investigate, and prosecute gender-based violence crimes in their communities.

Participants include judges, prosecutors, law enforcement and service providers. Institutes emphasize collaboration across disciplines and give participants the tools they need to work together more effectively.

Participants
One critical aspect of the Vital Voices leadership model is providing access to resources and knowledge so that women can find the power within and develop self-confidence to become agents of change and overcome socio-cultural norms. The ability to identify and face difficulties with confidence is related to the effectiveness, influence and overall success for both leaders and the organizations they lead.1

For this purpose Vital Voices measures confidence in a fellow’s ability to lead, manage and make a positive impact in their community.

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**THE FORTUNE/U.S. STATE DEPARTMENT GLOBAL WOMEN’S MENTORING PARTNERSHIP**

Global businesswomen at the crossroads of their leadership paths are paired with top American female executives—Fortune’s Most Powerful Women—and their teams, who serve as mentors. This program draws on the knowledge and expertise of America’s most accomplished leaders to empower women professionals from around the world. When alumnae return to their home countries, Vital Voices continues to engage them through local Businesswomen’s Networks, Mentoring Walks and the Global Leadership Network.

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**2016 VITAL VOICES ANNUAL REPORT**

**GLOBAL FREEDOM EXCHANGE**

In partnership with Hilton, this innovative two-week program convenes emerging women leaders who are dedicated to ending child sex trafficking.

Leaders travel to Washington, D.C., New York City and Dallas to learn about best practices and policies developed by government agencies and various organizations. Leaders gain specific knowledge, skills and relationships that benefit their professional development, their respective NGOs and the communities they serve. This program fosters a global network of activists who work together to prevent and respond to trafficking and provide survivors the opportunity to become leaders in the movement to end trafficking.

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**GLOBAL AMBASSADORS PROGRAM**

A Vital Voices and Bank of America partnership, this program provides mentorship opportunities for emerging women leaders.

Through an innovative, immersive approach to mentoring, this international effort connects women leaders (mentees) at a tipping point in their professional, business and leadership paths with established women executives (Global Ambassadors or mentors) for mentorship. Regional gatherings include business acumen and skills training, networking, and personal development workshops. We take an innovative, immersive approach to mentoring in regions around the world; offering in-person exchanges and online curriculum.

---

**VVLEAD FELLOWSHIP LAUNCHED IN 2016**

In partnership with POND’S, the VVLead fellowship provides training and gives visibility to over 50 women who apply value-driven approaches to social, human rights and environmental challenges.

Fellows are trained in the Vital Voices Leadership Model and customized modules that promote a new vision for leadership that emphasizes the strength of leaders to engage others and shift culture through soft values.

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**HERLEAD**

Through a series of forums, grants and relationship-building opportunities with peers and influential women leaders, HERLead is creating a world where young women can pursue their futures with confidence.

This groundbreaking fellowship empowers young women and equips them with the leadership skills they need to affect global progress, invest in their communities and begin their journeys as the next generation of leaders. In partnership with ANN INC., parent company of Ann Taylor, LOFT and Lou & Grey, this program provides customized leadership training and valuable skills and tools to inspire young women, help them realize their leadership potential and change the world.

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1. Stromquist, 1995; Modesdale, 2005
THE VITAL VOICES GLOBAL NETWORK OF EMERGING AND ESTABLISHED WOMEN LEADERS CREATES A THRIVING LIFELINE OF SUPPORT FOR ADVANCING GENDER EQUALITY.

Our efforts to activate and advocate on behalf of our global network are rooted in the belief that in order to advance the causes of women, women themselves must connect with, empower, equip and inspire one another at all levels of society.

VV GLOBAL LEADERSHIP NETWORK

The Global Leadership Network links the thousands of pioneering women leaders who participate in Vital Voices training programs and conferences. This network provides the foundation for developing future training programs and enables alumnae to expand the circle of leadership in their own communities. The network also acts as a catalyst for global action on urgent issues and serves as a source of expertise and support.

MENTORING WALKS

A GLOBAL MOVEMENT

On International Women’s Day, members of the Global Leadership Network led Global Mentoring Walks in 57 countries. Through their efforts, nearly 13,000 participants worldwide came together across cultures, generations, religions, countries and identities to pay it forward through mentorship.

A LASTING IMPACT

The impact of the Vital Voices Global Mentoring Walks begins locally. Vital Voices Global Leadership Network members organized, served as Flag Bearers, fundraised and tailored each walk to address critical challenges facing women and girls in their local communities.
**THOUGHT LEADERSHIP**

**WE PUSH THE GLOBAL AGENDA FOR WOMEN AND GIRLS. OUR WORK CONTRIBUTES TO CUTTING-EDGE RESEARCH AND FORGES NEW ALLIANCES, CATALYZING POSITIVE CHANGE.**

**ALLIANCE TO END SLAVERY AND TRAFFICKING (ATEST)**

ATEST is a U.S. based coalition that advocates for solutions to prevent and end all forms of human trafficking and modern slavery around the world. As a member organization, Vital Voices advocates for lasting solutions to prevent labor and sex trafficking, hold perpetrators accountable, ensure justice for victims and empower survivors with tools for recovery.

**GIRLS NOT BRIDES**

Girls Not Brides USA, the U.S. national partnership to end child marriage, is an advocacy coalition composed of more than 50 organizations and has been working for nearly a decade to elevate and prioritize the U.S. government’s engagement on this issue globally.

**COALITION TO END VIOLENCE AGAINST WOMEN AND GIRLS GLOBALLY**

The Coalition to End Violence against Women and Girls Globally consists of more than 200 organizations that work to build public support and raises awareness to prevent and respond to violence against women and girls globally; urge the U.S. government to elevate diplomatic and programmatic work on this issue; and advocate for a holistic multi-sectoral approach that promotes and shares best practices to prevent and respond to violence against women and girls.

**WOMEN, PEACE AND SECURITY CIVIL SOCIETY WORKING GROUP**

The U.S. Civil Society Working Group on Women, Peace, and Security (U.S. CSWG) is a non-partisan network of civil society organizations with expertise on the impact of women in war and their participation in peacebuilding. The working group is an engaged coalition to promote the effective implementation of the U.S. National Action Plan on Women, Peace and Security.

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Nora Zehar

**2016 VITAL VOICES COUNCILS**

**BUILDING AN ACTIVE SUPPORTER BASE**

Vital Voices is committed to building an active supporter base in regions across the United States and Europe to establish partnerships with local individuals, organizations, foundations and corporations to support the advancement of women’s leadership worldwide. To lead these efforts, we launched several Vital Voices Councils and are continuing to seek new members to advance Vital Voices’ objectives in key regions.

**2016 INVESTMENT PARTNERS**

Adjoa Boateng  
Audra Chamberlain  
Ibby Ansum  
Cynthia Axell  
Marion Ballard  
Lalit Balogun  
Melisa Bedoya  
Melissa Briggs  
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Diane von Furstenberg  
Cindy Whiteshead  
Barbara Zuckerberg  
Dina Zuckerberg

**2016 VITAL VOICES ANNUAL REPORT**

**WE PUSH THE GLOBAL AGENDA FOR WOMEN AND GIRLS. OUR WORK CONTRIBUTES TO CUTTING-EDGE RESEARCH AND FORGES NEW ALLIANCES, CATALYZING POSITIVE CHANGE.**

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### Major Contributors

**$100,000**
- VITAL VOICES
- GLOBAL PARTNERSHIP
- THANKS TO ALL OF OUR CONTRIBUTORS WHO HELPED SUPPORT OUR PROGRAMS IN 2016.

**$50,000 - $99,999**
- Abbott
- Akin Gump
- Andalou Naturals
- Cambria Estate Vineyard & Winery Seeds of Empowerment
- Deborah Rose
- Diana Davis Spencer Foundation
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- Humanity United
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- Silk Johnstone and Ambassador Craig Johnstone
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POND’S

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DevEquity
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Embassy of Switzerland
Embassy of United Arab Emirates
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InterAmerican Development Bank
International Trade Centre
United Nations Office on Drugs and Crime (UNODC)
U.S. Department of State
U.S. Chamber of Commerce
U.S. State Department – Bureau of Democracy, Human Rights and Labor (DRL)
U.S. State Department International Visitors Leadership Program
U.S. State Department – Office of Global Women’s Issues
U.S. State Department – Office to Monitor and Combat Trafficking in Persons (JTIP)

## NON-GOVERNMENTAL AND OTHER ORGANIZATIONS

<table>
<thead>
<tr>
<th>Organization</th>
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<td>AEquitas: The Prosecutors’ Resource on Violence Against Women</td>
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<td>Hanae Ayoubi</td>
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<td>International Center for Research on Women (ICRW)</td>
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<td>International Centre for Missing &amp; Exploited Children</td>
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<td>New Dawn Organisation (Somalia)</td>
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<td>No Ceilings: The Full Participation Project</td>
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<td>Oasis500</td>
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<td>POWA (People Opposing Women’s Abuse)</td>
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<td>The Private Sector Organization of Jamaica</td>
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<td>Shcf Foundation</td>
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<td>STRATEGIES</td>
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<td>WAVE Network (Women Against Violence Europe)</td>
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<td>Women’s Empowerment Organization</td>
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## VITAL VOICES CHAPTERS AND AFFILIATES

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<tr>
<td>Vital Voices Mexico</td>
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<td>Vital Voices Poland</td>
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<td>Voces Vitales Argentina</td>
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## UNIVERSITIES

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<tr>
<td>Harvard Business Publishing</td>
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<tr>
<td>The University of Manchester – Middle East Centre</td>
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<td>University of Arkansas</td>
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## MEDIA

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<tbody>
<tr>
<td>Bloomberg</td>
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<td>Fortune’s Most Powerful Women</td>
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<td>The New York Times</td>
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<td>Thomson Reuters</td>
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<td>WAMDA</td>
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## LEGAL

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<tr>
<th>Legal Address</th>
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<tbody>
<tr>
<td>Tia Cuadary</td>
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<tr>
<td>Dallas County Criminal Court No. 9 – Prostitution Diversion Court</td>
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<tr>
<td>with Judge Peggy Hoffman</td>
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<td>DLA Piper</td>
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<td>New York Family Justice Center- Brooklyn (BNFJC)</td>
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## MENA BUSINESSWOMEN’S NETWORK AND ASSOCIATIONS

<table>
<thead>
<tr>
<th>Association</th>
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<tbody>
<tr>
<td>Association des Femmes Chefs d’Entreprises du Maroc (AFEM)</td>
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<tr>
<td>Association for Women’s Total Advancement and Development (AWTAD)</td>
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<tr>
<td>Businesswomen’s Association of South Africa (BWASA)</td>
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<td>Business Woman Forum-Palestine (BWF)</td>
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<td>Business Development Center (BDC Jordan)</td>
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<td>BWE 21</td>
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<td>CellA Network (The Saudi Professional Women’s Network)</td>
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<td>Dubai Business Women’s Council (DWIC)</td>
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<td>Kenya Association of Women Business Leaders (KAWBO)</td>
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<td>Lebanese League for Women in Business (LLWB)</td>
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<td>The Qatar Businesswomen Association</td>
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<td>Uganda Women Entrepreneurs Association Limited (UWEAL)</td>
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<tr>
<td>Women in Management, Business and Public Service (WIMBIZ)</td>
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## INDIVIDUALS

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<th>Individual</th>
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<tbody>
<tr>
<td>Verónica Banck</td>
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<tr>
<td>Adriana Caballero</td>
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<tr>
<td>Lolis Castilleja</td>
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<tr>
<td>Rowena Coe</td>
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<tr>
<td>Jeanette Cruz</td>
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<tr>
<td>Marisol Arteaga Gonzalez</td>
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<tr>
<td>Alia Gharalbeh</td>
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<tr>
<td>Cristina Khater</td>
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<tr>
<td>Andrea Romero</td>
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<td>Maggie Salgado</td>
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<td>Karin Sempf</td>
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<td>Cristina Sevilla</td>
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<td>Basma Adlahlah Uraiqat</td>
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<tr>
<td>Shakti Vahini</td>
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<tr>
<td>Berenice Westmore</td>
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<tr>
<td>Diane White</td>
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</tbody>
</table>
FINANCIALS

FINANCIAL POSITION
DECEMBER 31, 2016

ASSETS
- Cash and cash equivalents: $3,394,499
- Certificates of deposit: $70,733
- Contributions receivable, net: $1,178,452
- Government grants and contracts receivable: $259,395
- Accounts receivable: $23,252
- Prepaid expenses: $325,687
- Inventory: $13,407
- Property and equipment, net: $87,093
Total Assets: $5,352,518

LIABILITIES AND NET ASSETS

LIABILITIES
- Accounts payable and accrued expenses: $226,605
- Accrued leave: $64,780
- Refundable advances: $11,357
- Deferred rent and lease benefit: $358,089
Total Liabilities: $660,831

NET ASSETS
- Unrestricted: $1,619,620
- Temporarily restricted: $3,072,067
Total Net Assets: $4,691,687

TOTAL LIABILITIES AND NET ASSETS: $5,352,518

ACTIVITIES
DECEMBER 31, 2016

REVENUE AND SUPPORT
- UNRESTRICTED
- TEMPORARILY RESTRICTED
- TOTAL
Grants and Contributions: $600,419
Government grants and contracts: $1,726,995
Special events revenue: $1,620,272
In-kind goods and services: $366,390
Other revenue: $14,254
Net assets release from restrictions:
  Satisfaction of program restrictions: $5,954,580
  Satisfaction of time restrictions: $506,501
Total Revenue and Support: $10,889,411

EXPENSES
- PROGRAM SERVICES
- ACTIVATING THE NETWORK: $955,408
- SIGNATURE PROGRAMS: $4,514,628
- INDIVIDUALIZED INVESTMENTS: $2,760,592
- GLOBAL ENGAGEMENT & PUBLIC AWARENESS: $294,356
Total Program Services: $8,524,984

- SUPPORTING SERVICES
- MANAGEMENT AND GENERAL: $704,243
- DEVELOPMENT AND FUNDRAISING: $1,515,024
- FUNDRAISING- COST OF DIRECT BENEFIT TO DONORS: $110,816
Total Supporting Services: $2,330,083

NET ASSETS
- UNRESTRICTED: $1,619,620
- TEMPORARILY RESTRICTED: $3,072,067
Total Net Assets: $4,691,687

TOTAL EXPENSES: $10,855,067

TOTAL LIABILITIES AND NET ASSETS: $5,352,518

REVENUES
- Grants and Contributions: 66.67%
- Special Events Revenue: 25.19%
- Other Revenue: 8.14%

EXPENSES
- Program Services: 80.78%
- Supporting Services: 13.96%
- Management and General: 6.49%
VITAL VOICES
BOARD OF DIRECTORS

HONORARY
CHAIRS EMERITI
Hon. Hillary Rodham Clinton,
Founder
Hon. Kay Bailey Hutchison
Hon. Nancy Kassebaum Baker

IN MEMORIAM
Dr. Carol Lancaster,
Vice Chair Emeritus
Bobbie Greene McCarthy,
Vice Chair Emeritus

BOARD CHAIRS EMERITI
Amb. Melanne Verveer,
Co-Founder
Mary Daley Yerrick,
Co-Founder

HONORARY CONGRESSIONAL
CO-CHAIRS
Sen. Shelley Moore Capito
Sen. Susan Collins
Rep. Deborah Dingell
Sen. Dianne Feinstein
Rep. Kay Granger

BOARD OF DIRECTORS
Beth Brooke-Marciniak,
Chair of the Board
V. Sue Molina,
Vice Chair of the Board
Alyse Nelson,
President & CEO
Susan Davis,
Chair Emeritus
Donna Cochran McLarty,
Co-Founder and Co-Chair Emeritus

Tina Brown
Candace Browning
Elizabeth Buchanan
Kristin Campbell
Kay Ellen Consolver
Ashley Davis
Amb. Paula J. Dobriansky
Sonnie Dockser
Sally Field
Baroness Mary Goudie
Kate James
Amb. Craig Johnstone
Donna Langley
Geraldine Laybourne
Marlene Malek
Susan Nass
Bozoma Saint John
Victoria Sant
Megan Smith
Roselyne Swig
Dr. Rosita Van Coevorden
Diane von Furstenberg
Cindy Whitehead

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