

Form **990**

Department of the Treasury  
Internal Revenue Service

# Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- ▶ Do not enter Social Security numbers on this form as it may be made public.
- ▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

# 2021

**Open to Public Inspection**

## A For the 2021 calendar year, or tax year beginning and ending

<b>B</b> Check if applicable: <input checked="" type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization WOMEN DELIVER, INC Doing Business As			<b>D</b> Employer identification number 26-4462256		
	Number and street (or P.O. box if mail is not delivered to street address) 588 BROADWAY		Room/suite 210	<b>E</b> Telephone number (646) 695-9100		
	City or town, state or province, country, and ZIP or foreign postal code NEW YORK, NY 10012			<b>G</b> Gross receipts \$ 4,357,726.		
	<b>F</b> Name and address of principal officer: MALIHA KHAN 588 BROADWAY, SUITE 210, NEW YORK, NY 10012			<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)		
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527						
<b>J</b> Website: WWW.WOMENDELIVER.ORG						
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶						
<b>L</b> Year of formation: 2009				<b>M</b> State of legal domicile: DE		

## Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>WOMEN DELIVER IS A LEADING GLOBAL ADVOCATE THAT CHAMPIONS GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN, IN ALL THEIR INTERSECTING IDENTITIES.</u>			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a) . . . . .		
	4	Number of independent voting members of the governing body (Part VI, line 1b) . . . . .		
	5	Total number of individuals employed in calendar year 2021 (Part V, line 2a) . . . . .		
	6	Total number of volunteers (estimate if necessary) . . . . .		
	7a	Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .		
7b	Net unrelated business taxable income from Form 990-T, line 34 . . . . .			
Revenue	8	Contributions and grants (Part VIII, line 1h) . . . . .	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g) . . . . .	2,375,612.	4,322,714.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .	NONE	NONE
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) . . . . .	5,534.	6,860.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	151,770.	9,567.
	12		2,532,916.	4,339,141.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3) . . . . .	891,940.	322,599.
	14	Benefits paid to or for members (Part IX, column (A), line 4) . . . . .	NONE	NONE
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) . . . . .	6,860,185.	2,977,209.
	16a	Professional fundraising fees (Part IX, column (A), line 11e) . . . . .	NONE	NONE
	16b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 88,582.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) . . . . .	4,651,524.	1,473,462.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) . . . . .	12,403,649.	4,773,270.
19	Revenue less expenses. Subtract line 18 from line 12 . . . . .	-9,870,733.	-434,129.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16) . . . . .	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26) . . . . .	6,029,380.	5,081,453.
	22	Net assets or fund balances. Subtract line 21 from line 20. . . . .	2,413,403.	1,899,121.
22		3,615,977.	3,182,332.	

## Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	▶ Signature of officer		Date		
	▶ Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	CATHERINE BENDALL CPA	CATHERINE BENDALL CP	10/31/2022		P00521196
	Firm's name ▶ WITHUMSMITH+BROWN PC	Firm's EIN ▶ 22-2027092		Phone no. 212-751-9100	
Firm's address ▶ 1411 BROADWAY 9TH FLOOR NEW YORK, NY 10018					

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2021)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission:

WOMEN DELIVER IS A LEADING GLOBAL ADVOCATE THAT CHAMPIONS GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN, IN ALL THEIR INTERSECTING IDENTITIES. SEE ORGANIZATION'S FULL MISSION STATEMENT IN SCHEDULE O.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 2,950,166. including grants of \$ 155,743. ) (Revenue \$ ) GLOBAL POLICY AND ADVOCACY- SEE DETAILED DESCRIPTION IN SCHEDULE O.

4b (Code: ) (Expenses \$ 1,247,327. including grants of \$ 166,856. ) (Revenue \$ ) MEANINGFUL YOUTH ENGAGEMENT AND YOUNG LEADERS PROGRAM - SEE DETAILED DESCRIPTION IN SCHEDULE O.

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 4,197,493.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question number, Yes, No. Rows 22-38 covering various organizational requirements and schedules.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V [ ]

Table with 3 columns: Question number, Yes, No. Rows 1a-1c regarding Form 1096, Forms W-2G, and backup withholding rules.

<b>Part V</b> Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
<b>2a</b>	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. . . . . <b>2a</b> 53		
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file. See instructions.	X	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .		X
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i> . . . . .		
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .		X
<b>b</b>	If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .		X
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T? . . . . .		
<b>6a</b>	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .		X
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .		X
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .		X
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year . . . . . <b>7d</b>		
<b>e</b>	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .		X
<b>g</b>	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		
<b>h</b>	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the sponsoring organization make any taxable distributions under section 4966? . . . . .		
<b>b</b>	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter:		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12 . . . . . <b>10a</b>		
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . . . . . <b>10b</b>		
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter:		
<b>a</b>	Gross income from members or shareholders . . . . . <b>11a</b>		
<b>b</b>	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) . . . . . <b>11b</b>		
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year . . . . . <b>12b</b>		
<b>13</b>	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b>	Is the organization licensed to issue qualified health plans in more than one state? . . . . . <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.		
<b>b</b>	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans . . . . . <b>13b</b>		
<b>c</b>	Enter the amount of reserves on hand . . . . . <b>13c</b>		
<b>14a</b>	Did the organization receive any payments for indoor tanning services during the tax year? . . . . .		X
<b>b</b>	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i> . . . . .		
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? . . . . . If "Yes," see the instructions and file Form 4720, Schedule N.		X
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		X
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? . . . . . If "Yes," complete Form 6069.		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include 1a (voting members), 1b (independent members), 2-7 (governing body relationships and structure), 7a-b (governance decisions), 8 (documentation), 9 (reachability).

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include 10a-b (local chapters/policies), 11a-b (Form 990 distribution), 12a-c (conflict of interest policy), 13-14 (whistleblower/retention policy), 15a-b (compensation review), 16a-b (joint ventures).

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed SEE SCHEDULE O
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records

MALIHA KHAN 588 BROADWAY, SUITE 210 NEW YORK, NY 10012
646-695-9100

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
  - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
  - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
  - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) KATHLEEN SHERWIN PRESIDENT/CEO	35.00 NONE			X				258,511.	NONE	40,208.
(2) LIPPI DOSHI DIRECTOR, COMMUNICATIONS	35.00 NONE					X		160,953.	NONE	12,125.
(3) DIVYA MATHEW DIRECTOR, POLICY AND ADVOCACY	35.00 NONE					X		152,721.	NONE	9,347.
(4) SCARLET MACAS SR. MANAGER, FINANCE & ADMIN.	35.00 NONE					X		133,750.	NONE	16,506.
(5) CARRIE SIMON SENIOR ADVISOR	35.00 NONE					X		136,065.	NONE	7,317.
(6) SUSAN PAPP MANAGING DIRECTOR	35.00 NONE					X		127,968.	NONE	8,879.
(7) KRISTIN HETLE CHAIR - DIRECTOR	1.00 NONE	X		X				NONE	NONE	NONE
(8) WALLACE D'SOUZA TREASURER - DIRECTOR	1.00 NONE	X		X				NONE	NONE	NONE
(9) JOTHAM MUSINGUZI, MD SECRETARY - DIRECTOR	1.00 NONE	X		X				NONE	NONE	NONE
(10) RT. HON HELEN CLARK DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(11) DR. CARMEN BARROSO DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(12) NORHAN BADER DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(13) DAKSHITHA WICKREMARATHNE DIRECTOR	1.00 NONE	X						NONE	NONE	NONE
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

Table with 6 main columns: (A) Name and title, (B) Average hours per week, (C) Position, (D) Reportable compensation from the organization, (E) Reportable compensation from related organizations, (F) Estimated amount of other compensation. Includes summary rows for 1b Sub-total, 1c Total, and 1d Total.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 8

Table with 3 columns: Question, Yes, No. Contains questions 3, 4, and 5 regarding compensation reporting and unrelated organizations.

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

Table with 3 columns: (A) Name and business address, (B) Description of services, (C) Compensation. Includes a row with 'SEE SCHEDULE O'.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization 1



**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b>					
	<b>b</b>	Membership dues . . . . .	<b>1b</b>					
	<b>c</b>	Fundraising events . . . . .	<b>1c</b>					
	<b>d</b>	Related organizations . . . . .	<b>1d</b>					
	<b>e</b>	Government grants (contributions) . .	<b>1e</b>	1,774,222.				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above .	<b>1f</b>	2,548,492.				
	<b>g</b>	Noncash contributions included in lines 1a-1f . . . . .	<b>1g</b>	\$				
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶		4,322,714.				
	<b>Program Service Revenue</b>	<b>2a</b>	Business Code					
<b>b</b>								
<b>c</b>								
<b>d</b>								
<b>e</b>								
<b>f</b>		All other program service revenue . . . . .						
<b>g</b>		<b>Total.</b> Add lines 2a-2f . . . . . ▶		NONE				
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶		445.			445.	
	<b>4</b>	Income from investment of tax-exempt bond proceeds . ▶		NONE				
	<b>5</b>	Royalties . . . . . ▶		NONE				
	<b>6a</b>	Gross rents . . . . .	(i) Real	(ii) Personal				
			<b>6a</b>					
			<b>6b</b>					
	<b>c</b>	Rental income or (loss)	NONE	NONE				
	<b>d</b>	Net rental income or (loss) . . . . . ▶			NONE			
	<b>7a</b>	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
			<b>7a</b>		25,000.			
			<b>7b</b>		18,585.			
	<b>c</b>	Gain or (loss) . . . . .	<b>7c</b>		6,415.			
	<b>d</b>	Net gain or (loss) . . . . . ▶			6,415.		6,415.	
	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . .		NONE				
			<b>8a</b>		NONE			
<b>8b</b>				NONE				
<b>c</b>	Net income or (loss) from fundraising events . . . . . ▶			NONE				
<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . .		NONE					
		<b>9a</b>		NONE				
		<b>9b</b>		NONE				
<b>c</b>	Net income or (loss) from gaming activities . . . . . ▶			NONE				
<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . .		NONE					
		<b>10a</b>		NONE				
		<b>10b</b>		NONE				
<b>c</b>	Net income or (loss) from sales of inventory . . . . . ▶			NONE				
<b>Miscellaneous Revenue</b>	<b>11a</b>	OTHER INCOME	Business Code	900099	9,567.	9,567.		
	<b>b</b>							
	<b>c</b>							
	<b>d</b>	All other revenue . . . . .						
	<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶			9,567.			
<b>12</b>	<b>Total revenue.</b> See instructions . . . . . ▶			4,339,141.	9,567.		6,860.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX  X

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>				
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	NONE	NONE		
2 Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	6,000.	6,000.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .	316,599.	316,599.		
4 Benefits paid to or for members . . . . .	NONE			
5 Compensation of current officers, directors, trustees, and key employees . . . . .	298,719.	260,142.	32,859.	5,718.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	NONE			
7 Other salaries and wages . . . . .	2,145,299.	1,866,410.	235,983.	42,906.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	71,880.	62,279.	7,907.	1,694.
9 Other employee benefits . . . . .	261,087.	227,145.	28,720.	5,222.
10 Payroll taxes . . . . .	200,224.	174,196.	22,024.	4,004.
11 Fees for services (nonemployees):				
a Management . . . . .	NONE			
b Legal . . . . .	33,215.	28,897.	3,654.	664.
c Accounting . . . . .	57,300.	49,851.	6,303.	1,146.
d Lobbying . . . . .	NONE			
e Professional fundraising services. See Part IV, line 17 . . . . .	NONE			
f Investment management fees . . . . .	NONE			
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) . . . . .	SEE SCHE O 743,900.	647,193.	81,829.	14,878.
12 Advertising and promotion . . . . .	7,426.	6,460.	817.	149.
13 Office expenses . . . . .	208,740.	181,604.	22,961.	4,175.
14 Information technology . . . . .	96,994.	84,385.	10,669.	1,940.
15 Royalties . . . . .	NONE			
16 Occupancy . . . . .	239,404.	208,282.	26,334.	4,788.
17 Travel . . . . .	33,110.	31,616.	1,264.	230.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	NONE			
19 Conferences, conventions, and meetings . . . . .	12,984.	11,296.	1,428.	260.
20 Interest . . . . .	NONE			
21 Payments to affiliates . . . . .	NONE			
22 Depreciation, depletion, and amortization . . . . .	17,905.	15,577.	1,970.	358.
23 Insurance . . . . .	22,484.	19,561.	2,473.	450.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a _____				
b _____				
c _____				
d _____				
e All other expenses _____				
<b>25 Total functional expenses.</b> Add lines 1 through 24e	4,773,270.	4,197,493.	487,195.	88,582.
<b>26 Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .				

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing . . . . .	429,336.	<b>1</b>	1,708,368.
	<b>2</b> Savings and temporary cash investments. . . . .	5,201,559.	<b>2</b>	2,742,004.
	<b>3</b> Pledges and grants receivable, net . . . . .	129,213.	<b>3</b>	421,515.
	<b>4</b> Accounts receivable, net . . . . .	NONE	<b>4</b>	NONE
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .	NONE	<b>5</b>	NONE
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B). . . . .	NONE	<b>6</b>	NONE
	<b>7</b> Notes and loans receivable, net . . . . .	NONE	<b>7</b>	NONE
	<b>8</b> Inventories for sale or use . . . . .	NONE	<b>8</b>	NONE
	<b>9</b> Prepaid expenses and deferred charges . . . . .	33,216.	<b>9</b>	19,855.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	41,541.	<b>10a</b>	
	<b>b</b> Less: accumulated depreciation. . . . .	41,541.	<b>10b</b>	
	<b>11</b> Investments - publicly traded securities. . . . .	NONE	<b>11</b>	NONE
	<b>12</b> Investments - other securities. See Part IV, line 11 . . . . .	NONE	<b>12</b>	NONE
	<b>13</b> Investments - program-related. See Part IV, line 11. . . . .	NONE	<b>13</b>	NONE
	<b>14</b> Intangible assets . . . . .	NONE	<b>14</b>	NONE
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	199,566.	<b>15</b>	189,711.
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) . . . . .	6,029,380.	<b>16</b>	5,081,453.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses. . . . .	1,126,853.	<b>17</b>	159,322.
	<b>18</b> Grants payable . . . . .	NONE	<b>18</b>	NONE
	<b>19</b> Deferred revenue . . . . .	322,050.	<b>19</b>	790,699.
	<b>20</b> Tax-exempt bond liabilities . . . . .	NONE	<b>20</b>	NONE
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .	NONE	<b>21</b>	NONE
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .	NONE	<b>22</b>	NONE
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	NONE	<b>23</b>	NONE
	<b>24</b> Unsecured notes and loans payable to unrelated third parties. . . . .	964,500.	<b>24</b>	949,100.
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .	NONE	<b>25</b>	NONE
	<b>26 Total liabilities.</b> Add lines 17 through 25. . . . .	2,413,403.	<b>26</b>	1,899,121.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions. . . . .	2,813,534.	<b>27</b>	1,404,580.
	<b>28</b> Net assets with donor restrictions. . . . .	802,443.	<b>28</b>	1,777,752.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds . . . . .		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>31</b>	
	<b>32</b> Total net assets or fund balances . . . . .	3,615,977.	<b>32</b>	3,182,332.
<b>33</b> Total liabilities and net assets/fund balances. . . . .	6,029,380.	<b>33</b>	5,081,453.	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	4,339,141.
2	Total expenses (must equal Part IX, column (A), line 25)	2	4,773,270.
3	Revenue less expenses. Subtract line 2 from line 1	3	-434,129.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,615,977.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	484.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	3,182,332.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII.

- 1 Accounting method used to prepare the Form 990:  Cash  Accrual  Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . .  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits . . .

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

**SCHEDULE A  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization

WOMEN DELIVER, INC

Employer identification number

26-4462256

**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives (1) more than 33 1/3 % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3 % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations . . . . .
  - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2021

JSA  
1E1210 1.000

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Tax revenues levied for the organization's benefit; 3 The value of services or facilities furnished by a governmental unit; 4 Total; 5 The portion of total contributions by each person; 6 Public support.

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 7 Amounts from line 4; 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 9 Net income from unrelated business activities; 10 Other income; 11 Total support; 12 Gross receipts from related activities; 13 First 5 years.

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Rows include: 14 Public support percentage for 2021 (82.20%); 15 Public support percentage from 2020 Schedule A, Part II, line 14 (85.17%); 16a 33 1/3% support test - 2021 (checked); 16b 33 1/3% support test - 2020; 17a 10%-facts-and-circumstances test - 2021; 17b 10%-facts-and-circumstances test - 2020; 18 Private foundation.

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total. Add lines 1 through 5; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 7c Add lines 7a and 7b; 8 Public support. (Subtract line 7c from line 6.)

Section B. Total Support

Table with 7 columns: (a) 2017, (b) 2018, (c) 2019, (d) 2020, (e) 2021, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included in line 10b; 12 Other income. Do not include gain or loss from the sale of capital assets; 13 Total support. (Add lines 9, 10c, 11, and 12.)

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.

Section C. Computation of Public Support Percentage

Table with 2 columns: Line number, Percentage. Row 15: Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) 15%. Row 16: Public support percentage from 2020 Schedule A, Part III, line 15 16%.

Section D. Computation of Investment Income Percentage

Table with 2 columns: Line number, Percentage. Row 17: Investment income percentage for 2021 (line 10c, column (f), divided by line 13, column (f)) 17%. Row 18: Investment income percentage from 2020 Schedule A, Part III, line 17 18%.

19a 33 1/3% support tests - 2021. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.

b 33 1/3% support tests - 2020. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		



Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? Row 2: Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? Row 2: Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? Row 3: By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, b.

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

**1**  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b>	Net short-term capital gain	<b>1</b>	
<b>2</b>	Recoveries of prior-year distributions	<b>2</b>	
<b>3</b>	Other gross income (see instructions)	<b>3</b>	
<b>4</b>	Add lines 1 through 3.	<b>4</b>	
<b>5</b>	Depreciation and depletion	<b>5</b>	
<b>6</b>	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	<b>6</b>	
<b>7</b>	Other expenses (see instructions)	<b>7</b>	
<b>8</b>	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	<b>8</b>	

<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b>	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
<b>a</b>	Average monthly value of securities	<b>1a</b>	
<b>b</b>	Average monthly cash balances	<b>1b</b>	
<b>c</b>	Fair market value of other non-exempt-use assets	<b>1c</b>	
<b>d</b>	<b>Total</b> (add lines 1a, 1b, and 1c)	<b>1d</b>	
<b>e</b>	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
<b>2</b>	Acquisition indebtedness applicable to non-exempt-use assets	<b>2</b>	
<b>3</b>	Subtract line 2 from line 1d.	<b>3</b>	
<b>4</b>	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	<b>4</b>	
<b>5</b>	Net value of non-exempt-use assets (subtract line 4 from line 3)	<b>5</b>	
<b>6</b>	Multiply line 5 by 0.035.	<b>6</b>	
<b>7</b>	Recoveries of prior-year distributions	<b>7</b>	
<b>8</b>	<b>Minimum Asset Amount</b> (add line 7 to line 6)	<b>8</b>	

<b>Section C - Distributable Amount</b>			Current Year
<b>1</b>	Adjusted net income for prior year (from Section A, line 8, column A)	<b>1</b>	
<b>2</b>	Enter 0.85 of line 1.	<b>2</b>	
<b>3</b>	Minimum asset amount for prior year (from Section B, line 8, column A)	<b>3</b>	
<b>4</b>	Enter greater of line 2 or line 3.	<b>4</b>	
<b>5</b>	Income tax imposed in prior year	<b>5</b>	
<b>6</b>	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	<b>6</b>	
<b>7</b>	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	<b>Total annual distributions.</b> Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2021 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)		(i) Excess Distributions	(ii) Underdistributions Pre-2021	(iii) Distributable Amount for 2021
1	Distributable amount for 2021 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2021 (reasonable cause required - explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2021			
a	From 2016 . . . . .			
b	From 2017 . . . . .			
c	From 2018 . . . . .			
d	From 2019 . . . . .			
e	From 2020 . . . . .			
f	<b>Total</b> of lines 3a through 3e			
g	Applied to underdistributions of prior years			
h	Applied to 2021 distributable amount			
i	Carryover from 2016 not applied (see instructions)			
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4	Distributions for 2021 from Section D, line 7: \$			
a	Applied to underdistributions of prior years			
b	Applied to 2021 distributable amount			
c	Remainder. Subtract lines 4a and 4b from line 4.			
5	Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6	Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7	<b>Excess distributions carryover to 2022.</b> Add lines 3j and 4c.			
8	Breakdown of line 7:			
a	Excess from 2017 . . . .			
b	Excess from 2018 . . . .			
c	Excess from 2019 . . . .			
d	Excess from 2020 . . . .			
e	Excess from 2021 . . . .			

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART II - OTHER INCOME

DESCRIPTION	2017	2018	2019	2020	2021	TOTAL
OTHER INCOME	358,877.				9,567.	368,444.
TOTALS	358,877.				9,567.	368,444.

Schedule B (Form 990)

Department of the Treasury Internal Revenue Service

Schedule of Contributors

Attach to Form 990 or Form 990-PF. Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2021

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

[X] 501(c)( 3 ) (enter number) organization

[ ] 4947(a)(1) nonexempt charitable trust not treated as a private foundation

[ ] 527 political organization

Form 990-PF

[ ] 501(c)(3) exempt private foundation

[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation

[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the General Rule or a Special Rule.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[ ] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don't complete any of the parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . \$ \_\_\_\_\_

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it must answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization <p style="text-align: center;">WOMEN DELIVER, INC</p>	Employer identification number <p style="text-align: center;">26-4462256</p>
---	---

**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	N/A <hr/> <hr/> <hr/>	\$ 576,331.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	N/A <hr/> <hr/> <hr/>	\$ 300,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	N/A <hr/> <hr/> <hr/>	\$ 200,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	N/A <hr/> <hr/> <hr/>	\$ 786,520.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	N/A <hr/> <hr/> <hr/>	\$ 964,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	N/A <hr/> <hr/> <hr/>	\$ 1,100,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization <p style="text-align: center;">WOMEN DELIVER, INC</p>	Employer identification number <p style="text-align: center;">26-4462256</p>
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**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	N/A	\$ 200,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Line number, Description, (a) Donor advised funds, (b) Funds and other accounts. Includes rows for total number at end of year, aggregate values, and yes/no questions about donor advisement.

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Line number, Description, and Held at the End of the Tax Year. Includes rows for purpose(s) of easements, total number, acreage, and monitoring expenses.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Line number, Description, and Amount. Includes rows for art collections, revenue included, and assets included.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2021

JSA 1E1268 1.000



**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange program
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . . .  Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . .  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |   | Amount    |
|---|-----------|
| c Beginning balance . . . . .             | <b>1c</b> |
| d Additions during the year . . . . .     | <b>1d</b> |
| e Distributions during the year . . . . . | <b>1e</b> |
| f Ending balance . . . . .                | <b>1f</b> |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII . . . . .

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance . . . . .					
b Contributions . . . . .					
c Net investment earnings, gains, and losses . . . . .					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment ▶ \_\_\_\_\_ %
  - b Permanent endowment ▶ \_\_\_\_\_ %
  - c Term endowment ▶ \_\_\_\_\_ %
- The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |  | Yes           | No |
|--|---------------|----|
| (i) Unrelated organizations . . . . .  | <b>3a(i)</b>  |    |
| (ii) Related organizations . . . . .   | <b>3a(ii)</b> |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? . . . . . | <b>3b</b>     |    |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .				
b Buildings . . . . .				
c Leasehold improvements . . . . .				
d Equipment . . . . .		41,541.	41,541.	NONE
e Other . . . . .				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) . . . . .				NONE

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include (1) Financial derivatives, (2) Closely held equity interests, (3) Other (A-H), and Total.

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows (1) through (9) and Total.

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows (1) through (9) and Total.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Row 1 includes (1) Federal income taxes, and rows (2) through (9) and Total.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII. [X]

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Row 1: Total revenue, gains, and other support per audited financial statements 4,339,625. Row 2: Amounts included on line 1 but not on Form 990, Part VIII, line 12. Sub-rows: a Net unrealized gains (losses) on investments, b Donated services and use of facilities, c Recoveries of prior year grants, d Other (Describe in Part XIII.) 484. Row 2e: Add lines 2a through 2d 484. Row 3: Subtract line 2e from line 1 4,339,141. Row 4: Amounts included on Form 990, Part VIII, line 12, but not on line 1. Sub-rows: a Investment expenses not included on Form 990, Part VIII, line 7b, b Other (Describe in Part XIII.). Row 4c: Add lines 4a and 4b. Row 5: Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) 4,339,141.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Row 1: Total expenses and losses per audited financial statements 4,773,270. Row 2: Amounts included on line 1 but not on Form 990, Part IX, line 25. Sub-rows: a Donated services and use of facilities, b Prior year adjustments, c Other losses, d Other (Describe in Part XIII.). Row 2e: Add lines 2a through 2d. Row 3: Subtract line 2e from line 1 4,773,270. Row 4: Amounts included on Form 990, Part IX, line 25, but not on line 1. Sub-rows: a Investment expenses not included on Form 990, Part VIII, line 7b, b Other (Describe in Part XIII.). Row 4c: Add lines 4a and 4b. Row 5: Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) 4,773,270.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SEE SUPPLEMENTAL PAGE

**Part XIII** Supplemental Information (continued)

SCHEDULE D, PART XI, LINE 2D

FOREIGN EXCHANGE GAIN OF \$484

SCHEDULE D, PART X, LINE 2

WOMEN DELIVER IS A NOT-FOR-PROFIT CORPORATION EXEMPT FROM INCOME TAXES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE. WOMEN DELIVER HAS EVALUATED THE RECOGNITION REQUIREMENTS FOR UNCERTAIN INCOME TAX POSITIONS AND HAS CONCLUDED THAT THERE ARE NO SUCH POSITIONS AT DECEMBER 31, 2021. WOMEN DELIVER HAS NOT INCURRED ANY TAX RELATED INTEREST AND PENALTIES FOR UNCERTAIN INCOME TAX POSITIONS AT DECEMBER 31, 2021.

**SCHEDULE F  
(Form 990)**

**Statement of Activities Outside the United States**

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.**  
▶ **Attach to Form 990.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

**Part I** **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

- 1 For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  **Yes**  **No**
- 2 For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

**3 Activities per Region.** (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
<b>(1)</b> CENTRAL AMERICA/CARIBBEAN	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	266,992.
<b>(2)</b> EAST ASIA AND THE PACIFIC	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	306,964.
<b>(3)</b> EUROPE	NONE	NONE	GRANTMAKING	POLICY & ADVOCACY	114,913.
<b>(4)</b> MIDDLE EAST AND NORTH AFRICA	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	201,519.
<b>(5)</b> NORTH AMERICA	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	75,297.
<b>(6)</b> SOUTH AMERICA	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	338,681.
<b>(7)</b> SOUTH ASIA	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	258,142.
<b>(8)</b> SUB-SAHARAN AFRICA	NONE	NONE	GRANTMAKING	YOUTH CAPACITY BUILD	2,556,349.
<b>(9)</b>					
<b>(10)</b>					
<b>(11)</b>					
<b>(12)</b>					
<b>(13)</b>					
<b>(14)</b>					
<b>(15)</b>					
<b>(16)</b>					
<b>(17)</b>					
<b>3a</b> Subtotal . . . . .	NONE	NONE			4,118,857.
<b>b</b> Total from continuation sheets to Part I . . . . .					
<b>c Totals</b> (add lines 3a and 3b)	NONE	NONE			4,118,857.

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2021

**Part II** **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			EUROPE/ICELAND/GREENLAND	POLICY AND ADVOCACY	39,184.	WIRE			
(2)			SUB-SAHARAN AFRICA	POLICY AND ADVOCACY	41,530.	WIRE			
(3)			SUB-SAHARAN AFRICA	POLICY AND ADVOCACY	75,030.	WIRE			
(4)			SUB-SAHARAN AFRICA	YOUTH CAPACITY	5,500.	WIRE			
(5)			MIDDLE EAST/NORTH AFRICA	YOUTH CAPACITY	5,500.	WIRE			
(6)			SUB-SAHARAN AFRICA	YOUTH CAPACITY	5,490.	WIRE			
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . 6

3 Enter total number of other organizations or entities . . . NONE

**Part III** **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1) GRANTS	CENT. AMERICA/CARIBBEAN	2	11,000.	WIRE			
(2) GRANTS	EAST ASIA/PACIFIC	3	6,500.	WIRE			
(3) GRANTS	MIDDLE EAST/NORTH AFRICA	4	21,000.	WIRE			
(4) GRANTS	NORTH AMERICA	3	6,000.	WIRE			
(5) GRANTS	SOUTH AMERICA	2	10,500.	WIRE			
(6) GRANTS	SOUTH ASIA	4	21,000.	WIRE			
(7) GRANTS	SUB-SAHARAN AFRICA	21	66,366.	WIRE			
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . .  Yes  No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* . . . . .  Yes  No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* . . . . .  Yes  No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* . . . . .  Yes  No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . .  Yes  No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)* . . . . .  Yes  No



**Part V Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

## PART 1, LINE 2 - GRANTMAKERS EXPLANATION FOR MONITORING

ALL POTENTIAL SUBGRANTS GO THROUGH A DUE DILIGENCE AND SELECTION PROCESS THAT INCLUDES COMPETITIVE BIDDING OR A COMPETITIVE APPLICATION PROCESS, REVIEW OF ORGANIZATION'S OR INDIVIDUAL'S CAPACITY TO ADMINISTER AND IMPLEMENT FUNDS, AND BACKGROUND CHECK. ONCE A RECIPIENT IS SELECTED, AN AGREEMENT IS SIGNED BY BOTH PARTIES THAT INCLUDES A BUDGET, WORKPLAN, AND PAYMENT SCHEDULE. THE SUBGRANT AGREEMENT ALSO INCLUDES TERMS AND CONDITIONS FOR PERFORMANCE TO ENSURE COMPLIANCE REQUIREMENTS FROM PRIMARY DONORS FLOW DOWN TO SUBGRANTEES. REGULAR MONITORING IS PERFORMED ON IMPLEMENTATION OF THE GRANT AND USE OF FUNDS AND ANY SUBSEQUENT PAYMENTS MADE AFTER THE INITIAL ADVANCE UNDER THE GRANT ARE CONTINGENT ON SUBMITTED AND APPROVED PROGRESS REPORTS DEMONSTRATING ACTIVITIES ARE ON TRACK IN ACCORDANCE WITH WORKPLAN AND BUDGET.

**SCHEDULE I  
(Form 990)**

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

Name of the organization

WOMEN DELIVER, INC

Employer identification number

26-4462256

**Part I General Information on Grants and Assistance**

- Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1)							
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							

- Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶
- Enter total number of other organizations listed in the line 1 table ▶

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2021

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1 GRANTS	2	6,000.			
2					
3					
4					
5					
6					
7					

**Part IV Supplemental Information.** Provide the information required in Part I, line 2, Part III, column (b); and any other additional information.

PART 1, LINE 2 - GRANTMAKERS EXPLANATION FOR MONITORING

ALL GRANTS AND SUBGRANTS GO THROUGH A DUE DILIGENCE AND SELECTION PROCESS THAT INCLUDES COMPETITIVE BIDDING OR A COMPETITIVE APPLICATION PROCESS, REVIEW OF ORGANIZATION'S OR INDIVIDUAL'S CAPACITY TO ADMINISTER AND IMPLEMENT FUNDS, AND BACKGROUND CHECK. ONCE A RECIPIENT IS SELECTED, AN AGREEMENT IS SIGNED BY BOTH PARTIES THAT INCLUDES A BUDGET, WORKPLAN, AND PAYMENT SCHEDULE. THE SUBGRANT AGREEMENT ALSO INCLUDES TERMS AND CONDITIONS FOR PERFORMANCE TO ENSURE COMPLIANCE REQUIREMENTS FROM PRIMARY DONORS FLOW DOWN TO SUBGRANTEES. REGULAR MONITORING IS PERFORMED ON

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
1					
2					
3					
4					
5					
6					
7					

**Part IV Supplemental Information.** Provide the information required in Part I, line 2, Part III, column (b); and any other additional information.

IMPLEMENTATION OF THE GRANT AND USE OF FUNDS AND ANY SUBSEQUENT PAYMENTS  
MADE AFTER THE INITIAL ADVANCE UNDER THE GRANT ARE CONTINGENT ON  
SUBMITTED AND APPROVED PROGRESS REPORTS DEMONSTRATING ACTIVITIES ARE ON  
TRACK IN ACCORDANCE WITH WORKPLAN AND BUDGET.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

WOMEN DELIVER, INC

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Employer identification number

26-4462256

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |   |   |
|---|---|
| <input type="checkbox"/> Compensation committee                     | <input checked="" type="checkbox"/> Written employment contract                     |
| <input type="checkbox"/> Independent compensation consultant        | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input checked="" type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? **4a**  **4b**
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? **4b**
- c** Participate in or receive payment from an equity-based compensation arrangement? **4c**
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? **5a**  **5b**
- b** Any related organization? **5b**
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? **6a**  **6b**
- b** Any related organization? **6b**
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III. **7**  **8**

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III. **8**

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? **9**

	Yes	No
<b>1a</b>		
<b>1b</b>		
<b>2</b>		
<b>3</b>		
<b>4a</b>		<input checked="" type="checkbox"/>
<b>4b</b>		<input checked="" type="checkbox"/>
<b>4c</b>		<input checked="" type="checkbox"/>
<b>5a</b>		<input checked="" type="checkbox"/>
<b>5b</b>		<input checked="" type="checkbox"/>
<b>6a</b>		<input checked="" type="checkbox"/>
<b>6b</b>		<input checked="" type="checkbox"/>
<b>7</b>		<input checked="" type="checkbox"/>
<b>8</b>		
<b>9</b>		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2021

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 KATHLEEN SHERWIN PRESIDENT/CEO	(i)	258,451.	NONE	60.	19,500.	20,708.	298,719.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
2 LIPPI DOSHI DIRECTOR, COMMUNICATI	(i)	160,905.	NONE	48.	NONE	12,125.	173,078.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
3 DIVYA MATHEW DIRECTOR, POLICY AND	(i)	152,667.	NONE	54.	8,860.	487.	162,068.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
4 SCARLET MACAS SR. MANAGER, FINANCE	(i)	133,690.	NONE	60.	4,381.	12,125.	150,256.	NONE
	(ii)	NONE	NONE	NONE	NONE	NONE	NONE	NONE
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

WOMEN DELIVER, INC

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

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**2021**

**Open to Public  
Inspection**

Employer identification number

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**FORM 990, PART III, LINE 1 ORGANIZATION MISSION**

FOUNDED IN 2007, AND INCORPORATED AS A 501(C)(3) IN 2009, WOMEN DELIVER, INC ("WOMEN DELIVER") IS A LEADING GLOBAL ADVOCATE THAT CHAMPIONS GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN. OUR ADVOCACY DRIVES INVESTMENT - POLITICAL AND FINANCIAL - IN THE LIVES OF GIRLS AND WOMEN WORLDWIDE. WE HARNESS EVIDENCE AND UNITE DIVERSE VOICES TO SPARK COMMITMENT TO GENDER EQUALITY. AND WE GET RESULTS. ANCHORED IN SEXUAL AND REPRODUCTIVE HEALTH, WE ADVOCATE FOR THE RIGHTS OF GIRLS AND WOMEN ACROSS EVERY ASPECT OF THEIR LIVES.

OUR WORK SPANS GEOGRAPHIES, SECTORS, AND GENERATIONS TO MAKE GENDER EQUALITY A GLOBAL PRIORITY - BRINGING TOGETHER GOVERNMENTS, THE PRIVATE SECTOR, NON-PROFIT ORGANIZATIONS, ACADEMICS, FOUNDATIONS, AND MORE. THROUGH EVIDENCE, ADVOCACY, AND EFFECTIVE COMMUNICATION, WE MAKE THE CASE THAT INVESTING IN GIRLS, WOMEN, AND GENDER EQUALITY IS NOT ONLY THE RIGHT THING TO DO, BUT ALSO THE SMART THING TO DO.

WE COLLABORATE WITH A WIDE RANGE OF PARTNERS TO FUEL OUR ADVOCACY. IN LINE WITH THIS ETHOS, WE CREATED THE DELIVER FOR GOOD CAMPAIGN, A GLOBAL ADVOCACY INITIATIVE THAT MOBILIZES DEVELOPMENT PARTNERS FROM ACROSS SECTORS AND ISSUE AREAS TO CENTER GENDER EQUALITY IN THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS (SDGS).

IN ALL WE DO, WE CELEBRATE THE POWER OF YOUNG PEOPLE, EQUIPPING THEM TO DELIVER LARGE-SCALE CHANGE. THE WOMEN DELIVER YOUNG LEADERS PROGRAM CONNECTS OUTSTANDING YOUTH ADVOCATES WITH THE SKILLS, RESOURCES, PEOPLE, AND PLATFORMS TO ADVANCE GENDER EQUALITY IN THEIR COMMUNITIES, COUNTRIES, AND AROUND THE WORLD. WOMEN DELIVER CHAMPIONS YOUNG PEOPLE'S INCLUSION IN

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

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THE CREATION AND IMPLEMENTATION OF DEVELOPMENT POLICIES AND PROGRAMS THAT AFFECT THEIR LIVES - FROM START TO FINISH - INCLUDING WITHIN OUR OWN ORGANIZATION.

AND EVERY THREE YEARS, WE GALVANIZE MOMENTUM AT THE GLOBAL WOMEN DELIVER CONFERENCE - OUR SIGNATURE EVENT. THE WOMEN DELIVER CONFERENCE IS A BOLD AND DIVERSE GATHERING, A FUELING STATION OF IDEAS, AND GENERATOR OF ACTION, CONVENING THOUSANDS OF DECISION-MAKERS FROM CIVIL SOCIETY, GOVERNMENTS, THE PRIVATE SECTOR, AND INTERNATIONAL AGENCIES ALONGSIDE ADVOCATES, ACTIVISTS, AND JOURNALISTS TO IDENTIFY SOLUTIONS AND DRIVE CHANGE FOR GIRLS AND WOMEN.

WE'RE CONSTANTLY PUSHING GLOBAL ACTION FOR GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN. WE KNOW THAT INVESTING IN GIRLS AND WOMEN WILL DELIVER PROGRESS FOR ALL.

**FORM 990, PART III, LINE 4 - PROGRAM SERVICE ACCOMPLISHMENTS**

GLOBAL POLICY AND ADVOCACY:

OUR ADVOCACY HARNESSSES THE MOST RIGOROUS AND COMPELLING EVIDENCE TO SHOW THAT INVESTING IN GIRLS, WOMEN, AND GENDER EQUALITY IS NOT ONLY THE RIGHT THING TO DO, BUT ALSO THE SMART THING TO DO. WE COLLATE THE LATEST DATA AND INFORMATION AND TRANSLATE THEM INTO CLEAR-SIGHTED MESSAGES TO BUILD THE CASE FOR PRIORITIZING GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN. AND WHEN THE DATA DOESN'T EXIST, WE CALL FOR MORE ATTENTION TO OVERLOOKED TOPICS. WE FOCUS ON WHAT WORKS, USING ADVOCACY GROUNDED IN EVIDENCE TO SHIFT POLICIES AND DRIVE INVESTMENTS.

WE ARE PERSISTENT ADVOCATES, SPEAKING UP FOR ALL GIRLS AND WOMEN, OF ALL



**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

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Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

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GENDERS AND INTERSECTING IDENTITIES, IN EVERY SETTING. THROUGH OUR DIVERSE AND FAR-REACHING NETWORK, CONVENING POWER, EVIDENCED-BASED ADVOCACY, AND TECHNICAL EXPERTISE, WE MOBILIZE GOVERNMENTS, THE PRIVATE SECTOR, AND CIVIL SOCIETY ORGANIZATIONS TO MAKE BIGGER, BOLDER COMMITMENTS TO GENDER EQUALITY DURING KEY INTERNATIONAL POLICY WINDOWS, SUCH AS THE LANDMARK GENERATION EQUALITY FORUM, THE COMMISSION ON THE STATUS OF WOMEN, AND THE UN GENERAL ASSEMBLY.

WE CONNECT PEOPLE, IDEAS, AND RESOURCES TO DRIVE SOLUTIONS FOR GIRLS AND WOMEN, AND WE MAKE SURE EVERYONE - INCLUDING PEOPLE WHO HAVE TOO OFTEN BEEN SIDELINED OR MARGINALIZED - IS PART OF THE WORK TO DRIVE A GENDER-EQUAL WORLD. FROM LEADING THE DELIVER FOR GOOD CAMPAIGN TO BRINGING DIVERSE VOICES TOGETHER EVERY THREE YEARS AT THE WOMEN DELIVER CONFERENCE, WE IDENTIFY OPPORTUNITIES TO BOLSTER OUR ADVOCACY THROUGH EFFECTIVE COLLABORATION. WE'VE SHARED OUR EXPERTISE IN PARTNERSHIPS AS WIDE-RANGING AS THE WOMEN'S MAJOR GROUP AND THE WORLD HEALTH ORGANIZATION, WHILE ALSO SUPPORTING YOUNG LEADERS TO GET INTO THE SPACES WHERE THEIR ADVOCACY CAN BRING ABOUT CHANGE.

DELIVER FOR GOOD CAMPAIGN

CONVENED BY WOMEN DELIVER, DELIVER FOR GOOD SUPPORTS COLLECTIVE ACTION AT GLOBAL, REGIONAL, AND COUNTRY LEVELS TO ADVOCATE FOR MORE GENDER TRANSFORMATIVE POLICIES, PROGRAMMING, AND FINANCIAL INVESTMENTS IN THE SDGS. CORE TO THE CAMPAIGN'S SUCCESS IS ITS PRIORITIZED FUNDING FOR COUNTRY AND REGIONAL ADVOCACY, IN KENYA AND SENEGAL, TO ENSURE THAT THE LEADERSHIP OF WOMEN'S RIGHTS ORGANIZATIONS IS CENTERED, THEIR ADVOCACY IS

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

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Inspection**

Employer identification number

STRENGTHENED, AND THEIR ACCESS TO DECISION-MAKING SPACES IS SUPPORTED.  
AS A MULTILATERAL PARTNERSHIP WITH ACTIVE CONNECTIONS AT EVERY LEVEL OF  
DECISION-MAKING, DELIVER FOR GOOD ALSO FACILITATES GLOBAL DIALOGUE AND  
SUPPORTS THE CREATION OF A COLLECTIVE ADVOCACY AGENDA AMONG DIVERSE  
CRITICAL ACTORS WHO ARE OFTEN SILOED IN THEIR GENDER EQUALITY ADVOCACY  
EFFORTS. IN LINKING THE COUNTRY, REGIONAL, AND GLOBAL SPHERES, THE  
CAMPAIGN BUILDS SOLIDARITY AMONG STAKEHOLDERS, AND SUPPORTS THEIR  
COLLABORATION TO EFFECTIVELY ADVOCATE FOR GIRLS AND WOMEN'S HEALTH AND  
RIGHTS ACROSS EVERY MEASURE OF DEVELOPMENT.

YOUTH ENGAGEMENT & YOUNG LEADERS PROGRAM:

YOUNG PEOPLE ARE CHANGING THE WORLD TODAY, CREATING THE REALITY OF  
TOMORROW. SPEAKING UP, CHALLENGING NORMS, COLLABORATING, AND BUILDING  
NETWORKS - YOUNG ADVOCATES ARE DRIVING POSITIVE CHANGE IN THEIR  
COMMUNITIES, COUNTRIES, AND AROUND THE WORLD.

THE WOMEN DELIVER YOUNG LEADERS PROGRAM CONNECTS OUTSTANDING YOUNG  
ADVOCATES WITH THE PLATFORMS, THE PEOPLE, AND THE RESOURCES THAT CAN  
AMPLIFY THEIR INFLUENCE ON A LARGER SCALE. WITH AN EMPHASIS ON SEXUAL AND  
REPRODUCTIVE HEALTH AND RIGHTS, WOMEN DELIVER ELEVATES THE WORK OF YOUNG  
PEOPLE TAKING A STAND FOR GENDER EQUALITY. WHEN YOUNG PEOPLE ARE  
CONNECTED TO THE PLATFORMS, THE PEOPLE, AND THE RESOURCES THEY NEED, THEY  
CAN CREATE TRANSFORMATIONAL CHANGE IN THEIR COMMUNITIES AND COUNTRIES.

THE YOUNG LEADERS PROGRAM IS A CATALYST FOR RISING ADVOCATES, PROVIDING  
ACCESS TO SMALL GRANTS, TRAINING, A DIGITAL UNIVERSITY, SPEAKING  
OPPORTUNITIES, AND NETWORKING. SINCE 2010, A TOTAL OF 1000 YOUNG PEOPLE

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

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FROM 148 COUNTRIES HAVE INCREASED THEIR IMPACT THROUGH THE AWARD-WINNING PROGRAM. WOMEN DELIVER IS SHIFTING THE GLOBAL LANDSCAPE IN FAVOR OF MEANINGFUL YOUTH ENGAGEMENT BECAUSE WE KNOW YOUNG PEOPLE ARE SHAPING A GENDER-EQUAL FUTURE. IT'S TIME TO FOLLOW THEIR LEAD.

WOMEN DELIVER CONFERENCES:

EVERY THREE YEARS, WE GALVANIZE MOMENTUM AT THE WOMEN DELIVER CONFERENCE - THE WORLD'S LARGEST GATHERING ON GENDER EQUALITY AND THE HEALTH AND RIGHTS OF GIRLS AND WOMEN.

THOUSANDS OF DECISION-MAKERS FROM GOVERNMENT, CIVIL SOCIETY, THE PRIVATE SECTOR, AND UN AGENCIES, AS WELL AS INFLUENCERS, ADVOCATES, ACADEMICS, ACTIVISTS, AND JOURNALISTS, CONVENE TO SHARE SOLUTIONS AND PROMOTE ACTION FOR GENDER EQUALITY. AS OUR SIGNATURE EVENT, THE WOMEN DELIVER CONFERENCE IS A MOMENT TO RALLY, REFUEL, AND CHAMPION GIRLS AND WOMEN ON A GLOBAL STAGE.

THE WOMEN DELIVER CONFERENCE IS CREATED WITH COLLABORATION AT ITS HEART - BUILT WITH PARTNERS, FOR PARTNERS. MUCH MORE THAN A GATHERING IN A CONFERENCE CENTER, WOMEN DELIVER LEADS ACTIVITIES THAT SIMULTANEOUSLY COINCIDE AROUND THE WORLD DURING THE CONFERENCES FOR A TRULY GLOBAL MOVEMENT. BY FOCUSING THE WORLD'S ATTENTION ON THE TRANSFORMATIVE POTENTIAL OF GIRLS AND WOMEN, WOMEN DELIVER CONFERENCES SEND A POWERFUL SIGNAL THAT INVESTING IN GENDER EQUALITY IS FOUNDATIONAL TO PROGRESS FOR ALL.

COMMUNICATIONS:

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

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AS AN ADVOCACY ORGANIZATION, WOMEN DELIVER SEES COMMUNICATIONS -  
INCLUDING TRADITIONAL AND DIGITAL MEDIA - AS AN INVALUABLE TOOL TO BUILD  
THE CAPACITY OF OTHER ADVOCATES AND MOVE THE NEEDLE ON GENDER EQUALITY.  
WE SHARE STORIES AND THE HARD FACTS TO DRIVE ACTION FOR GENDER EQUALITY,  
KEEPING THE HEALTH AND RIGHTS, AND PARTICULARLY THE SEXUAL AND  
REPRODUCTIVE HEALTH AND RIGHTS OF GIRLS AND WOMEN AT THE TOP OF THE  
AGENDA AND AT THE HEART OF THE CONVERSATION.  
WE EQUIP ADVOCATES AND CHANGEMAKERS WITH EVIDENCE AND COMPELLING MESSAGES  
TO PROMOTE CONCRETE ACTION ON GENDER EQUALITY. WE'RE ADVISORS TO  
GOVERNMENTS, CORPORATIONS, AND CIVIL SOCIETY ORGANIZATIONS ALIKE. WE  
COMMUNICATE FROM PODIUMS, IN BOARDROOMS, AND WITHIN THE HALLWAYS OF  
POWER, VIA THE PAGES OF MAJOR NEWSPAPERS AND INDIVIDUAL SCREENS, TO GET  
OUR MESSAGE TO THE RIGHT PEOPLE AND DRIVE PROGRESS FOR ALL.

**FORM 990, PART VI, LINE 11B- FORM 990 REVIEW PROCESS**

THE DRAFT 990 IS REVIEWED BY MANAGEMENT, INCLUDING THE CEO, SENIOR  
ADVISOR FOR LEGAL AFFAIRS AND OPERATIONS, AND THE SENIOR MANAGER OF  
FINANCE & ADMINISTRATION. THEREAFTER, THE COMPLETE 990 IS PROVIDED TO  
BOARD MEMBERS (VIA EMAIL) PRIOR TO SUBMISSION. BOARD MEMBERS ARE ASKED TO  
REVIEW THE 990 AND GIVEN THE OPPORTUNITY TO RAISE QUESTIONS OR CONCERNS  
IN ADVANCE OF SUBMISSION.

**FORM 990, PART VI, LINE 12C, EXPLANATION OF MONITORING**

WOMEN DELIVER'S BOARD HAS ADOPTED A CONFLICT OF INTEREST AND DISCLOSURE  
POLICY. THE POLICY REQUIRES ALL BOARD MEMBERS AND KEY EMPLOYEES TO  
DISCLOSE CONFLICTS OF INTEREST, AND TO REPORT ANY POTENTIAL OR ACTUAL  
CONFLICTS OF INTEREST IN A WRITTEN DISCLOSURE FORM AND WHEN A POTENTIAL

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

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Inspection**

Employer identification number

CONFLICT ARISES. AS PART OF NEW EMPLOYEE ONBOARDING, ALL NEW EMPLOYEES ARE REQUIRED TO CONFIRM IN WRITING THEY HAVE READ THE CONFLICT OF INTEREST POLICY AND COMPLETE THE DISCLOSURE FORM. AS A MATTER OF PRACTICE ALL BOARD MEMBERS AND ALL EMPLOYEES ARE REQUIRED TO COMPLETE THE DISCLOSURE FORM ANNUALLY. ALSO, CONSISTENT WITH THE CONFLICT OF INTEREST POLICY (NOW SPECIFICALLY INCLUDED IN THE CONTRACT SIGNATORY AUTHORITY POLICY) CONTRACTS ARE MONITORED FOR POTENTIAL CONFLICTS AND AUTHORIZED SIGNERS MUST ENSURE NO CONFLICT OR POTENTIAL CONFLICT EXISTS WITH RESPECT TO THE CONTRACT THEY ARE SIGNING. FINALLY, WOMEN DELIVER'S PERSONNEL POLICY HANDBOOK CLEARLY STATES THAT VIOLATIONS OF ORGANIZATIONAL POLICY ARE SUBJECT TO DISCIPLINE, UP TO AND INCLUDING TERMINATION OF EMPLOYMENT.

**FORM 990, PART VI, LINE 15A- COMPENSATION REVIEW & APPROVAL**

THE BOARD OF DIRECTORS CONDUCTS AN ANNUAL PERFORMANCE REVIEW OF THE PRESIDENT AND CEO. IN THIS REGARD, THE BOARD CHAIR ISSUES A STANDARDIZED EVALUATION FORM TO THE BOARD MEMBERS, WHO MEET IN EXECUTIVE SESSION TO DISCUSS THE PERFORMANCE. ALL OTHER STAFF ARE EVALUATED BY THEIR SUPERVISORS AS PART OF AN ANNUAL PERFORMANCE REVIEW PROCESS. EMPLOYEES COMPLETE A SELF-EVALUATION. SUPERVISORS ALSO COMPLETE EVALUATIONS OF THEIR TEAM MEMBERS. ALL EVALUATIONS ARE FILED WITH HUMAN RESOURCES AND SIGNED BY THE EMPLOYEE AND SUPERVISOR.

EMPLOYEE COMPENSATION IS REVIEWED PERIODICALLY, USING INDEPENDENT DATA (SUCH AS COMPENSATION SURVEY OF NEW YORK STATE NON-PROFITS) AND BENCHMARKS. THE BOARD APPROVES SALARY BAND ADJUSTMENTS FOR ALL EMPLOYEES, INCLUDING EXECUTIVE COMPENSATION. EXECUTIVE COMPENSATION IS SEPARATELY EVALUATED USING, E.G., BENCHMARKING DATA FROM SIMILARLY-SIZED NON-PROFIT

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service  
Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

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ORGANIZATIONS.

**FORM 990, PART VI, LINE 19- OTHER ORGANIZATION DOCUMENTS PUBLICITY**

WOMEN DELIVER'S AUDITED FINANCIAL STATEMENTS, ANNUAL REPORTS, AND TAX  
RETURNS (990'S) ARE READILY AVAILABLE TO THE PUBLIC ON OUR WEBSITE  
[WWW.WOMENDELIVER.ORG](http://WWW.WOMENDELIVER.ORG).

**FORM 990, PAGE 12, PART XI, LINE 9**

OTHER CHANGES IN NET ASSETS CONSIST OF A \$484 FOREIGN CURRENCY EXCHANGE  
GAIN IN 2021.

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

FORM 990, PART VI, LINE 17 - STATES

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AL, AK, AR, CA, CO, CT,  
DC, FL, GA, HI, IL, KS, KY, ME, MD, MA, MI,  
MN, MS, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA,  
RI, SC, TN, UT, VA, WA, WV, WI,

Name of the organization

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WOMEN DELIVER, INC

26-4462256

FORM 990, PART VII-COMPENSATION OF THE 5 HIGHEST PAID IND. CONTRACTORS

NAME AND ADDRESS

DESCRIPTION OF SERVICES

COMPENSATION

KORE GLOBAL CONSULTING INC.  
4183 HIGHLAND BLVD.  
NORTH VANCOUVER  
BRITISH COLUMBIA  
CANADA V7R 2Z5

ADVOCACY

114,786.



Name of the organization

Employer identification number

**WOMEN DELIVER, INC**

**26-4462256**

FORM 990, PART IX - OTHER FEES

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DESCRIPTION	(A) TOTAL FEES	(B) PROGRAM SERVICE EXP.	(C) MANAGEMENT AND GENERAL	(D) FUNDRAISING EXPENSES
-----	-----	-----	-----	-----
CONSULTANTS	723,838.	629,739.	79,622.	14,477.
TRANSLATORS	20,062.	17,454.	2,207.	401.
TOTALS	----- 743,900. =====	----- 647,193. =====	----- 81,829. =====	----- 14,878. =====

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

FORM 990, PART X - PREPAID EXPENSES AND DEFERRED CHARGES

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DESCRIPTION	BEGINNING BOOK VALUE	ENDING BOOK VALUE
-----	-----	-----
PREPAID EXPENSES	33,216.	19,855.
TOTALS	----- 33,216. =====	----- 19,855. =====

Name of the organization

Employer identification number

WOMEN DELIVER, INC

26-4462256

FORM 990, PART X - DEFERRED REVENUE

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DESCRIPTION	BEGINNING BOOK VALUE	ENDING BOOK VALUE
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DEFERRED REVENUE	322,050.	790,699.
TOTALS	----- 322,050. =====	----- 790,699. =====