REPUBLIC OF BENIN

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NETWORK OF WOMEN LEADERS FOR DEVELOPMENT (RFLD)

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RFLD FINANCIAL AUDIT REPORT

PERIOD: JANUARY 1, 2024 TO DECEMBER 31, 2024

Final Version

Provisional version: May 2, 2025

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ACRONYMS AND ABBREVIATIONS

ACRONYM	DEFINITION
NGO	Non-Governmental Organization
TCF	Cash Flow Statement
RET	Resources and Uses Statement
FCFA	CFA Francs
OHADA	Organization for the Harmonization of Business Law in Africa
RFLD	Network of Women Leaders for Development
N/A	Nothing to report

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1. INTRODUCTORY LETTER

To the attention of the President of RFLD
Porto Novo-(BENIN)

Madam President,

In accordance with contract No. 014/RLFD/MJ/2025 dated April 30, 2025, signed between RFLD and Mr. Judicaël G. MITOLODE, Accounting and Financial Auditor, we conducted the organizational financial audit for the fiscal year from January 01, 2024 to December 31, 2024, of the financial statements of the Network of Women Leaders for Development (RFLD). Our controls were carried out both at the RFLD headquarters and at our office from May 2 to May 12, 2025.

During the mission, it is important to note that various resource persons were met. Each of them spared no effort to make available to our team all the information requested and necessary for the execution of the mission.

Our mission is in accordance with International Standards on Auditing ISA 800, issued by the International Federation of Accountants (IFAC). These standards require the implementation of procedures to ensure the regularity of operations carried out and the accuracy or otherwise of the financial information communicated to us. We wish to specify that our audit procedures are essentially intended to enable us to give an opinion on the financial reports submitted for our assessment.

The results of our work are materialized by the preparation of this report according to the following plan:

- Opinion on the financial statements closed on December 31, 2024 of RFLD;
- Administrative and financial management;
- Audit objectives and scope;
- Procedures implemented;
- Note on the regularity of expenditures;
- Note on internal control;
- Annexes.

Cotonou, May 16, 2025



M. Junior Merveille Sénan TOGBAN
Certified Public Accountant

Report of opinion on the financial report as of 12/31/2024

2. AUDITOR'S OPINION ON THE FINANCIAL REPORT CLOSED ON DECEMBER 31, 2024

Madam President of RFLD,

We conducted the financial audit of the financial statements for the fiscal year from January 01, 2024 to December 31, 2024, for the Network of Women Leaders for Development (RFLD). These financial statements, presented by RFLD, include: the Financial Report, the Resources-Expenditures Statement, the Account Justification Statement and the explanatory notes. The financial report closed on 12/31/2024 shows an implementation amount of eight hundred twenty-nine million five hundred sixty-five thousand six hundred eighty-five (829,565,685) CFA francs, and total resources of eight hundred eight million five hundred fifty thousand six hundred thirteen (808,550,613) CFA francs. We believe that our controls provide a reasonable basis for the opinion expressed below:

OPINION

- The summary financial report of the projects attached to this report presents fairly and accurately in all material respects, the financial position of RFLD as well as the Resources and Expenditures for the period from January 01, 2024 to December 31, 2024.

- Expenditures made on the bank accounts of the projects are supported by reliable supporting documents and comply with the provisions of the grant agreements signed with the donors regarding disbursements.

BASIS FOR OPINION

We conducted our audit in accordance with the International Standards on Auditing ISA of the International Federation of Accountants (IFAC). The responsibilities incumbent upon us under these standards are more fully described in the "Auditor's Responsibility" section. We are independent of RFLD in accordance with the code of ethics for accounting and auditing professionals, the independence rules that govern contractual audit missions and we have fulfilled the other ethical responsibilities incumbent upon us according to these rules.

RESPONSIBILITY OF RFLD

RFLD is responsible for the preparation and fair presentation of the financial statements of the projects. This responsibility includes: the design, implementation and monitoring of internal control related to the preparation and presentation of financial statements that do not contain material misstatements, whether due to fraud or error, as well as the determination of reasonable accounting estimates.

RESPONSIBILITY OF THE AUDITOR

Our responsibility is to express an opinion on the financial report presented by RFLD based on our audit. An audit involves implementing procedures to gather evidence regarding the amounts and information provided in the financial statements. The choice of procedures is left to the auditor's judgment, as is the assessment of the risk that the financial statements contain material misstatements, whether due to fraud or error.

Cotonou, May 16, 2025



M. Junior Merveille Sénan TOGBAN
Certified Public Accountant

3. ADMINISTRATIVE AND FINANCIAL MANAGEMENT

3.1. Presentation of RFLD

3.1.1 General Information

- Date of creation of the NGO: February 05, 2018
- Date of registration: January 31, 2020
- Registration number: 2020/009/SG/SAG/SA

3.1.2 Mission and objectives of RFLD

The Network of Women Leaders for Development (RFLD) has the mission of strengthening the capacities of populations through awareness, training and education programs, and effective advocacy using communication technologies. The overall objective of the Network is to promote sustainable development. Its specific objectives are:

- promote gender equality;
- encourage civic engagement;
- raise awareness among the population about the importance of peace through training;
- encourage initiatives that promote quality education.

3.2. Administrative and financial management of RFLD

RFLD has an administrative, accounting and financial procedures manual. The accounting organization is based on the use of SAGE SAARI software for processing accounting and financial operations. Accounting is computerized and kept according to the cash accounting system.

3.3. Bank Account Signatures

Grant funds are directly transferred to bank accounts No. 111077747001, 111077747002 and 111077747004 ECOBANK BENIN and account No. 14343021116433 GT Bank Ghana of the Association and dedicated to the projects executed. These bank accounts are operated on the basis of joint signatures of the President and the Treasurer.

4. OBJECTIVES AND SCOPE OF THE AUDIT

4.1 Mission objectives

The objective of the audit is to express a professional and independent opinion on the financial statements of RFLD produced for the fiscal year from January 01, 2024 to December 31, 2024. The audit aims to provide reasonable assurance that:

- The financial statements present a true and fair view of RFLD's financial position;
- All grant resources received have been used for their intended purposes;
- Expenditures comply with donor agreements and RFLD's internal policies;
- Internal controls are adequate and effective;
- The organization complies with applicable laws and regulations.

4.2 Scope of the mission

The audit was carried out in accordance with international auditing standards (ISA) and control requirements (COSO). It will involve verifying the regularity of financial reports and their compliance with the requirements of the grant contract. The controls covered at least 80% by value of operations carried out during the audited fiscal year.

The main ISA standards referenced are:

- **ISA 240:** Consideration of the risk of fraud and error when auditing accounts;
- **ISA 250:** consideration of the risk of anomalies in the accounts resulting from non-compliance with legal and regulatory texts;
- **ISA 260:** communication on the mission with persons in charge of governance;
- **ISA 330:** audit procedures implemented by the auditor following their risk assessment.

5. PROCEDURES IMPLEMENTED DURING THE MISSION

In carrying out our audit mission and to achieve the objectives set, we implemented the following procedures:

5.1 Project knowledge acquisition

We gained knowledge of the current organization of the entity and collected the information necessary to carry out the mission.

5.2 Control of procedure compliance and expenditure regularity

We evaluated the procedures (Purchases, settlement/treasury, management of durable and consumable goods) and controlled compliance with the approved budget.

5.3 Assessment of compliance with grant agreement clauses

At this level, the auditors mainly assessed compliance with the clauses of the grant agreements.

5.4 Sampling methodology

We decided during the planning of audit work to examine the expenditures made in the context of project implementation. On this basis we verified the eligibility and authentic value of supporting documents for all expenditures by cost category.

5.5 Documents collected

The non-exhaustive list of documents and information collected for the performance of our audit mission is as follows:

Table No. 1: Documents/information collected

Documents collected	Observations
Financial reports for the period under review	Yes
Bank statements from January 01, 2024 to December 31, 2024	Yes
Bank reconciliation statements from January 01 to December 31, 2024	Yes
Supporting documents for expenditures made	Yes
Certificate of confirmation of bank balances as of December 31, 2024	Yes
Administrative, accounting and financial procedures manual	Yes

Affirmation letter	Yes
Budgets	Yes
Activity reports	Yes
Personnel files assigned to projects	Yes
Minutes of statutory meetings	Yes
List of equipment and materials acquired by the NGO on the project	Yes
Resources-Expenditures Statement for the period	Yes
Financing agreement with donors	Yes

6. NOTE ON THE REGULARITY OF EXPENDITURES

6.1 Accounting principles and methods

RFLD has adopted the principles of cash-basis general accounting for the processing of accounting and financial operations. The SAGE SAARI accounting software allows accounting and budgetary management.

6.2 Resources for the period under review

The resources recorded in the Resources and Expenditures Statement (RET) consist of funds received in the bank accounts dedicated to the projects. These are essentially the following transfers received from partners:

Table No. 2: Resources for the period under review

Date	Description	Amount FCFA
	Opening balance on 01/01/2024	**297,865**
RESTRICTED FUNDS		
AMPLIFY CHANGE		
04/10/2024	First disbursement	37,392,677
	Total Amplify Change	**37,392,677**
CIVICUS		
18/03/2024	First disbursement	50,249,604
12/04/2024	Second disbursement	61,920,202
19/04/2024	Third disbursement	56,080,186
13/06/2024	Fourth disbursement	51,995,334
18/10/2024	Fifth disbursement	872,187
20/11/2024	Sixth disbursement	99,106
	Total CIVICUS	**221,216,619**
CEGIDEL: US EMBASSY		
12/12/2024	First disbursement	62,300,000
	Total CEGIDEL	**62,300,000**
AFRICAN WOMEN'S DEVELOPMENT FUND		
12/02/2024	First disbursement	39,040,218
05/09/2024	Second disbursement	27,121,200
	Total AWDF	**66,161,418**

DEFEND DEFENDERS		
11/01/2024	First disbursement	10,264,282
28/05/2024	Second disbursement	58,036,910
01/10/2024	Third disbursement	3,806,018
16/12/2024	Fourth disbursement	42,597,983
	Total Defend Defenders	**114,705,193**
URGENT ACTION FUND – AFRICA		
21/03/2024	First disbursement	2,218,776
05/04/2024	Second disbursement	946,823
	Total Urgent Action Fund	**3,165,599**
EXPERTISE FRANCE SAS		
24/07/2024	First disbursement	459,170
	Total Expertise France	**459,170**
	Subtotal Restricted Funds	**505,400,676**
UNRESTRICTED FUNDS		
CIDH AFRICA		
08/03/2024	First disbursement	702,072
27/08/2024	Second disbursement	102,150,000
	Total CIDH Africa	**102,852,072**

Date	Description	Amount FCFA
PHILANTHROPY EUROPE FOUNDATION		
15/09/2024	First disbursement	200,000,000
	Total Philanthropy Europe	**200,000,000**
	Subtotal Unrestricted Funds	**302,852,072**
	TOTAL GRANTS RECEIVED	**808,252,748**

Comments/notes:

(1) Verification confirmed alignment with grant agreements.

(2) Total grant amount: 808,252,748 FCFA.

(3) **Fund Classification:**
- **Unrestricted Funds:** 302,852,072 FCFA (CIDH Africa, Philanthropy Europe) - general operating support with flexible use.
- **Restricted Funds:** 505,400,676 FCFA - tied to specific project activities and outcomes.

6.3 Expenditures for the period under review

Table No. 3: Uses for the period under review

Description	Amount FCFA
Field activities	583,671,552
Executive management operations	4,092,623
Personnel remuneration	140,867,065
Investment	934,445
TOTAL	**829,565,685**

Comments: Direct expenditures are supported by supporting documents.

6.4 Justification of cash balance as of 12/31/2024

Table No. 5: Treasury situation as of 12/31/2024

Descriptions	Amount F CFA
Initial balance on 01/01/2024	297,865
Grants received Jan 1 - Dec 31, 2024	908,252,748
TOTAL A	**908,550,613**
Net direct uses disbursed on 12/31/2024	829,565,685
TOTAL B	**829,565,685**
Theoretical balance on 12/31/2024 (C=A-B)	**78,984,928**
Cash liquidity on 12/31/2024	0
ECOBANK account No. 111077747004 "NGO RFLD AMPLIFY CHANGE"	22,997,737
ECOBANK accounts No. 111077747001, No. 111077747002, "NGO RFLD"	55,987,191
Actual balance of bank accounts and cash on 12/31/2024 (D)	**78,984,928**

Variance (E= C-D)	**0**

Comments:
The treasury available on December 31, 2024 is seventy-eight million nine hundred eighty-four thousand nine hundred twenty-eight (78,984,928) F CFA.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

RFLD maintains its accounting records on a modified cash basis. Revenue is recognized when received, and expenditures are recognized when paid. This basis differs from Generally Accepted Accounting Principles (GAAP) which requires accrual-based recognition.

Fund Accounting

RFLD classifies its resources into two categories:

- **Restricted Funds:** Resources whose use is limited by donor-imposed stipulations that either expire with the passage of time or can be fulfilled by actions of RFLD pursuant to the stipulations. For FY 2024, restricted funds totaled 505,400,676 FCFA from seven donors (Amplify Change, CIVICUS, CEGIDEL, African Women's Development Fund, Defend Defenders, Urgent Action Fund, and Expertise France).
- **Unrestricted Funds:** Resources that are not subject to donor-imposed restrictions and are available for general operations at the discretion of RFLD's Board. For FY 2024, unrestricted funds totaled 302,852,072 FCFA from two donors (CIDH Africa and Philanthropy Europe Foundation).

Functional Currency

The financial statements are presented in CFA Francs (FCFA), which is RFLD's functional and reporting currency.

Fixed Assets

Fixed assets are recorded at cost. RFLD capitalizes assets with a useful life exceeding one year and a cost above 500,000 FCFA. Depreciation is computed using the straight-line method over the estimated useful lives of the assets.

Bank Accounts

RFLD maintains bank accounts with ECOBANK Benin (accounts 111077747001, 111077747002, 111077747004, 111077747006) and GT Bank Ghana (account 14343021116433). All accounts require joint signatures of the President and Treasurer for withdrawals.

ORGANIZATIONAL STRUCTURE AND GOVERNANCE

Legal Status

The Network of Women Leaders for Development (RFLD) is a non-governmental organization (NGO) registered in the Republic of Benin under registration number 2020/009/SG/SAG/SA on January 31, 2020. RFLD was created on February 5, 2018.

Governance Structure

RFLD is governed by a Board of Directors responsible for strategic oversight and policy direction. The organization's day-to-day operations are managed by an Executive Management team. Key governance bodies include:

- **General Assembly:** The supreme decision-making body comprising all members
- **Board of Directors:** Provides strategic direction and oversight
- **Executive Management:** Implements programs and manages operations
- **Finance Committee:** Oversees financial management and reporting

Geographic Scope

RFLD operates primarily in Benin with a focus on women's empowerment, gender equality, civic engagement, peacebuilding, and quality education initiatives across multiple regions.

Key Personnel

The organization employs both permanent staff and project-based personnel. Personnel costs for 2024 totaled 140,867,065 FCFA, representing approximately 17.0% of total expenditures.

FINANCIAL HIGHLIGHTS AND KEY RATIOS

Revenue Composition (2024)

Category	Amount (FCFA)	Percentage
Opening Balance (Prior Year Surplus)	297,865	0.0%
Unrestricted Grants (Current Year)	302,852,072	37.5%
Restricted Grants (Current Year)	505,400,676	62.5%
Total Resources	**808,550,613**	**100.0%**

Expenditure Analysis (2024)

Category	Amount (FCFA)	Percentage
Field Activities (Program Services)	583,671,552	70.4%
Personnel Costs	140,867,065	17.0%
Executive Management Operations	4,092,623	0.5%
Investment/Capital Expenditure	934,445	0.1%
Total Expenditures	**829,565,685**	**100.0%**

Key Financial Indicators

Indicator	2024	Interpretation
Program Efficiency Ratio	70.4%	High - Majority of funds go to program services
Operating Reserve Ratio	78.9M / 829.5M = 9.5%	Adequate - Approximately 1.1 months of operating expenses
Liquidity Position	78,984,928 FCFA	Satisfactory - Sufficient cash for operations

Donor Concentration Analysis

Top 3 Donors (by amount):

1. CIVICUS: 221,216,619 FCFA (27.4% of grants received)
2. Philanthropy Europe Foundation: 200,000,000 FCFA (24.7% of grants received)
3. DEFEND DEFENDERS: 114,705,193 FCFA (14.2% of grants received)

These three donors represent 66.3% of total grant revenue. RFLD maintains relationships with nine donors, providing reasonable diversification of funding sources.

MANAGEMENT DISCUSSION AND ANALYSIS

Overall Financial Performance

The fiscal year 2024 demonstrated significant financial stability for RFLD. Total resources reached 808,550,613 FCFA, reflecting continued support from international partners. The organization successfully implemented key programs with 70.4% of expenditures directly supporting field activities, while maintaining administrative costs at efficient levels.

Strategic Achievements

- Secured major unrestricted funding of 200,000,000 FCFA from Philanthropy Europe Foundation
- Increased total unrestricted funding to 37.5% of total revenue, enhancing financial flexibility
- Effectively managed a diverse portfolio of restricted grants totaling 505,400,676 FCFA
- Maintained a balanced budget with a closing surplus of 78,984,928 FCFA
- Successfully expanded donor base to include new strategic partners

Financial Position

RFLD closes the year with a healthy cash balance of 78,984,928 FCFA, providing a solid foundation for 2025 operations. The organization maintains zero variance in its treasury reconciliation, demonstrating strong financial controls and accurate accounting practices.

Future Outlook

Looking ahead to 2025, RFLD plans to leverage its strong financial position to expand program reach and deepen impact. The significant unrestricted reserves will allow for strategic investments in organizational capacity and innovation while restricted grants continue to fund core programmatic work.

7. NOTE ON INTERNAL CONTROL

7.1 Internal Control Review

The internal control for the period under review allowed us to mainly assess the project patrimony security system, the reliability of accounting information and the application of coordination decisions. Our controls focused on purchasing procedures (contract awarding), treasury management, personnel and mission management and fixed asset management procedures.

Internal control evaluation for the period from January 1, 2024 to December 31, 2024

Ref.	Findings	Level I	Level II	Level III	Consequences/Risks	Recommendations	RFLD Comments
1	Need of updating Human Resources Policy	X			Risk of non-compliance with labor regulations	Update HR policy to current standards	We take note

Risk level definitions:

- **Level I (Low):** Issues requiring attention.
- **Level II (Medium):** Significant control environment impact.
- **Level III (High):** Critical issues requiring management intervention.

ANNEX NO. 01
RESOURCES-EXPENDITURES STATEMENT AS OF 12/31/2024

RESOURCES-EXPENDITURES STATEMENT AS OF 12/31/2024

Heading	Amount FCFA
I. RESOURCES	
Opening Balance (01/01/2024)	297,865
Grants Received 2024 (Total)	908,252,748
TOTAL RESOURCES	**908,550,613**
II. EXPENDITURES (USES)	
Field activities	583,671,552
Executive management operations	4,092,623
Personnel remuneration	140,867,065
Investment	934,445
TOTAL EXPENDITURES	**829,565,685**
III. CLOSING BALANCE	
CLOSING BALANCE (31/12/2024)	**78,984,928**

ANNEX NO. 02
AFFIRMATION LETTER

AFFIRMATION LETTER

Date: May 16, 2025

M. Junior Merveille Sénan TOGBAN

In connection with your audit of the financial statements of RFLD for the year ended December 31, 2024, we confirm to the best of our knowledge and belief, the following representations:

1. We acknowledge our responsibility for the fair presentation of the financial statements in accordance with the applicable financial reporting framework.
2. We have made available to you all books of account and supporting documentation and all minutes of meetings of shareholders and the board of directors.
3. All transactions have been recorded in the accounting records and are reflected in the financial statements.
4. The entity has satisfactory title to all assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
5. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities.
6. The financial statements are free of material misstatements, including omissions.
7. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.
8. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
9. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control.
10. There are no material liabilities or contingent liabilities or claims that are not disclosed in the financial statements.
11. No events have occurred subsequent to the balance sheet date that would require adjustment to, or disclosure in, the financial statements.

The President

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