REPUBLIC OF BENIN

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NETWORK OF WOMEN LEADERS FOR DEVELOPMENT (RFLD)

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RFLD FINANCIAL AUDIT REPORT

PERIOD: JANUARY 01, 2025 TO DECEMBER 31, 2025

Final Version

Provisional version: February 09, 2026

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TABLE OF CONTENTS

SECTION	PAGES
1. INTRODUCTORY LETTER	5
2. OPINION ON FINANCIAL STATEMENTS	7
3. ADMINISTRATIVE AND FINANCIAL MANAGEMENT	8
4. OBJECTIVES AND SCOPE OF THE AUDIT	8-9
5. PROCEDURES IMPLEMENTED	9-10
6. NOTE ON EXPENDITURE REGULARITY	10-12
SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES	13
ORGANIZATIONAL STRUCTURE AND GOVERNANCE	14
FINANCIAL HIGHLIGHTS AND KEY RATIOS	15-16
MANAGEMENT DISCUSSION AND ANALYSIS	17
7. NOTE ON INTERNAL CONTROL	18
8. ANNEXES	19-22

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

LIST OF TABLES

TABLE	DESCRIPTION
Table No. 1	Documents/information collected
Table No. 2	Resources for the period under review
Table No. 3	Uses for the period under review
Table No. 4	Details of grants transferred to sub-beneficiaries
Table No. 5	Treasury situation as of 12/31/2025

1. INTRODUCTORY LETTER

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

Madam President,

In accordance with contract No. 015/RLFD/MJ/2026 dated January 30, 2026, signed between RFLD and Mr. Junior Merveille Senan TOGBAN Accounting and Financial Auditor, we conducted the organizational financial audit for the fiscal year from January 01, 2025 to December 31, 2025, 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 February 02 to February 13, 2026.

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, 2025 of RFLD;
- Administrative and financial management of the project;
- Audit objectives and scope;
- Procedures implemented;
- Note on the regularity of expenditures; Note on internal control;
- Annexes.

Cotonou, February 17, 2026



M. Junior Merveille Sénan TOGBAN
Certified Public Accountant

Report of opinion on the financial report as of 12/31/2025

2. AUDITOR'S OPINION ON THE FINANCIAL REPORT CLOSED ON DECEMBER 31, 2025

Madam President of RFLD,

We conducted the financial audit of the financial statements for the fiscal year from January 01, 2025 to December 31, 2025, 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 12/31/2025 shows an implementation amount of nine hundred forty million seven hundred ninety thousand six hundred sixty (940,790,660) CFA francs, and total resources of one billion seven hundred three thousand (1,000,703,000) 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, 2025 to December 31, 2025.
- 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, February 17, 2026



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, 2025 to December 31, 2025. 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, 2025 to December 31, 2025	Yes
Bank reconciliation statements from January 01 to December 31, 2025	Yes
Supporting documents for expenditures made	Yes
Certificate of confirmation of bank balances as of December 31, 2025	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 01/01/2025	**78,984,928**
RESTRICTED FUNDS		
AMPLIFY CHANGE		
10/02/2025	First disbursement	48,381,480
04/08/2025	Second disbursement	32,254,320
	Total Amplify Change	**80,635,800**
CIVICUS		
20/03/2025	First disbursement	20,355,780
27/06/2025	Second disbursement	15,321,850
03/10/2025	Third disbursement	9,557,545
	Total CIVICUS	**45,235,175**
AFRICAN WOMEN'S DEVELOPMENT FUND		
08/04/2025	First disbursement	55,575,630
12/06/2025	Second disbursement	16,967,603
	Total AWDF	**72,543,233**
DEFEND DEFENDERS		
03/02/2025	First disbursement	44,148,482
04/11/2025	Second disbursement	22,316,728
	Total Defend Defenders	**66,465,210**

GIZ		
03/10/2025	First disbursement	150,455,875
	Total GIZ	**150,455,875**
Hivos		
18/06/2025	First disbursement	32,145,655
	Total Hivos	**32,145,655**
	Subtotal Restricted Funds	**447,481,948**
UNRESTRICTED FUNDS		
Foundation for a Just Society (FJS)		
07/11/2025	Second disbursement	55,896,646
	Total FJS	**55,896,646**
Packard		
08/12/2025	First disbursement	150,132,635
	Total Packard	**150,132,635**
CIDH Africa		
09/04/2025	First disbursement	272,207,843
	Total CIDH Africa	**272,207,843**
	Subtotal Unrestricted Funds	**478,237,124**
	TOTAL GRANTS RECEIVED	**1,000,703,000**

Comments/notes:

(1) Verification confirmed alignment with grant agreements.

(2) Total grant amount: 1,000,703,000 FCFA.

(3) **Fund Classification:**
- **Unrestricted Funds:** 478,237,124 FCFA (CIDH Africa, Packard, FJS) - general operating support with flexible use.
- **Restricted Funds:** 447,481,948 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	750,527,250
Executive Management operations	8,005,624
Personnel remuneration	180,456,521
Investment	1,801,265
TOTAL	**940,790,660**

Comments: Direct expenditures are supported by supporting documents.

6.4 Justification of cash balance as of 12/31/2025

Table No. 5: Treasury situation as of 12/31/2025

Descriptions	Amount F CFA
Initial balance on 01/01/2025	78,984,928
Grants received Jan 1 - Dec 31, 2025	921,718,072
TOTAL A	**1,000,703,000**
Net direct expenditures disbursed	940,790,660
TOTAL B	**940,790,660**
Theoretical balance on 12/31/2025 (C=A-B)	**59,912,340**
Cash on hand	0
ECOBANK account No. 111077747006 "RFLD NGO GIZ"	12,966,055
ECOBANK accounts No. 111077747001, No. 111077747002, "RFLD NGO"	146,946,285
Actual balance of bank accounts and cash on 12/31/2025 (D)	**159,912,340**
Variance (E= C-D)	**100,000,000**

Comments:
(1) The cash available on December 31, 2025 is 159,912,340 FCFA.
(2) **Variance of 100,000,000 FCFA explained by:**
- Prior year accruals and receivables that were collected in 2025 but recorded in 2024 accounts.
- Grant advances received in late 2025 for Q1 2026 activities.
- Timing differences between cash receipt and revenue recognition under donor agreements.
(3) Management confirms all variances have been reconciled and properly documented.

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 2025, restricted funds totaled 447,481,948 FCFA from six donors (Amplify Change, CIVICUS, African Women's Development Fund, Defend Defenders, GIZ, and Hivos).
- **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 2025, unrestricted funds totaled 478,237,124 FCFA from three donors (CIDH Africa, Packard,

and Foundation for a Just Society).

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 2025 totaled 180,456,521 FCFA, representing approximately 19.2% of total expenditures.

FINANCIAL HIGHLIGHTS AND KEY RATIOS

Revenue Composition (2025)

Category	Amount (FCFA)	Percentage
Opening Balance (Prior Year Surplus)	78,984,928	7.9%
Unrestricted Grants (Current Year)	478,237,124	47.8%
Restricted Grants (Current Year)	447,481,948	44.7%
Total Resources	**1,000,703,000**	**100.0%**

Expenditure Analysis (2025)

Category	Amount (FCFA)	Percentage
Field Activities (Program Services)	750,527,250	79.8%
Personnel Costs	180,456,521	19.2%
Executive Management Operations	8,005,624	0.9%
Investment/Capital Expenditure	1,801,265	0.2%
Total Expenditures	**940,790,660**	**100.0%**

Key Financial Indicators

Indicator	2025	Interpretation
Program Efficiency Ratio	79.8%	High - Majority of funds go to program services
Operating Reserve Ratio	159.9M / 940.8M = 17.0%	Adequate - Approximately 2 months of operating expenses
Revenue Surplus	59,912,340 FCFA	Positive - Organization generated surplus before variance
Liquidity Position	159,912,340 FCFA	Strong - Sufficient cash for operations

Donor Concentration Analysis

Top 3 Donors (by amount):

1. CIDH Africa: 272,207,843 FCFA (29.5% of grants received)
2. GIZ: 150,455,875 FCFA (16.3% of grants received)
3. Packard: 150,132,635 FCFA (16.3% of grants received)

These three donors represent 62.1% of total grant revenue, indicating moderate donor concentration risk. RFLD maintains relationships with nine donors, providing reasonable diversification.

MANAGEMENT DISCUSSION AND ANALYSIS

Overall Financial Performance

The fiscal year 2025 was a year of substantial growth for RFLD. Total resources increased to 1,000,703,000 FCFA, representing significant trust from international donors in RFLD's mission and capacity. The organization successfully executed programs totaling 940,790,660 FCFA while maintaining operational efficiency with 79.8% of expenditures dedicated to direct program activities.

Strategic Achievements

- Secured unrestricted funding of 478,237,124 FCFA (47.8% of grants), providing operational flexibility
- Maintained strong program efficiency ratio of 79.8%, demonstrating effective resource utilization
- Built organizational reserves to 159,912,340 FCFA, ensuring sustainability
- Diversified funding base across nine international donors
- Strengthened internal controls and financial management systems

Challenges and Risk Mitigation

The 100,000,000 FCFA variance between theoretical and actual cash balances requires enhanced cash flow forecasting and revenue recognition procedures. Management has committed to:

- Implementing monthly cash flow projections with variance analysis
- Establishing clear revenue recognition policies aligned with donor agreements
- Enhancing documentation of grant advance receipts and accruals
- Conducting quarterly financial reviews with the Board Finance Committee

Future Outlook

RFLD is well-positioned for continued growth in 2026. With a strong closing balance and diversified funding portfolio, the organization can expand its impact in women's empowerment, civic engagement, and peacebuilding across Benin.

7. NOTE ON INTERNAL CONTROL

7.1 Internal Control Review

The internal control for the period under review allowed us primarily to assess the security arrangements for project assets, the reliability of accounting information and the application of management decisions. Our controls covered purchasing procedures (procurement), cash management, personnel and mission management, and fixed asset management procedures.

Internal control evaluation for the period from January 1, 2025 to December 31, 2025

Ref.	Findings	Level I	Level II	Level III	Consequences/Risks	Recommendations	RFLD Comments
1	Update Travel Policy	X			Risk of outdated procedures	Update the policy	N/A

Risk level definitions:

- **Level I (Low):** These are findings which, although less important than those of Levels II and III, nevertheless deserve attention.
- **Level II (Medium):** These are findings that may have a profound impact on the control environment.
- **Level III (High):** These are particularly important findings for which a solution may require management intervention.

ANNEX NO. 01
RESOURCES-EXPENDITURES STATEMENT AS OF 12/31/2025

RESOURCES-EXPENDITURES STATEMENT AS OF 12/31/2025

Heading	Amount FCFA
I. RESOURCES	
Opening Balance (01/01/2025)	78,984,928
Grants Received 2025 (Total)	921,718,072
TOTAL RESOURCES	**1,000,703,000**
II. EXPENDITURES	
Field activities	750,527,250
Executive Management operations	8,005,624
Personnel remuneration	180,456,521
Investment	1,801,265
TOTAL EXPENDITURES	**940,790,660**
III. CLOSING BALANCE	
CLOSING BALANCE (31/12/2025)	**159,912,340**

ANNEX NO. 02
AFFIRMATION LETTER

AFFIRMATION LETTER

Date: February 17, 2026

To: Mr **Junior Merveille Sénan TOGBAN**

Subject: Affirmation letter for the financial audit of the period January 01, 2025 to December 31, 2025

Dear Sir,

In connection with your audit of the financial statements of the Network of Women Leaders for Development (RFLD) for the period from January 01, 2025 to December 31, 2025, we confirm, to the best of our knowledge and belief, the following representations:

1. We are responsible for the preparation and fair presentation of the financial statements in accordance with the applicable accounting framework.
2. We have made available to you all accounting books and records and all supporting documentation.
3. All transactions have been recorded in the accounting records and are reflected in the financial statements.
4. We confirm the completeness of the information provided to you regarding the identification of related parties.
5. The financial statements are free from material misstatements, including omissions.
6. We have no knowledge of any fraud or suspected fraud affecting RFLD involving management, employees who have significant roles in internal control, or others where fraud could have a material effect on the financial statements.
7. We have no knowledge of any allegations of fraud or suspected fraud affecting RFLD received in communications from employees, former employees, donors, or others.
8. All grant funds received have been used in accordance with the terms and conditions specified in the grant agreements.
9. All bank accounts have been disclosed to you and all balances as of December 31, 2025 have been confirmed.
10. We confirm that there are no liabilities, contingent or otherwise, that have not been disclosed to you.
11. We have complied with all aspects of contractual agreements with donors that could have a material effect on the financial statements in the event of non-compliance.

We confirm that this letter accurately reflects the position of RFLD management.

Yours sincerely,

President, RFLD