

SHE'S ALIVE & KICKING!

Annual Report 2012



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we have a vision...

Every woman and girl has the power and resources to participate fully and equally in creating a peaceful, just, and sustainable world.

we're on a mission...

Courageous women's and girls' human rights organisations worldwide need funding and supportive networks in order to grow and transform their communities. Mama Cash mobilises resources from individuals and institutions, makes grants to women's and girls' human rights organisations, and helps to build the partnerships and networks needed to successfully defend and advance women's and girls' rights globally.

our values lead the way...

Embracing diversity in our organisation and among our partners.

Open to bold, innovative strategies; responsive to changing circumstances; ready to take advantage of strategic opportunities; and prepared to share the risks inherent in the work of resisting and transforming oppressive structures and systems.

Dedicated to forging collaborative partnerships with donors, grantees, and women's and girls' human rights organisations in order to achieve shared goals.

Committed to being accountable, evaluating and communicating the outcomes of our grantmaking, and to sharing what we have learned about doing successful social justice philanthropy.

Determined to make real, lasting improvements in women's and girls' lives and to inspire others to join us in this work and contribute to it financially.

PERSISTENCE
COURAGE
INGENUITY
ENERGY



30 YEARS
ALIVE &
KICKING

kicking down
barriers &
holding
the line

THANKS TO YOU!

The freedom:

- * to take up space
- * to be out, loud and proud
- to advocate for change
- * to come together in solidarity
- to tell our own stories
- * to sing, dance, celebrate, and rejoice

Alive and kicking down the barriers

Introduction to the Annual Report

Thirty years ago, Mama Cash's five feminist founders sat around a kitchen table in Amsterdam and kicked off a new era for women's rights funding. Thirty years later, women's and girls' rights are recognised as an essential component of universal human rights and central to creating healthy, successful societies. The injustices and discrimination directed at women and girls that were once accepted – and considered acceptable – are now widely condemned. And those pushed to the margins of communities and social change movements whose voices were unheard are now leading and speaking for themselves.

In a sense, the movements of our grantees and Mama Cash have grown and matured together over the past three decades. We have all learned to build networks, make strategic use of limited resources and create bold strategies that succeed at gaining more rights for women and girls.

As we prepare for our 30th anniversary year in 2013, we celebrate our grantees' incredible energy, ingenuity, courage and persistence as they continue to build their movements and organisations despite a hostile and often life-threatening backlash. We honour them, and all the women, girls and trans people who have kicked, pushed, dreamed, strategised, organised, and continued to live on their own terms while insisting on their right to shape the world.

Mama Cash believes that collective action to demand women's rights is the way to secure change. This conviction was supported by research of unparalleled scope that was published in 2012: a review of 40 years of data on violence against women from 70 countries concluded that the presence of strong and autonomous feminist movements was the single most important factor in bringing about changes in a country's willingness to recognise and address gender-based violence. Women's rights groups today draw on this rich activist heritage of previous generations.

Yet with this success comes backlash: the push to reverse progressive laws and policies, intensified censorship in some parts of the world, the wanton

exploitation of women workers, and reprisals in the form of extreme violence against women human rights defenders.

Mama Cash and the organisations of women, girls, and trans people that we support will keep on kicking down barriers and holding the line against reactionary policies and attitudes, and any attempts to limit hard won rights and freedom of expression. We will keep our vision of a just world alive. To this end, we will use our 30th anniversary year to catalyse more visibility, money and power for the social justice movements of our grantees.

Women's rights activism has not only secured freedom from violence and harm. It has also claimed the freedom to take up space, to be out, loud and proud, to advocate for change, to come together in solidarity, to tell our own stories, to sing, dance, celebrate, and rejoice.

Demanding both freedom from and freedom to requires strong and healthy organisations and activists. As we look ahead, we are more committed than ever to funding the activities of our grantees and also to helping them grow in stability, power and reach. Three decades after Mama Cash's co-founders sat around a kitchen table in Amsterdam and started the first international women's fund, we are still here, alive and kicking, passionate about social justice, ready for the next 30 years, and thrilled to be sharing a more just and free future with you.

Alive and in it for the long haul

A letter from Mama Cash Board Co-chairs Marjo Meijer and Geetanjali Misra, and Executive Director Nicky McIntyre

At Mama Cash, we are proud to be an organisation that does our best to walk the talk, to break new ground, and to embrace the movements of people who have never been included before. We are passionate about women, girls and trans people having the power and resources to participate in creating a peaceful, just, and sustainable world. We know that when caring, determined people and institutions come together to provide adequate support, our hard-working grantees can transform their communities and the world.

In 2012, Mama Cash provided more resources to grantees than ever before. This is no small achievement given the current economic climate. We supported women's, girls' and trans people's organisations worldwide to advocate for and claim their rights through our thematic portfolios of Body, Money and Voice. In our Women's Funds portfolio, we supported funds to provide grants to local women's rights groups and also to inspire people in local communities to become engaged as donors in support of women's rights.

We were also thrilled to be part of two groundbreaking initiatives.

The first was the launch and hosting of the Red Umbrella Fund – the world's first fund dedicated exclusively to demanding and advancing sex workers' rights. Decisions about the Fund's grantmaking are made by sex workers and donors together – with sex workers having the majority voice.

The second was the channelling of support to the Mesoamerican Initiative of Women Human Rights Defenders – support made possible by the Dutch Postcode Lottery. This Initiative promotes human rights in Mesoamerica by protecting the lives of women activists and documenting and publicising violations.

'I marvel at the staying power of both Mama Cash and women's movements worldwide. Not just for staying alive, but for continuing to pursue our goals with such creativity, resilience and heart.' – Marjo Meijer



Marjo Meijer

Geetanjali Misra

Nicky McIntyre

In 2012, Mama Cash built on our pioneering study of philanthropic trends in Europe by publishing a guide on 'Funding for Inclusion: Women and Girls in the Equation.' This grantmaking guide is already proving to be a useful resource for European foundations as they consider their priorities and giving to women and girls.

As we approach our 30th anniversary celebration, we have been reflecting on the fact that both organisations and movements for social change grow and unfold over long periods of time. They demand long-term commitment and staying power. Activism is consuming work, and sometimes, it is hard to see the change because it is gradual. We have done our best in this annual report to make visible the commitment, the courage, the changes our grantees and women's movements are bringing about, and the often dangerous path activists still walk.

To our donors and supporters who stand by Mama Cash and our mission, our sincere thanks for believing in us and the work that we do. With your continued support, women, girls, and trans people are keeping feminist movements alive, kicking and transforming the world into a more just and sustainable place for everyone.

In solidarity,

Marjo Meijer, Geetanjali Misra and Nicky McIntyre

OUR GRANTMAKING IN 2012

£5.2 MILLION:

MORE MONEY THAN
EVER BEFORE

for women's, girls'
and trans rights

- * Money + accompaniment
- * Changing laws and attitudes
 - * What counts as violence?
- * Living life on our own terms
 - * Rights, NOT rescue

Our grantmaking in 2012

Mama Cash continues to put a focus on issues that most other donors ignore, to challenge abusive laws and practices, and to facilitate linking and learning between grantees across social justice movements.

In 2012 we worked through the thematic portfolios that were defined in our current strategic plan: *Body, Money, Voice, and Women's Funds*. In 2012, we also created the *Strategic Partnerships* portfolio to fund capacity development and movement building that goes beyond any single thematic area. Mama Cash is also hosting the *Red Umbrella Fund*, the first global grantmaking structure guided by and for sex workers (see page 27), and we are providing significant funding to the Mesoamerican Initiative of Women Human Rights Defenders (see page 29).

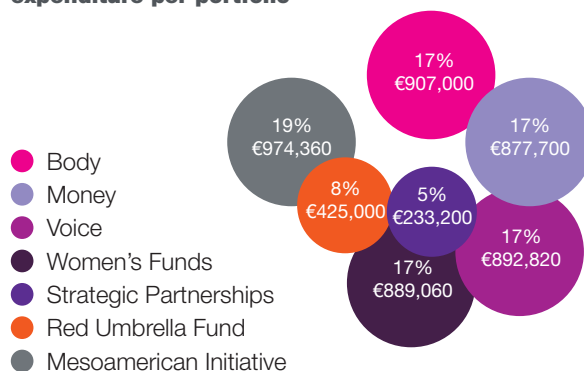
In 2012, we distributed a total of €5.2 million through 126 grants to 115 organisations in 65 countries worldwide. This amount includes €3,566,580 in grants in the portfolios of Body, Money, Voice and Women's Funds, €233,200 through Strategic Partnerships grants, €425,000 through Red Umbrella Fund grants, and €974,360 to the Mesoamerican Initiative of Women Human Rights Defenders. This is an increase of 46% compared to the total amount of grantmaking in 2011. In 2012, we were able to provide 56 grants to groups we had not previously funded.

Our grantees

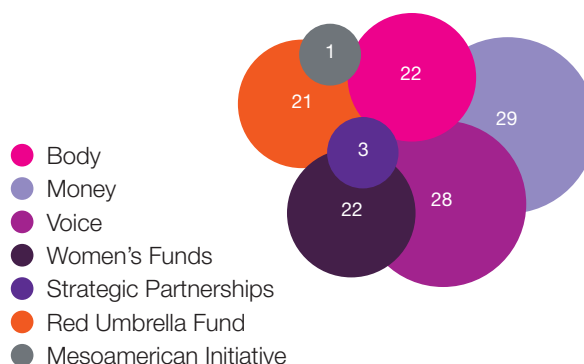
In 2012 Mama Cash continued to support organisations and networks led by, and working with, women, girls and trans people. We give priority to groups of people who have traditionally been excluded or marginalised. The core support we provide to organisations working on the margins enables them to become stronger and more sustainable.

Often these groups take up issues that are neglected by mainstream movements. For example, Femmes for Freedom in the Netherlands champions the rights of women who live in marriage captivity: women in the Netherlands who are forced to marry or unable to divorce, because of religious or civil law in their own or their husband's country of origin.

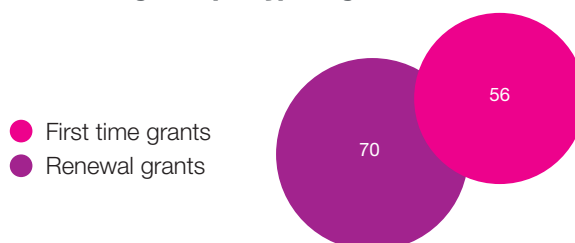
Total grant amounts and percentage of grant expenditure per portfolio



Number of grants per portfolio



Number of grants per type of grants





Street performance to raise awareness about the rights of women with mental illnesses, organised by the Anjali Mental Health Rights Organization in India.

How our grantees work

Our grantees work to make changes at individual, organisational, community, and institutional levels. They understand that change needs to take place in formal policies and laws, as well as in everyday attitudes and behaviour. The groups that Mama Cash supports use a rights-based approach, and they take into account the many layers of discrimination that often confront women, girls and trans people at the margins.

Association des Mamans Célibataires pour la Paix et le Développement, a grantee in Burundi, found that pregnant students and young single mothers were forced to leave secondary school. They were discriminated against because they were considered to have engaged in sexually inappropriate behaviour. Through Association des Mamans Célibataires, young single mothers are insisting that they are women with a future, potential, and the right to self-determination and are working to change harmful norms and perceptions. Even the term *mamans célibataires* (single mothers) represents a shift in thinking. Before the organisation introduced this language, single mothers, regardless of their age, were referred to as *filles-mères* (girl-mothers) signifying that unmarried women are not considered adults.

How we work together

Mama Cash focuses on deepening relationships with our grantees and providing accompaniment support. We work together to think strategically about opportunities for change and to enable grantees to connect with each other to share approaches and learning. This includes building strategic spaces at conferences and meetings. At the International Forum of the Association For Women's Rights in Development (AWID) in Istanbul in April, we sponsored

a session on dis/abilities and sexuality, work and care. This was the first time that Mama Cash's feminist disability rights grantees participated in an international conference focusing on women's rights.

How do we contribute to building movements?

We support our grantees to join and influence movements. We provide resources that are as flexible as possible so that grantees can set their own priorities and take the time to engage in thoughtful political analyses in their local contexts and to build internal capacities. We spread the word by sharing our grantees' stories with our stakeholders. We expand our grantees' base of allies – by facilitating their contact with each other and different social movements and their access to new funders and agenda-setting spaces.

In 2012 we launched a Strategic Partnerships grantmaking portfolio through which we support movement building processes and fund trusted, often quite large, partner organisations to provide capacity building support to our grantees (see the Strategic Partnerships Portfolio section on page 25).

Because we believe that social movements are critical drivers of social change, Mama Cash places a strong emphasis in our work on building movements. We use many strategies to contribute to feminist movement building. One key strategy is facilitating our grantees' contact with each other for sharing and reflection. For instance, in 2012, we convened grantees in Nairobi for two meetings, one focused on 'reframing and ending violence' and the second on 'trans feminism'. We also ensure that our grantees have the resources to attend meetings, like the AWID Forum (which took place in Istanbul in April 2012), where they can take advantage of opportunities to influence agenda-setting in the women's movement.

We open doors for our grantees to access spaces where they can speak with donors and philanthropists, like the International Human Rights Funders Group and Ariadne, the European Human Rights Funders Network. In July 2012, Mama Cash also participated in the Sex Worker Freedom Festival in Kolkata (a counterpoint to the International AIDS Conference held in Washington, DC) that gathered more than 800 sex workers from all over the world to exchange strategies and to expand the dialogue about sex work beyond HIV/AIDS prevention so that it encompasses sex workers' labour rights, health rights, and right to live free from stigma and discrimination. Mama Cash attended the conference as a feminist ally and donor to the sex worker rights movement.

Focus on reframing violence

Several years into the implementation of the current strategic plan 2009-2013, Mama Cash decided to take a closer look at how efforts to counter violence play out across grantees' work. Ending gender-based violence is a priority for many of our grantees across the thematic portfolios. Over the last four years we learned that our grantees are not only mobilising to prevent and resist violence in their communities and countries, they are also breaking new ground to define, confront, and draw attention to forms and experiences of violence that are often overlooked or relegated to the margins, even by feminist anti-violence movements pushing for change.

In the past year we have documented learning from our grantees and stimulated discussion about violence across grantee organisations. We conducted research that engaged 27 grantees about their work on violence and hosted a meeting in Nairobi, Kenya, *'Reframing and ending violence'* with representatives from 17 grantee groups. Their experiences have highlighted some key lessons for work on violence:

- In order to end violence, existing definitions of violence must be expanded. For example, domestic violence does not only happen between husbands and wives. Women who refuse to marry, or become single mothers, or fall in love with other women are routinely punished for transgressing sexuality and gender norms.
- Unjust economic systems lead to violence where women are denied wages for work, are barred from inheriting property or, in the case of sex workers, are criminalised for pursuing a livelihood. In Tanzania our grantee WoteSawa ('All are equal'), a group of young women and girls (aged 15 years and older) who are domestic workers, are challenging unsafe and abusive work environments. They are supporting domestic workers to organise collectively, to raise their voices and know their rights, and to influence employers, parents, community leaders and policymakers to change attitudes and practices towards domestic work.
- Feminists and women's rights activists must be challenged to reflect on women's movements' failures to include in their agendas violence against women, girls, and trans people who are at the margins. Because these groups are devalued, there are few legal protections and policies to secure their rights, and the particular forms of discrimination they face have not been the focus of mainstream movements.

Strategies around the world to end gender-based violence: three examples

Movimiento de Mujeres por Nuestros Derechos Humanos (MOMUNDH)

Extreme violence and the state's inability to protect its citizens are serious issues in Nicaragua. Women's and girls' lives are particularly affected by violence and insecurity in areas such as Villa el Carmen, a rural community of the capital city Managua, and the slum neighbourhoods of Jorge Dimitrov and El Torres.

Violence in the home and in territories controlled by the 'maras' (gangs), economic exclusion, and limited access to social services are widespread. Often, young women who live in a 'mara'-controlled territory are forced to commit crimes or to engage in other activities to make money for the gang.

MOMUNDH is an organisation made up of young women in Managua, some as young as 14 years old. It has been working to speak out against violence, to raise awareness in the community about the issue, and to encourage women to reject the idea that everyday violence is normal or should be tolerated. Through trainings and community gatherings, girls and young women have increased their knowledge about existing laws that can be accessed to provide recourse, and also about their basic human rights. Work with local government structures, for example health and judicial officials, aims to improve the ability of authorities to identify, recognise and effectively respond to young women in situations of violence and abuse.



A workshop for young women organised by MOMUNDH in Nicaragua.

The One in Nine Campaign

In South Africa only *one in nine* women who have been raped report the crime to the police. Despite laws and policies at the national level, survivors of sexual violence receive little support. Few cases make it to court, and of those that are prosecuted, there's a less than five percent conviction rate.

The One in Nine Campaign was established in 2006 at the time that Jacob Zuma (a prominent ANC member who became President in 2009), was on trial for rape. The Campaign's membership and leadership is predominantly black women, women living with HIV, lesbians, bisexual women and heterosexual women of all ages. Most are survivors of sexual and gender-based violence.

The Campaign believes that in the absence of social and economic justice, formal political and civil rights only benefit social elites and a privileged few. The Campaign works to call attention to the many forms of structural violence that mainstream and even feminist anti-violence movements in South Africa fail to address. The Campaign talks openly about the unequal distribution of power and resources in South Africa. It shows how these inequalities devalue many people's lives, especially women's lives, and normalise and perpetuate violence.

The Campaign uses participatory research to uncover women's experiences of violence, organises public demonstrations, advocates for and amplifies the voices of survivors in legal and policy decisions, and works through the media to influence public opinion. The Campaign also directly supports rape survivors whose cases have been ignored or are not handled according to the law, ensuring that these cases are put back on the court roll and successfully prosecuted.



A protest of the One in Nine Campaign against sexual and gender-based violence in South Africa.

Femmes for Freedom

Netherlands-based Femmes for Freedom believes that women should be able to make their own decisions. They should be able to choose if they want to marry or not, with whom, and to leave their marriage when they want to. Yet there are women living in the Netherlands who remain 'locked' in marriage captivity because the civil or religious laws they married under do not allow divorce (or do not allow women to divorce without their husband's consent). In the Netherlands, cases of marriage captivity are not (yet) registered; it is therefore difficult to give an estimate of the number of women affected. However, in the period May-December 2012 alone, Femmes for Freedom provided support to over 50 women in marriage captivity in the cities of Rotterdam and the Hague. Of these women, six started legal procedures to end their marriages, with the support of Femmes for Freedom.

Femmes for Freedom identifies and mobilises women who live in marriage captivity to challenge this custom and take their cases to court. The organisation began in December 2011 and in less than a year has managed to change the legal definition of forced marriage in the Netherlands so that it now includes not only forced entrance into a marriage, but also *forced captivity in marriage*.

Led by a woman who experienced marriage captivity herself, the organisation is keen to increase the visibility and amplify the voices of other women in similar situations. But often these women are not ready to 'come out' beyond their immediate family and friends. Femmes for Freedom runs support groups so that women can talk about the conditions of their marriages and share experiences. The organisation hopes that eventually some of the women in marriage captivity will take steps towards making a legal case to end their marriages, giving them greater freedom to speak and act publically.

The change was included in an amendment to the Penal Law on 22 October 2012. Also, thanks to the efforts of Femmes for Freedom, the Dutch government is currently in the process of setting up a Task Force 'Forced Marriage'.



Femmes for Freedom at a demonstration for women's rights in the Netherlands.

Body portfolio

We own our bodies and sexuality

Mama Cash's grantees in the Body portfolio advocate for reproductive justice, transform restrictive societal norms on gender and sexuality, and challenge all forms of violence against women, girls and trans people.

Facts & figures 2012

Number of grants	22*
Total amount granted	€907,000
Average amount per grant	€41,227

* The 22 grants awarded include 9 first-time grants and 13 renewal grants.

What we do

Reproductive justice work focuses on the agency of women, girls and trans people over their reproductive lives. This includes the freedom to have sex for reproductive and other purposes, including pleasure, and the freedom to have children, or not. Grantees focus on issues often dismissed or pushed to the margins: the reproductive rights of women with disabilities, women living with HIV and trans people, and access to information and reproductive choice for girls and young women.

We support groups that **challenge and change norms regarding sexual and/or gender 'appropriate' behaviour**, often upheld by discriminatory practices and enforced by violence. Grantees build cultures where people can express their gender and sexuality however they choose, without harmful repercussions.

In **redefining and ending violence**, grantees address the violence women, girls and trans people experience in the home, workplace, family, judicial system, and streets. They counter forms of violence ignored or not adequately addressed by 'mainstream' anti-violence movements such as violence against young single mothers, and police violence against sex workers. They expose and challenge the unequal power relations that normalise and perpetuate such violence.

Body in 2012

In 2012, Mama Cash supported groups working across all three areas above.

For example, the Namibian Women's Health Network and its allies won a landmark court case for reproductive justice against the government in July 2012: the high court ruled in favour of three women sterilised without informed consent in State hospitals.

Mulabi/Espacio Latinoamericano de Sexualidades y Derechos has conducted unique research with lesbians, bisexual women, and trans and intersex people about their experiences in the health care system; the findings are being used to improve medical services and the knowledge of health care professionals working with LGBTI people in Costa Rica.

In Israel, the Women's Security Index Coalition challenges how militarisation is currently framed as a security measure and demonstrates that, in fact, it often threatens women's freedom and safety.

Preventing laws on censorship and promoting freedom of expression

Interview with Olena Shevchenko, Manager of Insight, Ukraine

What?

Insight is a feminist-queer organisation that connects LGBT, feminist and anti-censorship movements.

Why?

New laws in Ukraine ban the exchange of information on sexuality, sex education and homosexuality which prevents public campaigning on these issues and legitimises violent backlash from conservative groups.

What next?

If necessary, Insight will take its struggle to resist these laws to the European Court of Human Rights.

In recent years, there's been an increase in public displays of homophobia in Ukraine. Insight is a feminist-queer organisation, founded in 2007, led by and focusing on women and trans people. We are now the main player in Ukraine connecting the lesbian, gay, bisexual and trans (LGBT) rights movement, the feminist movement, and the anti-censorship movement.

The Ukrainian Government wants to pass two new laws to limit freedom of expression. Draft law 7132 "On protection of public morality" dictates that the internet should be free from information relating to sexuality. This means less access to reliable information for women and LGBT people allowing them to make informed decisions about sex, sexuality and reproductive health. Law 8711 "On Introduction of Changes to Certain Legislative Acts of Ukraine", bans all positive information about homosexuality and sexuality. This means any organising, information dissemination, actions and campaigns in public spaces would be prohibited. Government representatives are openly attacking the rights of women and LGBT people, portraying them as a threat to national security. They also

say that LGBT rights would lead to a demographic crisis, increase the HIV/AIDS epidemic and destroy the family.

It is hard to lobby against these laws because of pressure from the Russian Federation to pass them, as they have done in Russia. The Russian Federation is very active and supports radical Orthodox Christian groups and political parties in Ukraine. They are present at all our demonstrations and are very violent. There is a struggle between so-called "Western" values and Russian so-called "traditional values".

In 2012, Insight prevented two other draft laws that would have prohibited abortion and limited the reproductive rights of older women. We lobbied and forged alliances within different consultative bodies, for example, the Ministry of Justice, the office of the Ombudsperson, the Ministry of Education and the Ministry of Internal Affairs.

We've started a big public campaign in Kiev with posters about censorship and homophobia. We don't say, "Let's fight homophobia". We try to explain to ordinary people that the



A demonstration for LGBT rights organised by Insight in Ukraine.

proposed laws are about censorship, about restricting everyone's freedom of expression, of self-determination.

For the first time, the Court banned our peaceful LGBT public assembly on 8 December. We ignored the ban and insisted on our constitutional right to peaceful assembly, but when we came to the city centre to demonstrate, the ultra-right wing sprayed us with gas and the police didn't protect us. The ultra-right wing party Svoboda admitted on its website that they did it, calling us perverts and worse.

As the head of Insight, the Government now accuses me of organising an unauthorised demonstration and if I am arrested, I may face prison. Of course, we fight back and, if neces-

sary, will take two cases to the European Court of Human Rights (the second is still at the appeal stage in the Ukrainian Courts). Insight will keep fighting for LGBT rights no matter what resistance we face.'

Insight's work has received international notice and acclaim.

On December 11, 2012, in New York, UN Secretary-General Ban Ki-moon made the following remarks at the special event on "Leadership in the Fight against Homophobia":

"I also welcome Olena Shevchenko, who leads an important human rights effort in Ukraine. In a number of countries, including Ukraine, draft laws have been proposed that would criminalize public discussion of homosexuality — potentially making meetings such as this one illegal. I deplore these kinds of measures wherever they are introduced. They threaten basic rights, feed stigma and lead to more abuse."

Money portfolio

We fight for economic justice

Mama Cash's grantees in the Money portfolio advance economic justice for women, girls and trans people by focusing on three specific areas of economic rights: labour rights; the right to own and inherit property; and the right to access and utilise natural resources for sustainable livelihoods.

Facts & figures 2012

Number of grants	29*
Total amount granted	€877,700
Average amount per grant	€30,266

* The 29 awarded grants include 12 first-time grants and 17 renewal grants.

What we do

The Money portfolio supports three areas:

Mama Cash strengthens women's, girls' and trans groups to defend and assert **labour rights**: fair employment conditions, freedom from workplace rape and sexual harassment, and a living wage without having to obtain 'permission' from a male relative to work or to manage money. This applies to workers in formal and semi-formal sectors (agriculture and garment industries) and in unregulated sectors (domestic work, sex work, and construction).

We provide funding and accompaniment support to groups that advance women's and girls' legal and customary rights to **land, property, and inheritance**, rights that are often

limited to boys and men. When women and girls inherit and own land and property they can better secure food and income. They can claim a national identity by obtaining a birth certificate or identity card, and can claim social security and other public entitlements.

We support groups that uphold women's and girls' right to access, use and influence decision-making about how **natural resources** are accessed and managed, particularly in contexts where control of resources is dominated by state and private interests. This includes securing access to clean water, edible foods and essential and marketable livelihood supplies (e.g., fish, fruits, and firewood).

Money in 2012

In 2012, grantees pushed traditional boundaries of economic justice work with bold rights-based advocacy. The groups supported in the Money portfolio work to empower women, girls, and trans people in both everyday and long-lasting, structural ways. Grantees pushed beyond mainstream economic empowerment and redefined their relationships to powerful institutions. Women, girls and trans people made progress as workers and citizens, and as leaders and economic decision-makers.

For example, WoteSawa in Tanzania took legal action against employers who rape and sexually assault domestic workers, advocating for ministries to ratify the International Labour Convention C189 on Decent Work for Domestic Workers. The English Collective of Prostitutes – which defends the rights of women crossing international borders to work in informal sectors – developed practical tools for sex workers and police to understand laws on sex workers' rights. The Eco-Women Network in China used community-based research to examine impacts of regular exposure to toxic pesticides on pregnant rural farming women, advocating for agricultural reform.



Members of SITRAHOS with Evo Morales, the president of Bolivia, on the day of Bolivia's ratification of 'Convention 189' of the ILO, November 20, 2012.

Salaried household workers uniting for change

Interview with Daniela Quenta, General of Secretary of Sindicato de Trabajadoras Asalariadas del Hogar de Sucre (SITRAHOS), Bolivia



What?

SITRAHOS is a salaried household workers' organisation in Bolivia which defends women's labour rights, teaches them about the law, and provides support if they need to go to court.

Why?

Campaigns led by household workers' organisations and networks have led to legal victories that defend workers' rights. But too few women know their rights or how to access legal redress when abuses do occur.

What next?

SITRAHOS will build alliances with other women's rights organisations, such as the indigenous women's movement and the women's peasant movement, to learn from each other and conduct joint campaigning on areas of mutual interest.

'In Bolivia, many salaried household workers* do not know their rights, especially migrant women who are new to the area. In 2003 the Government passed Law 2450 to regulate salaried household work and to recognise the labour rights of workers in this sector. It considers, for example, holidays, proper working hours, salaries, and freedom from rape and violence in the workplace. The role of SITRAHOS, as an organisation of salaried household workers, is to defend the human and labour rights of women and ensure that this law is upheld.

SITRAHOS is based in Sucre, the fourth most populated city in Bolivia and the constitutional capital. We are linked to FENATRAHOB, the national union of salaried household workers in Bolivia and we bring them local issues that they deal with at a national level. For example, FENATRAHOB can push for a change of law in Congress with the backing of all the local unions in the country. CONLACTRAHO is the Latin American Federation of Unions of the entire region, and we link with them because it is good for us to know what is going on in different countries. It is all about building alliances in order to campaign, promote laws, and raise awareness at different levels.

Things are getting better for salaried household workers. Under President Evo Morales, the Bolivian government has transformed a lot of things and now recognises the particular issues facing salaried household workers. In 2012, Bolivia signed the International Labour Organization Convention 189 on Domestic Labour Rights. SITRAHOS, along with others, joined with the national federation of workers in Bolivia and successfully campaigned for the Government to pass a national law to ratify the Convention. It is very encouraging, but the lack of public institutions to oversee the fulfillment of this law worries us. This is why our role at SITRAHOS and the relationships we build with other organisations and unions are so important.

We also build alliances with other women's rights organisations such as the indigenous women's movement and the women's peasant movement. We are trying to act collectively, and salaried household workers have really connected with these other movements.

But we don't only campaign with others. We also offer support to union members who find themselves in difficult situations. For example, if a household worker is fired or not paid a fair salary, SITRAHOS gives her free legal advice, support, and guidance through the whole process of claiming her rights. Each employee knows that the power and respect of the union is stronger than the voice of an individual.

SITRAHOS has also launched a campaign to build the capacity of salaried household workers, offering resources for them to learn how to cook or clean. This way they can learn new skills and at the same time learn about their rights. We use media broadcast spots, especially radio, so we can reach women who are at work. We also want to send a message to the employers, to tell them that we are here, safeguarding the rights of salaried household workers.

The more salaried household workers who know their rights and have the confidence and support to claim them, the better.'

* SITRAHOS uses the term 'salaried household worker' instead of the more common 'domestic worker' as they believe this is more respectful and because they want to clearly position the work as a profession and salaried work.

Voice portfolio

We make our voices heard and heeded

In the Voice portfolio, Mama Cash supports groups that work to ensure that women, girls and trans people are empowered to participate and take leadership roles in decision-making bodies and processes that affect their rights.

Facts & figures 2012

Number of grants	28*
Total amount granted	€892,820
Average amount per grant	€31,886

* The 28 awarded grants include 10 first-time grants and 18 renewal grants

What we do

The Voice portfolio supports two areas:

Through **feminist leadership development**, we support self-led groups that amplify the voices of women, girls, and trans people whose demands have been relegated to the margins of communities, countries, and mainstream social movements. Our grantees work so that those at the margins have the skills they need to make their voices heard and hold social movements and governments accountable, making way for more inclusive and egalitarian societies.

Mama Cash supports groups that **challenge policies, practices and discourses that deny or restrict their human rights in contexts characterised by authoritarian regimes, armed conflicts and fundamentalisms**.

We support their full and active participation in peace-

building and post-conflict processes to ensure that their concerns and visions are included in efforts to rebuild their communities and bring about durable changes to discriminatory power structures.

Voice in 2012

In 2012, we supported movement building and advocacy initiatives of groups at the margins of their communities and mainstream social movements.

For example, Association Femme Plus in Togo and Association des Femmes Handicapées de Madagascar supported the creation of national networks of women living with HIV and women with disabilities, respectively, and carried out awareness-raising activities about their human rights with local and national authorities.

Our grantees Nisaa Wa Afaq in Israel and Justice for All Organisation in Afghanistan challenged discriminatory practices rooted in fundamentalisms, advocating for the legal recognition of women's rights and the reform of discriminatory laws.

In Paraguay's politically and religiously conservative context, Aireana promoted respect for the rights of lesbians. After a coup d'état took place in 2012, Aireana took to the streets and spoke out in public places.

The Aceh Women for Peace Foundation in Indonesia promoted the political participation of indigenous and rural women in traditionally male-led decision-making structures. They started up women's forums in a number of villages, offering training and raising awareness about women's rights.

New opportunities for women's rights in a new country

Interview with Josephine Chandriu, Programme Manager of Support the Empowerment for Women and their Rights Development Cooperation (Steward-Org)

'In 2011, South Sudan was recognised as a new, independent country. Unfortunately it has few laws to protect the interests of women and significant challenges in terms of women's rights. Some tribes argue that girls should get married at 12 or

13, which we of course oppose. A lot of men desert their wives and come to find work in the capital, Juba. Women are not allowed to request a divorce or to own and inherit property. We are also dealing with the effects of decades of conflict.

One of the mediation meetings between men and women organised by Steward-Org in South Sudan.



In 2009, a group of lawyers, scientists and teachers created Steward-Org. We aim to address harmful customs affecting women and girls, child labour and trafficking, community insecurity and conflicts, and illiteracy. For the first three years we were working as volunteers. In 2012 we received funding from Mama Cash which is the first time we have been able to pay salaries to our staff members.

We give support to women who have experienced violence, raise women's awareness of their human and legal rights and run trainings to support women human rights defenders. One of our main areas of work is counseling and legal aid to vulnerable women, girls and children who have experienced gender-based violence.

Women can register instances of gender-based violence with us. About 60 cases have been registered. So far we have counseled 50 of these women. We are the only organisation in South Sudan doing this work. We also hold mediation meetings between men and women so they can work through their problems,

which has been a successful strategy. In 2013, we want to open a women's centre, where women can come and share their problems and get group counseling.

So far, Steward-Org has trained 125 human rights activists that go from place to place telling the community that women have rights. When you beat a woman, that is assault; when you take a woman's money, that is theft; and when you abandon your wife, it is desertion. All of these things are criminal acts as provided by our constitution and laws in South Sudan.

We want to win over the community leaders, youth leaders, and women leaders because these people have an influence on the rest of society. To reach them we have been raising awareness on the radio and have had an enormous response from listeners.'

What?

Steward-Org provides support to women affected by gender-based violence through counseling and mediation. They also train and support women human rights defenders.

Why?

South Sudan is a newly formed country with few laws to protect women and limited awareness of women's rights in general.

What next?

In 2013, Steward-Org wants to campaign for laws to strengthen women's rights in relation to property, marriage, divorce and inheritance.



Women's Funds portfolio

We reshape the philanthropic landscape for feminist activism worldwide

Mama Cash supports national and regional women's funds around the world that are committed to supporting the development of powerful, effective women's rights movements in their local contexts through grantmaking and also through raising awareness about women's rights work and the importance of supporting it through philanthropy. Our women's funds grantees are unique because they are also our peers in the women's funding movement.

Facts & figures 2012

Number of grants	22*
Total amount granted	€889,060
Average amount per grant	€40,411

* The 22 awarded grants include 2 first-time grants and 20 renewal grants.

What we do

We provide grant support to women's funds, and we also work collectively to learn from each other. As a result, we develop as feminist funding institutions, grow local resource bases for women's, girls', and trans people's activism, and increase feminist influence over philanthropic giving priorities.

As the oldest and one of the largest women's funds worldwide, Mama Cash supports other women's funds working nationally, regionally or internationally, including emerging funds. We finance women's funds because we recognise the need to expand and diversify feminist funding sources.

Women's funds occupy a distinct position in global and local funding landscapes. They raise and distribute resources for women's, girls', and trans people's activism, and increase awareness among institutional and individual donors,

corporations, and governments about the importance of supporting such activism.

Strong women's funds are key to building powerful, effective women's and feminist movements. In countries where they are active, they are often the first and main source of support for new or non-mainstream groups, including groups that are not legally registered. They are able to act fast, supporting demonstrations or providing urgent assistance to activists who are at risk. Their work is fundamental in contexts where there is little history of local philanthropy, especially philanthropy to support rights-based work.

Mama Cash supports and learns from other women's funds worldwide by making grants, organising exchanges, and using diverse strategies to foster mutual capacity building. We aim to create an environment where we can learn from each other, and through this exchange of wisdom and experience, deepen our collective practice of feminist philanthropy.

Women's funds in 2012

The International Network of Women's Funds has 39 members and Mama Cash is currently funding 17 of them. Where possible we provide them with long term funding to offer more sustained support. By 2012, all 11 funds participating in our *Community of Practice in Support of Young Women and Girls* supported girls and young women through a total of 128 grants. Many of them have included girls and young women in decisions about which girls' groups will be funded. Our *Strengthening Local Fundraising Initiative* has now completed its second year. Participating funds are increasing their local fundraising activities and will be evaluating this Initiative together with Mama Cash to make it even more relevant for newer grantees in 2013.



A meeting about safe migration and movement in Jessore, Bangladesh, organised by BOMSA, one of the grantees of the South Asian Women's Fund.

Putting a focus on women's right to safe movement

Interview with Tulika Srivastava, Executive Director of the South Asian Women's Fund



'South Asia Women's Fund (SAWF) is a sub-regional fund that supports women's groups working on sexual rights, the right to movement and against religious and cultural intolerance in South Asia. We give grants to women's groups in India, Bangladesh, Pakistan, Nepal and Sri Lanka. We are aware that it is beyond the scope of our capacities, as a women's fund, to provide all women with a full range of opportunities in their lives. However, we do have the ability to provide support to women's groups and to individual women so that women's voices are amplified and heard. As a result, their choices are increasingly respected, and their struggles for rights gain support.

What?

A South Asian women's fund supporting groups working on women's autonomy, citizenship and decision making in different spheres, including sexual rights, the right to movement and against religious and cultural intolerance.

Why?

In South Asia, institutional and bilateral donors tend to focus on large-scale programmes and ignore small women's groups that are undertaking extremely important work.

What next?

In 2013 SAWF will continue to work with the private sector to raise funds so that it can support groups that amplify the voices of women on the margins.

The SAWF's grantmaking strategy identifies four kinds of grants: Small Grants for organisations and individuals; Thematic Grants, with a particular thematic focus; Seeding Grants; and Legal Fellowships, for women lawyers and paralegals. We currently make Small and Thematic Grants, while the Seeding Grants and Legal Fellowships will be launched in 2013. The Small Grants programme supports initiatives by women's groups and individuals that take a rights-based approach to their work. For example, we support groups of disabled women, domestic workers and sex workers that are raising awareness in their communities about the violence and stigma they experience and are standing up for their human, sexual and economic rights.

We also have a Thematic Grants programme; one area of current focus is on The Right to Safe and Secure Movement and Countering Trafficking. Through this programme, we are supporting groups that take a rights-based approach to countering trafficking in border states between India, Nepal and Bangladesh. Also, the attempt is to de-link sex work and trafficking, and to pay attention to decisions taken by women and to ensure their autonomy.

Before the programme started, SAWF held many in-depth discussions, both internally and externally about trafficking. We asked ourselves, what do we exactly mean by trafficking? What is the difference between trafficking and migration? How do the currently popular approaches of 'rescue', 'rehabilitation' and 'repatriation' infringe on women's rights rather than ensure them? And why are the voices of women themselves ignored and their decisions and choices made invisible? At SAWF, we believe that we cannot see trafficking in isolation; we also need to talk about the right to safe and secure movement, the right to physical integrity and the right to livelihood.

'Prevention' or 'rescue' approaches often violate women's rights in these areas. We decided that we needed to start listening to women about the choices they have made about where to work and what kind of work to do.

The role of a women's fund is, of course, to raise funds as well as to make grants. SAWF's fundraising strategy has a strong corporate focus, which makes sense, given the recent growth of corporations in the region. While corporate social responsibility programmes are not well developed, there is an opportunity here, and SAWF has the structure to tap into it. The President of SAWF's Board is not only the CEO of one of the largest hotel chains in India, but she is also a keen philanthropist, willing to use her own resources and to bring others onboard for women's rights work. SAWF held its second fundraising event in 2012 at hotel Taj Saumudra, in Colombo, Sri Lanka, attracting a large number of corporate donors interested in socially responsible investing.

It is very exciting that SAWF can raise money within the region from newer sources, as the institutional and bilateral donors in this region tend to focus on large-scale programmes and ignore small women's groups that are undertaking extremely critical work in very challenging circumstances. This makes SAWF's role even more central. We are privileged to be able to work with women's groups that are truly able to make their own decisions and have their voices heard.'

Strategic Partnerships Portfolio

We support our grantees and women's rights movements to strengthen their capacities

The strategic partnerships portfolio, launched in 2012, has been created to provide support to organisations that are in a position to provide key capacity building support to grantees across our thematic portfolios and to fund movement building processes that go beyond any single portfolio.

Facts & figures 2012

Number of grants	3*
Total amount granted	€233,200
Average amount per grant	€77,733

* The three grants include one first-time grant and two renewal grants.

What we do

We make grants to support networks and organisations that have contextual knowledge and local language skills to provide technical support to Mama Cash's grantees across portfolios in areas of need identified by staff and grantees, such as strengthening their organisational capacity, deepening their political analysis, and developing creative new strategies for their activism, including local fundraising. The networks and organisations funded within this portfolio could have budgets that are much larger than the average Mama Cash grantee, and their scale goes beyond any single country or region.

We also support key movement building processes, advocacy and lobbying initiatives that focus on issues that will push forward on key women's, girls', and trans people's rights issues and go beyond the scope of any single portfolio. These grants fund processes and initiatives that include the participation of current Mama Cash grantees. Examples of such types of processes include the GEAR Campaign, the AWID Forum, the Feminist Encuentro in the Americas, and the African Feminist Forum.

Strategic partnerships in 2012

In 2012, we made three strategic partnership grants, totaling €233,200, to support movement building opportunities and capacity development for grantees.

In November, for example, Mama Cash funded and participated in 'Venir al Sur' in Paraguay: a feminist gathering that brought over 250 activists together to discuss how they are challenging gender norms as a strategy to raise awareness about injustices and create cultures of tolerance and appreciation for diversity. The meeting offered a platform to build consensus and respect for a range of feminist positions and enabled the strengthening of alliances and collaboration among lesbian, bisexual, trans, intersex and queer activists in Latin America and the Caribbean.

What does the Strategic Partnerships portfolio mean for Mama Cash's programmatic work?

Interview with Alejandra Sardá-Chandiramani, Senior Programme Officer of Mama Cash's Women's Funds Portfolio



Alejandra Sardá-Chandiramani

“Grantmaking, accompaniment and movement building are three key aspects of Mama Cash’s programmatic work. Our grantmaking provides core support, which means that we support organisations, not isolated projects or events. The Strategic Partnerships portfolio also allows us to support other types of initiatives that contribute to reaching our overall goals and are strategic for our grantees. Like the *Venir al Sur* process and meeting that contributes to making the feminist movement more diverse in a way that a grant to a single organisation could not have achieved.

We want accompaniment to be one of the ‘trademarks’ of Mama Cash; we want to be a funder that not only provides money but also is there for grantees in many other ways. But we are only a handful of individuals, we are based in the Netherlands, and we don’t have skills in all the areas in which our grantees might need further development, as some of them can be quite technical. The Strategic Partnerships portfolio allows us to work together with groups that have key skills to share

with our grantees, skills that we are not in a position to provide directly. Like the feminist organisation *ISIS* that organises *Activist Schools* on different issues, including citizenship, video journalism, and leadership and communication, or the women’s fund *Semillas* that provides training on local fundraising in Latin America.

As a feminist funder, it is also important for us to value the knowledge that women’s and trans organisations have already built, and to value it in economic terms, helping them to turn their role as experts into income that can be used for their work.

Finally, we see our Strategic Partnerships portfolio as a contribution to building different movements – like feminist and LBT movements. These grants help all those involved, including Mama Cash, to share, compare and refine our ideas; to realise what we have in common, where we differ, how best to move forwards with our similarities and differences and – most importantly – in which directions to move and to what end.’

In 2012, Mama Cash has had the privilege of supporting and closely collaborating with two special initiatives: the Red Umbrella Fund and the Mesoamerican Initiative of Women Human Rights Defenders.

Special initiative

Red Umbrella Fund



The Red Umbrella Fund is the first global grantmaking structure guided by and for sex workers. It is the result of a unique collaboration between sex worker activists and donor organisations. Mama Cash was chosen to host the Fund in the fall of 2011.

In 2008, the Global Network of Sex Work Projects (NSWP), the Sexual Health and Rights Project (SHARP) of the Open Society Institute (OSI) and CREA initiated a dialogue on sex work and trafficking. Over a three-year period, sex worker activists and donors from countries around the world engaged in further discussions, including two international meetings held in Amsterdam in December 2009 and 2010 and organised by SHARP and Mama Cash. The work of this group of activists and donors led to the launch of the Red Umbrella Fund in April 2012. The name 'Red Umbrella Fund' was chosen because a red umbrella is a recognised symbol of the international sex workers' rights movement.

Facts & figures 2012

Number of grants	21
Total amount granted	€ 425,000
Average amount per grant	€ 20,238

Mission

The Red Umbrella Fund aims to strengthen and ensure the sustainability of sex workers' rights movements by catalysing new funding specifically for sex worker-led organisations and national, regional, and global networks.

How does the Red Umbrella Fund work?

Its main strategies are grantmaking, capacity building, advocacy and resource mobilisation. One of the Fund's core beliefs and commitments is that sex workers must be at the heart of the design, implementation and evaluation of programmes that affect them. For too long, the voices of sex workers were not heard in policy discussions. The Fund is



Ana Luz Mamani Silva, member of the Fund's International Steering Committee, at the launch of the Red Umbrella Fund in Istanbul.

governed by an International Steering Committee (ISC) consisting of sex workers (at least 51%) and donors, who provide strategic policy and programmatic oversight. A Programme Advisory Committee (PAC), consisting of sex workers (at least 80%) and allies, reviews funding proposals and makes grant decisions. Two dedicated Red Umbrella Fund staff members manage activities, and Mama Cash provides administrative support and raises funds. In 2012, Mama Cash secured €611,650 for the Red Umbrella Fund. This amount includes a contribution of €143,737 from Mama Cash: a cash contribution of €125,000 and an in-kind donation of €18,737. The Red Umbrella Fund made €425,000 in 21 grants to sex workers' rights organisations in 2012.

What does the Fund support?

The Red Umbrella Fund funds sex worker-led organisations and networks. Almost 1,200 applications were received from 110 countries in response to the first Call for Applications in August 2012. Grants were distributed in December 2012. The PAC selected applications based on criteria such as being self-led and working from a rights-based perspective, in addition to regional and gender diversity.

The first 21 grantees work at local and national levels to advance the human rights of sex workers. Their strategies include building the skills and self-esteem of women, men and trans sex workers; strengthening sex worker networks and building partnerships with allies; providing legal services; documenting and addressing violence against sex workers; and advocating for the decriminalisation of sex work.

Interviews with two members of the International Steering Committee of the Red Umbrella Fund

Miriam Edwards, Executive Director and founding member of the Guyana Sex Work Coalition and co-chair of the Caribbean Sex Work Coalition, explains why the Red Umbrella Fund is of vital importance to sex workers.



'The Red Umbrella Fund will help sex worker activists and sex workers to actually be able to speak for themselves in terms of having money, having advocacy meetings, and building sex workers' strengths. So that we can have a voice and we can have a movement. It will help strengthen us and the work that we are doing.

Despite sex workers' vulnerability to HIV in the Caribbean, less than one percent of HIV funding goes to work with sex workers. Sex worker-led organisations really do not benefit from this funding because the grants go to organisations that work with sex workers, to programmes set out for sex workers rather than organisations we lead ourselves. Often we have to dance to the tune of the persons handling the funds, but we don't get a chance to speak.

With the Red Umbrella Fund, I feel like the work that I've been fighting for over the years has started to manifest in a good way. **I feel real excited that at last sex workers have a place at decision-making tables** and that I am a member of the International Steering Committee. With this fund we are able to make decisions for ourselves and to sit and talk with donors.

I feel the work that I am doing, as an activist, being a sex worker, fighting for sex workers' rights over the years, I feel good that it's not going unheard.'

Anne Gathumbi, Programme Manager at the Open Society Initiative for Eastern Africa, Kenya, outlines why she is proud to be part of the Red Umbrella Fund.



'The Red Umbrella Fund is the first fund of its kind. It seeks to increase the money available for sex workers' rights and get more donors interested in this area. My organisation was involved in the preliminary discussions about what possibilities there could be for setting up a fund that would catalyse new funding and that would put more money towards addressing the rights of sex workers. I participated in the initial discussions, went on to serve on the Interim Committee, and now I am on the International Steering Committee. It is very exciting to see the fund grow from an initial idea to a reality.

When we did a mapping and analysis of what money is available and what money is going towards supporting groups of sex workers to self advocate, it was very minimal. There were very few donors that were putting money into this sort of initiative. That's what makes the Red Umbrella Fund so important.

The large number of funding applications received by the Fund also shows the great interest and the great need for a fund like this. **There's a huge demand from sex workers' rights organisations that donors are not meeting.** We must step up and increase the money for these groups to advocate for their rights.

I'm really excited to be part of this process. This is a significant achievement and I will always feel proud to be associated with it. It's been a good learning experience. Having a fund that has sex workers on its governing structure has educated us. It has been very humbling, and it has provided the greatest learning I could ever get as a funder.'

Special initiative

Mesoamerican Initiative of Women Human Rights Defenders

'We support women at the forefront of human rights struggles in Central America and Mexico (Mesoamerica)'



The Mesoamerican Initiative of Women Human Rights Defenders was launched in 2010 by six women's rights organisations in Mexico and Central America to prevent, respond to, document and publicise human rights violations against women human rights defenders and to provide safe haven to women in danger.

Facts & figures 2012

Number of grants	1
Total amount granted	€974,360

What does the Initiative do?

In 2012, the Mesoamerican Initiative of Women Human Rights Defenders received a two-year grant from Mama Cash thanks to funding from the Dutch Postcode Lottery. The Initiative includes the Consortium for Parliamentary Dialogue and Equality – Oaxaca (Mexico), the Feminist Collective for Local Development (El Salvador), the Central American Women's Fund (a regional fund with its office in Nicaragua), the Unit for the Protection of Human Rights Defenders in Guatemala, Just Associates (international, with a regional office in Mexico) and the Association for Women's Rights in Development (international with an office in Mexico). Mesoamerica is fast becoming one of the most dangerous and unjust regions in the Americas. A toxic mix of poverty, militarisation, organised crime, and conservative policies have led to escalating violence and human rights abuses.

Women human rights defenders are fighting for freedom and seeking justice for victims of murder, kidnapping, assault and femicide. They are protecting communities' territories and livelihoods and confronting abusive States, private security forces and organised crime. Women are particularly vulnerable when they question patriarchal norms and systems. Between 2010 and 2011 alone, 24 women human rights defenders in the region were murdered.

In 2012 the Initiative documented violence against women human rights defenders to raise awareness about the multiple forms of violence faced. A Rapid Response Network provided resources, support, and shelters. The Initiative is developing the first safety, protection and self-care training programme to give women skills to stay alive and work better collectively. By linking different national networks they can learn from one another, ensure security for the most vulnerable, and have more influence.

In addition to the grant provided to the Mesoamerican Initiative, Mama Cash received additional funds from the Dutch Postcode Lottery grant to support the campaign *Vogelvrije Vrouwen** – *Defend women who defend human rights!*, launched in Amsterdam on International Human Rights Day, December 10, 2012 (see page 44).

* In Dutch, 'Vogelvrij' literally means 'free as a bird', but also suggests a person who is outside the boundaries of the legal system or someone who is not protected by law. 'Vrouwen' means 'women'. The campaign slogan, *Vogelvrije Vrouwen*, highlights those women whose struggles for justice and freedom are threatened by institutionalised impunity.

Women human rights defenders build strategies together

Interview with Marusia López, regional coordinator of Just Associates (JASS)/ Mesoamerican Initiative of Women Human Rights Defenders



Marusia López

'Violations of human rights in the Mesoamerican region (Mexico, Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica and Panama) are very serious. In Mexico for example, over a six-year period, about 70,000 people have been killed, 20,000 have disappeared and 250,000 have been displaced. More than 10,000 women have been sexually exploited. Every day, between four and five women are killed by men in what is known as "*violencia machista*": violence driven by a patriarchal society and culture.

Raising awareness about human rights violations can be perilous, especially for women, who are often not expected to challenge the authorities or defy social expectations. Many women human rights defenders are at serious risk of

violence themselves because they are courageous enough to denounce instances of rights violations and bring visibility to threats against women. Governments in the region tend to deny that violence against women human rights defenders exists, and fail to recognise the important networks that the defenders are building up.

As a consequence of demanding justice and exposing personal experiences about tremendous acts of violence against friends and family members, many women human rights defenders put their lives at risk. They work long hours and are constantly under threat of violence and violation. This limits their capacity to organise.

The situation in Mesoamerica requires an urgent response and in 2010, six women's rights organisations created the Mesoamerican Initiative of Women Human Rights Defenders.

Through the Initiative, groups and networks of women human rights defenders received support to build collective strategies to protect themselves and deal with human rights violations. Women activists from different social movements are organising into national and regional networks to strengthen this work and

give each other much needed support.

Mama Cash, with support from the Dutch Postcode Lottery, provided the Initiative with a grant and this was vitally important to us because in general, women human rights defenders do not have enough resources to make sure they are well protected and safe. It meant we could build shelters for women at risk of violence, so they are secure and have their basic needs met. We have also enabled women from different territories and social movements to meet each other for the first time to analyse experiences of violence in their countries and societies. During the meetings, they built collective strategies to better protect themselves, and continue to work to defend human rights. Women human rights defenders often suffer from high levels of psychological and physical stress, which affects their well-being and their work. So, the women have been working to produce "self-care" strategies at individual and collective levels.

The Mesoamerican Initiative of Women Human Rights Defenders works to save lives, but also makes sure that the women's movement remains alive and actively moving forward.'

Moving from
interest to action

INFLUENCING

Blogging for women's rights

Leveraging new sources of
funding

PHILANTHROPY

Funding for Inclusion:
Women and Girls in
the Equation

**FINDING
ALLIES**

Influencing philanthropy

Championing social justice and inclusion in the philanthropic sector

Mama Cash has an important role beyond funding and supporting grantees, which is to encourage more mainstream donors and governments to provide support to women, girls and trans people. Research shows that although European funders say they want to fund women and girls, they often do not put their words into action. Mama Cash has limited resources, and we cannot support everyone we would like to, but we can add value by persuading and influencing the way other institutions channel their funds. We call this *influencing philanthropy*.

We are guided by two goals:

- Convince European philanthropists to allocate more resources to organisations led by women, girls, and trans people.
- Shift the nature of existing and emerging European foundation support for women and girls so that it embraces a social justice approach inclusive of women's, girls', and trans people's human rights.



We increase the knowledge base

In 2012, Mama Cash generated information that provided new insights into funding and supporting women and girls:

- We launched *Funding for Inclusion: Women and Girls in the Equation*, in partnership with GrantCraft. In recognition of people's diverse experiences and expressions of gender, the guide moves away from seeing gender in binary terms and explicitly includes trans and intersex people. We are indebted to the Barrow Cadbury Trust for its support for the guide.
- We commissioned a new research project on funding trends among European foundations, examining underlying barriers to funding women and girls, with attention to strategies for overcoming these barriers. We will launch this report in 2013.
- We provided grantmaking data and information on our approaches to grantmaking, including information on the Red Umbrella Fund, for several international reports. Specifically, we were featured in the "U.S. and European Philanthropic Support to Address HIV/AIDS in 2011" report by Funders Concerned About AIDS and the European HIV/AIDS Funders Group. Mama Cash also provided data and information for a report entitled *Advancing Human Rights: The State of Global Foundation Grantmaking Key Findings* by the International Human Rights Funders Group (IHRFG), which will be published in 2013.

We communicate and advocate

To fundamentally shift philanthropic dialogues and decisions, we must change the terms of the conversation. Mama Cash champions a social justice approach to philanthropy and re-envision the relationship between donors and grantees.

- In 2012 we brought grantees to participate in several important funding meetings and panels, including the International Human Rights Funders Group meeting in San Francisco, the Ariadne Annual Policy Briefing in The Hague, and the Association For Women's Rights in Development International Forum in Istanbul.



Demonstration for women's rights during the AWID Forum in Istanbul, Turkey.

We collaborate

Our efforts are strengthened when we work with allies.

In 2012:

- We organised a donor meeting with the Association For Women's Rights in Development and the Dutch Ministry of Foreign Affairs which will be held in 2013. It aims to provide a space for exchange and strategising to leverage more and new sources of funding to advance women's human rights globally, and to create a plan for how we can do this together.
- We served as a member of the steering committee of the Dutch branch of the Ariadne European Human Rights Funders Network, the Steering committee of the International Human Rights Funders Group, and the European Foundation Centre Nomination Committee.
- We joined the Global Philanthropy Project, the mission of which is to support the human rights of lesbian, gay, bisexual and trans (LGBT) people by expanding financial resources and deepening knowledge.
- We worked with *Alliance Magazine* to publish blog posts written by women's fund partners of Mama Cash. Our aim with this series is to highlight women's funds as important players in philanthropy and to reaffirm expertise in the Global South and East. This series will continue in 2013.

Funding women's rights for a fairer world

Interview with Judith Lingeman, head of the Charities department of the Dutch Postcode Lottery



Judith Lingeman

'At the Dutch Postcode Lottery, we find Mama Cash to be a very passionate and professional organisation. During the first five years of our relationship, we gave a grant of €500,000 per year and in 2012 we gave extra funds to support the Mesoamerican Initiative of Women Human Rights Defenders. Early in 2013, thanks to the loyal players of the Dutch Postcode Lottery, we were able to increase Mama Cash's core grant to €900,000. We can see the growing impact of Mama Cash's work with women's organisations around the world. So if we can provide financial support to them, we know women's groups will be mobilising more, collaborating more, sharing knowledge, and building their capacity. We truly believe in this kind of collaboration.

The Dutch Postcode Lottery organises a yearly gala event, and we were delighted that former US President Clinton attended the most recent event on 13 February (2013). As part of his inspiring contribution, he said, "You cannot give up half the brain power on earth and expect to have optimal decisions."

We could not agree more! It is very important to fund women's rights and make sure women's voices are heard. We think that women all over the world should have an equal chance to participate in society. Equal chances for women are at the core of a fair society that the Lottery is striving for. We think that if you want a fairer, greener, more just world, everyone should participate.

We also support Mama Cash because of her enormous expertise and the networks she has built over the past three decades. Mama Cash is a frontrunner in investing in women's organisations all over the world. The staff at Mama Cash is always enthusiastic and is on the front line every time without hesitation. At the Postcode Lottery, when we raise funds and hand out money, it is important to have a very solid basis of faith and trust, and that is really the case with Mama Cash. Mama Cash looks at the world with a wide perspective and sees where the

problems are, what the solutions might be, where we should really be providing support. We truly think that Mama Cash has built the greatest network to make the best decisions about the most effective way to spend the money. She knows where it is needed the most.

'We think that if you want a fairer, greener, more just world, everyone should participate.'

Judith Lingeman

This is definitely the case with the Mesoamerican Initiative of Women Human Rights Defenders. In Mesoamerica, the problem of violence against women is immense. The women human rights defenders and their networks really deserve protection because it is extremely dangerous for them to stand up for human rights. This problem in this part of the world does not get enough attention. There is so much violence against women and we want to support efforts to protect those who step forward no matter what resistance they encounter.'

LEARNING & FOR CHANGE

CHANGE

IS HAPPENING

- » We learned to listen
- » Collective action is the driving force
- » Linking donors and grantees to each other
- » Understanding daily realities
- » Voices from the margins shouting louder

Learning for change

Learning from change to inspire further action

When people work together to tackle injustice, social change is catalysed. We know this to be true, because we see it in the work of our grantees. Collective action is the driving force for transforming our unequal communities and societies. When women, girls and trans people raise their own consciousness and develop their knowledge, take action, claim their rights and push beyond the status quo, they can change unequal power structures. We also know that when this work is well resourced, people forge stronger alliances and others are inspired to join the movement. This generates further social and political change around the world.

In a nutshell, this is our theory of change, but how do we document change and learn from it? Here at Mama Cash we want to understand, in more detail, what these changes are and how they come about. How are grantees really

contributing to the shifts happening in women's, girls' and trans people's lives? How do we, at Mama Cash, measure our own contributions? How do we measure the influence we have when we push boundaries with other donors, advocate for different funding approaches and communicate about our work?

We are committed to being accountable to our grantees and to our donors, so we are thoughtful and analytical about what we do. We reflect on our practices and learn from them, and we have developed a comprehensive learning and evaluation framework to help us do so more effectively. In 2012, we also created a new staff position, the Learning and Evaluation Specialist. We now have a senior staff member guiding our internal learning processes and assisting and challenging the entire organisation to be more attentive to articulating learning questions, measuring our progress and gaining deeper insight about the work we do.



Sarah Nannyondo from MEMPROW (Uganda), during the convening 'Reframing and Ending Violence' in Nairobi, Kenya, where 17 Mama Cash grantees met to exchange knowledge and strategies.

What have we learned so far?

We understand that while grantees need funds, they also need support, or accompaniment, to take their work to new levels of scale and influence. Grantees have shared with us that their most meaningful learning experiences have come from exchanges with other Mama Cash grantees. For example, the 'Strengthening Local Fundraising Initiative' (SLFI) supports many of our 17 grantee-partner women's funds to build each other's skills through peer exchange and learning meetings. In 2012, Mama Cash also convened a meeting of grantees in Nairobi, Kenya to explore how to reframe the issue of violence against women so that it includes those on the margins, such as trans people, lesbians, indigenous women and women with disabilities.

In terms of communications we have learned from grantees what messages they want us to share with the world and how they want to be portrayed in our images and materials. Taking our cues from grantees reflects our desire to be accountable to them and to more authentically represent their work.

At Mama Cash, we have also learned the importance of linking donors and grantees to each other to share what is happening on the ground. Donors want to better understand the daily realities that grantees face and how they are pushing for change. The relationship and communication between donors and grantees improve when donors share money, time, commitment and a belief that change is possible; and when grantees share with donors their experiences of making change happen and inspire donors to make changes in their own grantmaking practices. This joint commitment that change is possible strengthens everyone's efforts.

In 2012, Mama Cash arranged for some of our individual donors to meet with a representative of the Tanzanian Women's Fund who was visiting Amsterdam. This gathering allowed for a lively discussion and exchange of experiences that allowed donors to feel a deeper, more personal connection with the work that they support through their donations. Facilitating exchanges like this contributes to donors' learning and supports them in experiencing their philanthropy as activism and an important contribution to building women's movements.

Reflecting on achievements of three decades of global feminism

Being involved in, and supporting, all-consuming political work, we sometimes neglect to take a step back to reflect on the change that women's movements have contributed to and achieved. But learning from the work of women's movements is vital and a condition of our success. In 2012, we saw our preparations for Mama Cash's 30th anniversary in 2013 as a perfect moment to reflect on what global women's movements have achieved over the course of three decades and the contributions that Mama Cash's grantees have made to this change.

We observed that women's rights groups and initiatives have secured social, economic and political change over the past thirty (plus) years in three distinct ways:

- 1. Most injustice and discrimination against women, girls and trans people used to be accepted and even deemed 'acceptable'. Not any more. The persistent efforts of women's movements have exposed patriarchal power, violence and inequality and made it unacceptable. As a result, public attitudes have shifted.**
- 2. Thirty years ago, experiences of justice and equality for women and girls were often exceptional. In recent decades, women's groups, through their consciousness- and awareness-raising, campaigning and legal work, are making justice for women a more common occurrence.**
- 3. Women, girls and trans people who have been pushed to the margins of communities and movements – and who were spoken for by others – are demanding to speak for themselves. Global women's movements, once dominated by mainstream or middle-class voices, are being challenged to become more inclusive and to reflect diverse experiences and voices when they set agendas.**

Mama Cash's grantees have all been part of these leaps forward, and have taught us important lessons about how to make positive change in these key areas.

1. Turning the accepted into the unacceptable

Mama Cash's grantees have changed how people behave and think about women's rights issues by forging alliances with people who shape public opinion, such as thought leaders and community leaders. For example, our grantee SWEEDO in Kenya, worked with local elders to incorporate women into peace-building processes. Previously, men dominated the local assembly called 'Naapo', and decision-making often lacked women's perspectives. Today, local women participate and contribute in the assembly, and it is no longer accepted for women to be excluded from peace building in that area.



Zoe Gudovic from the Reconstruction Women's Fund at a March 8 demonstration in Serbia.

In Burundi, Association des Mamans Célibataires pour la Paix et le Développement has worked to re-appropriate the term 'single mother' so that teachers in schools no longer use it as a negative term when they refer to single adolescent girls who have children.

Challenging exclusion and stigma – and making it unacceptable – is a crucial part of our grantees' work to achieve social change. Mama Cash will continue to fund organisations that are working to change these long-accepted discriminatory and stigmatising attitudes and practices and will encourage other grantmakers and philanthropists to support this work as well.

2. Turning the exception into the norm

Getting more women into decision-making positions (in government, in academia, in business, the media and civil society) is crucial to turning what seems exceptional and unusual into the daily and the routine. But it is not only about quotas or increasing numbers. Mama Cash's grantees also work to ensure that women who do take on leadership roles are equipped to voice women's rights agendas. For example, Isis International in the Philippines runs a feminist leadership training institute to build the communications skills of activists and get them into decision-making positions.

Mama Cash has learned that we must continue to focus and improve our grantmaking to support groups and initiatives that build the leadership skills of women and girls and trans people to push for rights and social justice.

3. Voices from the margins shouting louder

People at the margins of society (for example, rural women, women with disabilities, sex workers, trans people, and women living with HIV) are organising autonomously and


speaking with their own voices. They are not waiting for approval from mainstream movements. Our grantees are not only raising their voices in women's movement spaces, they have also become visible champions for gender justice within other social justice movements.

Through our engagement in the International Forum of the Association For Women's Rights in Development in 2012, we provided a space for representatives from disability rights groups and sex workers' rights groups to bring their views to the table and make it clear that they cannot continue to be ignored by mainstream movements.

The Indonesian Migrant Workers Union brings the voices of domestic workers, who are mostly women and undocumented migrants, to the labour rights movement in the Netherlands. The group works to show the connections between gender, migration, and workers' rights.

This learning has encouraged us to intensify and focus our funding and accompaniment support to organisations at the margins. We are committed to using our resources, networks and access to ensure that they can participate in influential women's rights and social justice movements and spaces, contributing to and shaping the agendas that have too often excluded them.

Reflecting on the progress made by women's movements over the last 30 years shows that there is much to celebrate. But, just as progress is made, backlash also occurs, new voices are raised, and new realities emerge. We are constantly called on to engage with new realities and to listen to new voices. Because social change takes time and is not a linear process, an open responsiveness to changing circumstances is one of the principles that guides our work as a feminist funder.



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MOBILISING RESOURCES

passion

Donors in action

Donors in action

€7.75 MILLION
RAISED FOR GRANTS,
PARTNERSHIPS,
ACCOMPANIMENT,
LEARNING AND
ADVOCACY

Philanthropic partnerships and communications in 2012

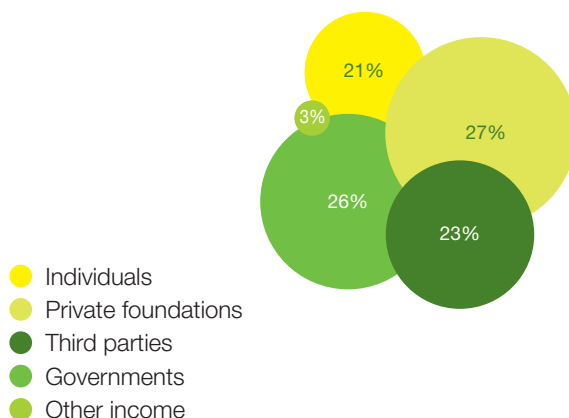
Mobilising resources for women's, girls' and trans rights

Mama Cash was founded by feminist activists who were critical of the power associated with money but at the same time were convinced of the radical potential of women controlling resources. Over the years, we have been adamant and vocal about our unique position as not only a grantmaking organisation, but also a fundraiser.

Mama Cash's approach to fundraising is about opening up the conversation about money: it's about challenging ourselves to talk about our own money, about women and philanthropy, about inheritance, about deciding what impact we want to have with our giving, and about the legacies we will leave at the end of our lives. It's also about questioning the focus of philanthropy and development aid on women and girls as the backbone of communities and as tools for economic growth, rather than as subjects of human rights.

Along with the crucial support from institutional donors that makes up a large portion of our budget, Mama Cash's feminist fundraising was kept alive and kicking in 2012 by women and men who give and raise money for our work, and whose inspiration to support women's, girls' and trans rights is often linked to their own activism or commitment to social change. The total income from fundraising in 2012 was €7.5 million.

Income sources 2012



Institutional donor partnerships

Each year, at Mama Cash we must raise our budget: to support grantees, to fund the breadth of our work, and to cover our organisational costs. Our institutional donors are a crucial source of funds, and we greatly appreciate their support. They are valued partners, and together we network, exchange information and share knowledge to strengthen our collective efforts to support women's, girls' and trans people's human rights organisations worldwide.

In 2012, Mama Cash raised €5.852 million from foundation, bilateral and third party donors (99% of our goal from institutional sources), accounting for 76% of our total 2012 income.

Mama Cash received €1.991 million from three European bilateral partners: the Dutch Ministry of Foreign Affairs (DGIS) through our participation in the Hivos Alliance, the Swedish International Development Cooperation Agency (Sida), and Irish Aid. The Dutch Ministry generously funds our grantmaking and is a partner in our work to influence other donors to respond to the needs of women's rights organisations globally. Sida provides crucial core support for the breadth of our work, and Irish Aid, in addition to supporting our grantmaking, allocated funding to support a grantee learning meeting on gender-based violence in Nairobi, Kenya, in August.

Private foundations in Europe and the United States,

provided €2.054 million in 2012. We secured three multi-year renewal commitments from foundations, including the Sigrid Rausing Trust and the Oak Foundation, both long-time, valued partners. Mama Cash also established a new funding relationship with the US-based Foundation for A Just Society.

In 2012, we received generous core funding from the Dutch Postcode Lottery (€500,000) and learned that our partnership will be extended for five years, through 2017. In early 2013, we heard that the Postcode Lottery will increase Mama Cash's annual grant to €900,000. This funding will put us in a much stronger position to realise our ambitions in the coming years, and we are thrilled with this expression of confidence in our work.

Mama Cash is very grateful to all of our institutional donors for their crucial support and partnership in pursuit of our shared goal of advancing women's, girls' and trans people's rights around the world.

Mama Cash shares what we learn with our institutional donors to strengthen collective knowledge about how best to support women's rights activism. In 2012, we commissioned a report on addressing gender-based violence. Based on interviews with 27 grantees, the research identifies strategies that grantees are using to broaden the understanding of violence in their local contexts. Mama Cash's grantees are 'reframing' violence to encompass the experiences of women, girls, and trans people who have historically been excluded or ignored in the anti-violence agendas of mainstream women's and other social movements. This report will be shared with donors in 2013.

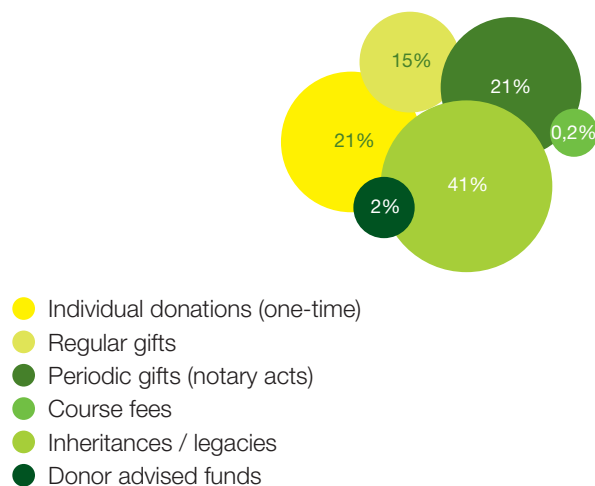
Individual donors

In 2012, Mama Cash continued to raise money from individual donors. This kind of support is invaluable to us. Without individual donors, we could not do our work in such a flexible and responsive way. Small and major gifts, legacies and monthly donations allow Mama Cash to fund groups of women, girls and trans people in ways that are tailored to the local organisation's needs.

We are grateful to our individual donors for their financial contributions and for their inspired determination to raise money and awareness about Mama Cash's work from their networks. Their efforts generate excitement about supporting women's, girls and trans people's human rights, and their dedication, passion and creativity inspire us.

Income received from individual donors from 1 January to 31 December 2012 was €1.657 million. This is 98% of our budgeted income for individual giving.

Individual giving per category of gift 2012



Core and mid-level donors

Core and mid-level donors contribute between €10 and €5,000 annually to Mama Cash, and their donations totaled €587,000 in 2012. Our core donor fundraising efforts have focused on maintaining our current donor base and re-engaging lapsed donors. In addition to keeping our donors informed about our work and soliciting their continued support, Mama Cash also facilitates donors' participation in fundraising events like the annual six-kilometer *Heldenrace* that takes place in Amsterdam.

Individual donors also approach us with their own ideas for raising money for Mama Cash. Some supporters host dinners in their homes where they raise awareness and funds for Mama Cash's work, and others ask friends and family to donate to Mama Cash on their birthdays or anniversaries.

In 2012, we also developed an end-of-year fundraising campaign entitled 'she opens your eyes' which raised awareness about the cutting edge work of our grantees.



The website of Mama Cash's end-of-year fundraising campaign entitled 'she opens your eyes'.

The campaign communicated online and offline with images and questions such as, 'Did you know that in the Netherlands a domestic worker has no paid sick leave?' and 'Did you know that a girls' group in Pakistan is running an abortion hotline?' Campaign supporters were also invited to an eye-opening film night where videos produced by grantees of Mama Cash were shown and debated.

All of these activities increase existing donors' knowledge and commitment to Mama Cash's and our grantees' work, eventually enabling them to raise awareness about women's, girls' and trans people's rights in their own networks and communities.

Major donors

In 2012, we received 33 major gifts of €5,000 or more, totaling €1.073 million.

We built and strengthened relationships with our major donors, holding individual meetings and also organising larger events. In 2012, we held three events to engage with donors and to allow them to deepen their connection to the work of Mama Cash. We organised a presentation on women's rights activism in the Middle East with our grantees Nazra for Feminist Studies from Egypt and the Mediterranean Women's Fund, which is based in France. We also organised a meeting for donors with the Women's Fund in Tanzania. Finally, we were pleased to be able to invite major donors to enjoy a one-woman performance piece called *Geld en Genoeg* (Money and Enough) followed by a discussion facilitated by Marjan Sax, one of the founders of Mama Cash.



Meeting for donors at Mama Cash's office, with a presentation of the Women Fund Tanzania (WTF), including a Skype call with a WTF staff member in Tanzania.

We organised financial courses focused on 'Women, Money and Ideals' for our Dutch donors in 2012:

- An introductory course called 'Your Money and Your Life' which provides donors with an opportunity to discuss their feelings about and relationship to money.
- A two-day intermediate investment course.
- An advanced investment course.

We connect with women's networks in The Netherlands to raise awareness about Mama Cash and to attract new donors. In 2012, we presented our work to a network of women involved in promoting Corporate Social Responsibility in their companies. Our long-time supporters in Groningen, the Noordelijk Initiatief, organised a *She-vent* for businesswomen and presented the work of Mama Cash. The Noordelijk Initiatief also organised a cultural event in November in which a well-known opera singer gave a master class to an aspiring and talented student in front of an audience of over 100 women. The event's proceeds were donated to Mama Cash.

Legacies

In 2012, we received five new legacies, and five legacies were financially settled. The total income received from legacies was €673,948.

We began to think in a more focused way in 2012 about the fact that many of our supporters have been with us since the beginning in the early 1980s. These women, often activists, and now in their 60s and 70s, continue to support us and many have already written Mama Cash in their wills. This year, the three trustees of a private foundation in the Netherlands gave Mama Cash a grant to develop a legacy programme, to be launched in 2013. The legacy programme connects Mama Cash's beginnings – started with funds from an inheritance – with the importance of giving today and into the future so that social change lasts for generations.

In-kind support

Besides donations from individuals and grants from institutional and governmental donors, in 2012 Mama Cash received in-kind support from several companies and individuals. We deeply appreciate the gifts, time, and expertise provided by Doob Design and the department of Global Sustainability of ECN Netherlands. The value of their in-kind contributions is approximately €6,600.

Donors in action for Mama Cash

Culinary winter walk

Mama Cash donors Marieke Bemelman and Jacqueline Castelijns continued the Mama Cash tradition of “recipes for change” with an outdoor fundraising feast in January. Along with 20 friends who trekked from Ridderoordse to Maartensdijk, they shared food and inspiration about Mama Cash’s work, raising more than €1,000 for women’s rights.

Sub-zero temperatures are no reason to shy away from fundraising: *‘Despite the cold, the walk mobilised so much commitment and a good sum of money for Mama Cash, so we are ready to keep organising. But in a warmer season!’*

Gifts on birthdays and every day

Leni is a donor who has felt connected to Mama Cash for a long period of time. Many years ago she began asking for friends and family to give to different social causes instead of giving her a birthday present, and she has often donated these contributions to Mama Cash.

For Leni, giving is a way of life, *‘From the moment I began to earn my own money, I have constantly given away a certain percentage of my income, just like the Netherlands spends a certain percentage of its gross domestic product on development aid.’*

This sensible approach to giving is also Leni’s approach to savings. She decided that her savings will be divided amongst charities she cares about when she dies, and she has named Mama Cash in her will.



Personal trainer Juan Belkhir organised a Bootcamp training in the Vondelpark in Amsterdam. A portion of participants’ fees went to Mama Cash.

Leni’s decision reflects how she has lived her life, *‘I have done everything in my power to improve the position of women... That is why I believe that Mama Cash is such a good organisation, because she chooses to stimulate women to become independent.’*

Former Dutch Minister supports our cause

Els Borst-Eilers, the former Minister of Health, Welfare and Sport and former Deputy Prime Minister was awarded the University of Groningen’s Aletta Jacobs Prize in 2012. She saw a perfect opportunity to support Mama Cash.

Els’ donation of the €5,000 award to Mama Cash is an inspiring acknowledgement of the significant connection between the Dutch feminist movement and Mama Cash.



‘I was very honoured when the University of Groningen awarded the Aletta Jacobs Prize to me, because I have always admired Jacobs... I thought it very appropriate to donate the money that comes with the award to Mama Cash.’

Jacobs was the first woman to successfully complete university in the Netherlands, the first female physician, the Head of the Dutch Association for Woman’s Suffrage and is credited with running one of the first family planning clinics. Els says, *‘Jacobs would fully agree with financially supporting women who fight for women’s rights! In many societies, women are seen as nothing more than an accessory for men, good for sex and producing offspring. You can only change this if women have the opportunity to develop.’*

Communications with our stakeholders

Communicating with people who support and care about our work is a key strategic goal. It is integral to how we learn, how we bring greater visibility to the issues relevant to feminist organising, and how we influence others. In 2012, we have engaged the media, organised events, spread ideas online, and developed a range of new communications materials which showcase the work of our grantees around the world.

Accomplishments

Keeping stakeholders engaged and informed

In 2012, we raised the profile of our grantees' work and built awareness of the role Mama Cash plays in supporting them through newsletters and e-zines in English and Dutch. For the first time, we also produced and disseminated two Spanish language e-zines.

On International Women's Day, 8 March, Mama Cash focused on the funding challenges that girls and their organisations face. We widely distributed an e-zine in Dutch, English and Spanish featuring strategies to support girls, including an interview with a young feminist activist, and videos about the work of girls' organisations.

We campaigned in the Netherlands to raise awareness about the Mesoamerican Initiative of Women Human Rights Defenders (see page 29). On International Human Rights Day, 10 December, we launched the campaign *Vogelvrije Vrouwen - Defend women who defend human rights!* Internationally renowned Cuban-American artist Jorge



The huge land portrait created by Jorge Rodriguez-Gerada and 80 volunteers, showing a fragment of the face of an anonymous Mesoamerican woman human rights defender.

Mama Cash en de Postcode Loterij.



Bijvoorbeeld: vrouwen verdienen beter.

Na 30 jaar burgeroorlog krabbelt de economie van Sri Lanka weer op. Er wordt vooral getruiveerd in textielindustrie en theeplantages. Zo'n twee derde van de arbeiders die daar werken is vrouw. De werkomstandigheden zijn belabberd, maar de vrouwen komen steeds meer voor zichzelf op. Chitrani (56) gaat voorop in deze strijd.

Veel voor elkaar gekregen
Chitrani is een opmerkelijke vrouw. Ze heeft een leven vol armoede en geweld achter de rug. Kan niet lezen of schrijven, maar is wel uitgegroeid tot een bekende en geliefde lokale vakbondleider. Inmiddels zijn 1000 vrouwen verenigd in de vakbond Red Flag Women's Movement (RFWM), Sri Lanka's eerste en enige

vakbond voor vrouwen. Ze hebben voor elkaar gekregen dat veiligheidsprocedures zijn verbeterd, seksuele intimidatie wordt aangepakt en de lonen zijn verhoogd.

Taboedoorbrekend
Deze Sri Lankaanse vrouwen kunnen rekenen op financiële steun van Mama Cash, net als andere taboedoorbrekende vrouwen overal ter wereld. Daarmee kunnen ze zich organiseren en zich samen sterk maken voor gelijkte kansen, economische rechtvaardigheid en een veilige leefomgeving. Chitrani en de RFWM zetten zich nu in voor de harkhoudsters en thuiswerkers, wier zware werk niet eens als werk erkend wordt. Mama Cash steunt hen uiteraard ook hierbij.

Dankzij u...

Mama Cash ontvangt sinds 2008 een bijdrage van de Postcode Loterij. Dankzij alle loterijspelers heeft Mama Cash met in totaal 1,1 miljoen euro vrouwengroepen over de hele wereld kunnen helpen. Door mee te doen met de Postcode Loterij steunt u met 50% van uw inleg Mama Cash en nog 84 andere goede doelen. Kijk op www.postcodeloterij.nl



Samen maken we het verschil.

Deze week komt u in deze brief over het belangrijke werk van één van de 85 goede doelen die de Postcode Loterij steunt. Dit is advertentie nummer 44.

The Red Flag Women's Movement from Sri Lanka profiled in a Postcode Lottery advertisement.

Rodriguez-Gerada and 80 volunteers created a huge land portrait, made of fertile soil, showing a fragment of the face of an anonymous Mesoamerican woman human rights defender. The art piece generated extensive publicity. More than 100 different websites around the world in at least nine different languages mentioned the launch of the campaign.

Amplifying grantee voices and stories

The Communications Team works closely with all Mama Cash staff to create spaces and access platforms where grantees can tell their stories. We met face-to-face with donors and grantees in a variety of places, including the International Forum of the Association For Women's Rights in Development, the Community of Practice meetings, the Grassroots Girls Initiative gatherings, and meetings organised by Mama Cash and the Red Umbrella Fund.

This enabled us to collect stories, photos and audiovisual materials which we share with a variety of stakeholders, including grantees and donors. These opportunities to speak with grantees face-to-face have also deepened our understanding of the issues grantees are working on.

Mama Cash in the media

Mama Cash aired a short commercial on Dutch television in March. We secured coverage about the work of our grantees, our End of Year campaign, 'she opens your eyes', and our financial courses in a range of Dutch publications. Mama Cash was mentioned on 66 occasions in 66 Dutch national and regional newspapers and women's magazines with a combined circulation of almost seven million.

Thanks to our partnership with the Dutch Postcode Lottery, different regional radio stations in the Netherlands broadcast a spot about Mama Cash in February. In July, the Lottery profiled Mama Cash's grantee Red Flag Women's Movement from Sri Lanka in a full page advertisement in the Dutch newspaper *NRC Handelsblad*. In October, a video about Mama Cash and another about the Mesoamerican Initiative for Women Human Rights Defenders aired on television. Mama Cash is very grateful to the Dutch Postcode Lottery for this significant exposure.

Mama Cash online

Traffic to our English-language website increased in 2012, whereas traffic to our Dutch-language website declined slightly compared to 2011 levels, reflecting the increasingly international character of our online audience.

We began a website redesign and will launch Mama Cash's new online presence in 2013. The overhaul of the current website is an opportunity to get to know our audiences better and find out the most effective ways to interact with our stakeholders online. We more than doubled our followers on Twitter and increased our Facebook fans by more than a thousand. Better yet, we increased our online presence with more frequent posts and mentions and got more Mama Cash staff members involved with online work as part of our new online communications strategy.

She's Alive & Kicking!

In 2013, Mama Cash will celebrate her 30th anniversary with the slogan 'She's Alive & Kicking!' We want to make this a memorable and special year in which we look back on our accomplishments and forward to the future of our work to support women's, girls' and trans people's rights. Our anniversary celebration begins on 8 March 2013 with the launch of a website about the history of Mama Cash and a legacy campaign to secure Mama Cash's future support to feminist movements worldwide.



‘Wise souls accept that life is finite but good deeds live on eternally.’



Funny graphics of donors Mieke van Kasbergen and Maaïke Meijer who have put Mama Cash in their will. These images will be used in the legacy programme that Mama Cash is developing.

Mama Cash began when one of the founders received a legacy and used this money to kick-start the organisation. Legacy funding, the gifts that supporters leave in their wills, provides Mama Cash with unrestricted funds, which gives us greater flexibility in how we spend our money. Mama Cash worked in 2012 to develop a new legacy programme which will be launched in 2013.

Mieke van Kasbergen and Maaïke Meijer are long-standing supporters of Mama Cash and have stood with Mama Cash since the beginning. They have both decided to leave a legacy gift to Mama Cash. Their commitment and enthusiasm are an inspiration to Mama Cash.



Mieke van Kasbergen

'Together with Marjan Sax I was very active in the Dutch women's movement in the seventies and early eighties; so I was close to the process that started Mama Cash. I am proud that I contributed to creating the name Mama Cash. It came about by chance: I made up a variation on the name of the singer, Mama Cass Elliot. I imagined our own Mama Cash to be a strong, vivacious woman, with money falling from her hands. An image of strength and abundance.

What attracts me about Mama Cash is the combination of women and power. Back then, in the heyday of the women's movement, it disturbed me that women were – still are – so often represented as somehow having problems, as being weak. Mama Cash builds on the strength of women, and assumes that women can make things happen. That is also my line of thinking!

I have been a donor to Mama Cash from the start in 1983 and I put Mama Cash in my will years ago. I helped to begin Mama Cash's legacy programme and donated some funds to it. Leaving a legacy is a joyful action, because it is nice to think on your deathbed that good things will happen thanks to your legacy.'



Maaïke Meijer

'I've known Mama Cash for a long time because some of my best friends started it. What I love is that it is very firmly directed at women. Women get a raw deal in this world and inequality means you have to choose radically for the side of those who have fewer rights. Mama Cash works for empowerment but she also includes sexuality, homosexuality, trans rights and sexual rights in her programmes, and I completely support that. She addresses the agency of women and has a direct line to the best women-led initiatives in the world. I think that she is fantastic. I admire Mama Cash and therefore I support her.

I am an irregular donor, but I have given Mama Cash a central position in my will. It makes me very happy to leave something behind when my life is over. It is always a bit unpleasant to talk about your own death, but it is very realistic to count on it! If you leave a legacy, it contributes to a happy death because you know the money you have gathered or earned will go to a great cause. Usually there are not many things you can do to relieve some of the inequalities and injustices in the world. A legacy makes a real difference, not only financially but also spiritually. It will be my final gift to the world.'

Highlights of our 2012 goals and accomplishments

YES we did!



In January 2012, Nasawiya organised a march in Beirut, Lebanon, to protest rape laws that fail to recognise rape within marriage as a crime. The banner says: "Failed is the state that does not criminalise all forms of rape."



We said we would award €5.2 million to women's, girls' and trans people's rights organisations and women's funds worldwide.

- We awarded €5.199 million in 126 grants to 115 organisations and women's funds in 65 countries. That is 99.9% of what we projected in 2011 and 46% more than in 2011.
- We increased grantmaking significantly in large part because of a grant to the Mesoamerican Initiative of Women Human Rights Defenders and the Red Umbrella Fund's grantmaking.
- 44% of the 126 grants were first-time and 56% were renewal grants.



We said we would raise €7.673 million in income.

- We raised €7.750 million in income representing 101% of our 2012 budget projections.
- We raised €1.3 million from the Dutch Postcode Lottery to support the Mesoamerican Initiative of Women Human Rights Defenders.
- We aimed to secure €700,000 for the Red Umbrella Fund but found it more difficult than we had hoped. We secured €611,650 of which €143,737 was from Mama Cash.



We said we would influence philanthropic priorities and paradigms.

- We launched the GrantCraft guide '*Funding for Inclusion*' to provide guidelines and best practices in bringing a gender lens to grantmaking.
- We participated in international data collection efforts to share knowledge about philanthropy to contribute to securing and advancing respect for human rights and social justice.



We said we would build a community of practice focused on funding girls.

- In 2011, and together with our grantee FCAM (Fondo Centroamericano de Mujeres), Mama Cash invited nine other women's funds from around the world to create a Community of Practice in Support of Young Women and Girls. When we started, most of the participating funds had little or no experience in this area. Only FCAM and Ukrainian Women's Fund had been running programmes with groups of girls and/or young women's groups, in which girls and young women were included in decision-making.
- By 2012, all eleven Community of Practice funds were supporting groups of girls and young women with girls and young women in leadership positions; these girls' and young women's groups received a total of 128 grants. Many of the funds are including girls and young women in decision-making about which girls' groups to fund.



We said we would extend our reach and diversify our communications and donor engagement strategies.

- We launched research on how best to support women of wealth in Europe to make bold gifts for women's rights.
- We got more press coverage about women's funds than ever before, including a series of blogs posted by women's funds from the Global South and East in *Alliance Magazine*.
- We launched a project to thoroughly document Mama Cash's history, and made great progress in 2012, so that the project could be launched as part of our anniversary celebrations on March 8, 2013.



Sometimes, we didn't manage to do everything we planned to.

- We said the new website would be ready, and that proved too ambitious. But we are happy to say it is coming very soon.

Accomplishments of the organisations we support



We said that we would increase attention to controversial or marginalised issues in the area of sexual and reproductive health and rights.

The Campaña Nacional por el Derecho al Aborto Legal, Seguro y Gratuito (National Campaign for the Right to Legal, Safe and Free Abortion) in Argentina has moved public opinion with its message advocating access to legal, safe and free abortion: 60% in Argentina now support the decriminalisation of abortion. In March 2012, the Argentinian Supreme Court of Justice issued a ruling that legalised abortion in pregnancies resulting from rape. The Campaign considers this an historic victory not only because women pregnant as a result of rape can legally access abortion, but also because the media's attention to the issue of abortion has increased dramatically.



We said we would support groups working to create a world in which women, girls and trans people are valued as economic actors.

EMPOWER Chiang Mai, a self-led group of sex workers in Thailand, was invited in April to address the Association of South East Asian Nations' (ASEAN) Parliamentary Commission on the issue of sex work: a great step forward in breaking down stigma with policymakers at the regional level.



We said we would support groups of women, girls and trans people to actively resist militarism and fundamentalism.

In Chechnya, women are speaking out in public fora against polygamy, forced marriage and dress codes for women, as a result of training and organising by the organisation Women for Development; this is a ground-breaking achievement for women living and working in a challenging and dangerous context.



EMPOWER Chiang Mai from Thailand joined the women's rights demonstration during the AWID Forum in Istanbul, Turkey.



We said we would support women's funds around the world to make new and more resources available to women's grassroots groups.

From 2011 to 2012, in the context of economic and financial crisis, the combined income of the 18 women's funds that Mama Cash supports grew by nearly 19% from €6.355.031 to €7.572.171! This growth is a testament to the creativity and determination of these women's funds and means that more money is reaching the women's, girls' and trans people's groups in nearly 50 countries around the world where these funds make grants.



We said we would support groups to shift power relations in formal and informal spaces, making sure that women have a seat at decision-making tables.

Centre Régional d'Appui et de Développement des Initiatives Féminines (CRADIF) in Cameroon has succeeded in changing the hearts and minds of local leaders on issues of land, property and inheritance rights for women. CRADIF's advocacy in local village meetings led 15 community chiefs to sign a declaration of respect for women's land, property and inheritance rights.

MEET OUR GRANTEES

→ 125 GRANTS
IN 65 COUNTRIES

* Reproductive justice

* Challenging sexual/gender norms

* Ending gender-based violence

* Sex work is work!

* Labour, land, inheritance and property rights

* Feminist leadership

* Challenging authoritarianism, militarism and fundamentalism

* Strengthening local fundraising

Mama Cash supports women's, girls' and trans groups

AFRICA (SUB SAHARAN)

Botswana

Rainbow Identity Association

This group provides a community centre and mentoring support to build both the organisation's leadership and the trans community. Rainbow Identity aims to contribute to developing a strong trans movement in Botswana and southeastern Africa, and it works to secure respect for trans and intersex people in their families, in public spaces and in legal and policy frameworks.

€35,000 (VOICE)

Burundi

Association des Mamans Célibataires pour la paix et le développement

This group of single mothers challenges the social and economic exclusion of single mothers, in the family, the community, the educational system and labour market. The group uses community education and advocacy, with a focus on free choice for all women in sexuality and reproductive matters and the right for single mothers to complete their education.

€20,000 (BODY)

Cameroon

Centre Régional d'Appui et de Développement des Initiatives Féminines (CRADIF)

* CRADIF works with rural women agricultural workers from six ethnic groups in southern Cameroon to build their knowledge of women's

land and inheritance rights in customary, national and international law. The group challenges traditional norms used to deny rural women land and inheritance rights and initiates collective income generation strategies for rural women.

€25,000 (MONEY)

* This top-up grant extension allowed CRADIF to send two representatives to the AWID Forum in Istanbul.

€2,000 (MONEY)

Gabon

Réseau d'Afrique Centrale pour la Santé Reproductive des Femmes (GCG)

This group works to advance access to reproductive rights for women and girls in Gabon, Cameroon and Equatorial Guinea, using discussion groups in rural areas around sexual choice, contraception, and safe abortion. The GCG also trains midwives and health practitioners about sexual and reproductive rights.

€60,000 (BODY)

Kenya

Resource Center for Women and Girls

This women-led group provides leadership training to girls and young women in Ukambani (eastern Kenya) to end the violence they experience both at home and in school. Girls' camps provide safe spaces for girls to learn about their rights, to develop strategies to prevent further violence, and to claim their rights.

€40,000 (VOICE)

Madagascar

Association des Femmes Handicapées de Madagascar (AFHAM)

This network of women living with physical disabilities in all six provinces of Madagascar trains its members to develop leadership skills and knowledge of human rights. It advocates with authorities (from the local to the national level) to adopt and implement policies that respect the human rights of women living with disabilities.

€50,000 (VOICE)

Malawi

Girls Empowerment Network (GENET-Malawi)

This growing network of girls and young women (10-27) advocates for girls' and young women's freedom of choice and an end to all forms of violence. GENET-Malawi works with traditional leaders at the community level and engages in policy advocacy nationally. GENET also uses mentoring and peer support, focusing on empowerment and leadership.

€60,000 (BODY)

Malawi Human Rights for Women and Girls with Disabilities (MHRWD)

Working across three districts in Malawi, this group offers training on sexual and reproductive rights and health, and engages in advocacy with health care workers to ensure that women and girls with disabilities have access to appropriate health services. MHRWD also addresses physical, sexual and economic violence through skills training and public education.

€22,000 (BODY)

Namibia

Namibia Women's Health Network (NWHN)

This network has a membership of more than 1,800 members throughout Namibia, and aims to end discrimination in health care against women living with HIV, with a focus on reproductive violence (e.g., forced sterilisation) and the denial of treatment. The NWHN uses public campaigns (particularly with teachers, parents and religious leaders), litigation and policy advocacy.

€60,000 (BODY)

Senegal

Comité National des Femmes de la Confédération Nationale de Travailleuses du Sénégal (CNF-CNTS)

This independent women's committee of Senegal's largest trade union organises almost 40,000 women workers across the country. CNF-CNTS is tasked with proactively organising informal sector workers and has an advocacy and training programme for women in the informal economy, specifically domestic workers, that is led by former domestic workers.

€25,000 (MONEY)

Sierra Leone

AdvocAid

This grant supported AdvocAid to participate on a panel at the International Human Rights Funders Group conference, held March 24-25, 2012 in San Francisco, to share its experience of working on access to justice for women in post-conflict Sierra Leone.

€4,650 (VOICE)

South Africa

Transgender and Intersex Africa (TIA)

The first initiative by and for the black trans and intersex (T&I) community in South Africa, TIA provides peer support and training as part of its commitment to building a strong black T&I movement. The organisation works towards the inclusion of T&I people in rural communities and townships, and engages in advocacy with health care institutions.

€37,000 (BODY)



A community education meeting organised by Mamans Célibataires in Burundi.



Members of the Serene Secular Social Service Society (SSSSS) in India. This group received a two-year grant from Mama Cash in 2011.

Her Rights Initiative

Ensuring and defending the sexual and reproductive rights of women living with HIV in South Africa, the organisation works to build a strong and inclusive movement of women living with HIV. The group uses litigation against rights violations such as coerced sterilisation, runs public awareness campaigns and conducts research on violence against women living with HIV.

€11,000 (BODY)

One in Nine Campaign

The Campaign – a coalition of feminist organisations and individuals from the women's rights, HIV and LGBTI movements – works with survivors, activists and organisations to promote a feminist approach to understanding and ending violence. The Campaign works with the justice system, advocating for better implementation of laws and policies related to violence against women.

€30,000 (BODY)

South Sudan

Support the Empowerment for Women and their Rights Development Cooperation (Steward-Org)

Founded by Indigenous Sudanese women who returned to South Sudan after living as refugees during the civil conflict, Steward-Org works to create a peaceful environment free from all forms of violence through a campaign to end violence against women as part of the country's current transitional justice process.

€35,000 (VOICE)

Tanzania

WoteSawa

Based in Mwanza, WoteSawa is led by young women who are former domestic workers. The group provides legal and psychosocial support to girl and young women domestic workers who experience sexual abuse, health and safety abuses, and work without pay. WoteSawa also advocates that the Tanzanian government ratify the International Labour Convention C189 on Decent Work for Domestic Workers.

€50,000 (MONEY)

Togo

Association Femme Plus

This organisation supports women living with HIV/AIDS in building human rights awareness and advocacy skills among seropositive women in all prefectures in Togo. The association works cooperatively with many smaller groups of women living with HIV/AIDS as well as networks of women working in agriculture, handicrafts and informal trade.

€10,000 (VOICE)

ASIA AND THE PACIFIC

Afghanistan

Hamsada Radio

Hamsada Radio is a women's radio station in northwestern Afghanistan which supports women to access their rights and decrease violence in the household and the community. The station uses radio programming to address women's rights issues and to build rural women's capacities to speak up for themselves in public.

€17,500 (VOICE)

Justice For All Organization (JFAO)

Founded by women judges and attorneys, this organisation advocates for women's legal rights in Afghanistan and represents women who have experienced family violence or forced marriage. JFAO raises awareness among women about their human and civil rights, provides free legal advice and defense, and advocates for judicial reform that recognises women's rights.

€45,000 (VOICE)

Women's Regional Network Afghanistan

This pioneering sub-regional network of women from Afghanistan, Pakistan and India organises low-income, geographically remote women, including women from ethnic minorities, working in informal industries. The network uses participatory approaches to build a shared agenda that exposes the links between women's poverty and prolonged exposure to a climate of violent militarisation and fundamentalism.

€26,000 (MONEY)

Bangladesh

Garment Workers Unity Forum (GWUF)

For over ten years, this self-led group of women workers has organised and led workers in Dhaka's garment industries in shopfloor negotiations with employers. GWUF advocates for women's labour rights in Dhaka where industry free-trade zones attract women from all over South Asia. The group also organises against rape and sexual harassment in the workplace.

€18,000 (MONEY)

China

Eco-Women Network

This rural network uses participatory research with ethnic minority women farmers in Yunnan province to show the impact of toxic pesticides on maternal health and village food safety and security. The organisation mobilises women farmers to resist pesticide use as a viable strategy for increased agricultural production and to influence agricultural policymaking.

€35,000 (MONEY)

East Timor

Fundasaun Esperansa Enclave Oe-cusse (FEEO)

Led by indigenous women in Oe-cusse, this group is challenging the local dowry practice ("barlake") which is passed down from mothers to daughters. FEEO works with tribal leaders and women of all generations to show that buying and trading women as property violates women's basic human rights and reinforces domestic violence against women.

€15,000 (MONEY)

Fiji

Women's Action for Change-Survival Advocacy Network (SAN)

A national network, SAN works in six locations in Fiji, providing training on legal rights and advocacy skills for sex workers. The network also organises training for journalists, police and health care workers to encourage fair treatment of sex workers. The network also advocates against the criminalisation of sex work, and against police and military violence.

€80,000 (BODY)

Indonesia

Aceh Women for Peace Foundation (AWPF)

The Foundation involves rural women in traditionally male-led village political decisionmaking structures and conflict resolution processes. It aims to address the marginalisation of women and violation of their rights and promotes women's political involvement throughout the Aceh province.

€60,000 (VOICE)

Ikatan Perempuan Positif Indonesia (IPPI)

As a national network of women living with HIV, IPPI works to build a strong and effective movement of women living with HIV, with the aim of advocating for improved legislation and policies on issues such as forced abortion, coerced sterilisation and accessing antiretroviral treatment. It also does research and advocacy on HIV positive women's experiences of violence.

€26,000 (BODY)

India

Anjali Mental Health Rights Organization

This women's rights organisation empowers and supports women with mental illness, including women institutionalised in mental hospitals. The group advocates for these women's rights, works to ensure that they have a voice in the health care system, and advocates for the inclusion of mental health in the public health agenda and to make this agenda gender sensitive.

€20,000 (VOICE)

Asia Floor Wage Alliance

Responding to conditions in Asia's booming garment industry, the campaign has formulated a methodology for calculating a minimum ("floor") wage for women workers that reflects the International Labour Organisation's decent work standards. In this sector, women perform over 80% of the labour but are underpaid, exposed to health and safety hazards, and are vulnerable to rape and sexual harassment.

€32,000 (MONEY)

Nari Shakti

Based in the communities of Muslim and Dalit (Hindu) women migrants in Gurgaon, India, this group conducts research to identify the main workplace issues for women garment workers from these communities. The research will be used to contribute to formulating an agenda of the most urgent concerns for these women and girls.

€15,300 (MONEY)

SPANDHANA

This women-led collective of Dalit (Hindu) and Muslim women workers educates women and girls working in industries like cigarette rolling, construction, meal preparation and delivery, and seasonal agriculture to know and claim their labour rights. SPANDHANA organises women and girls in these informal sectors and has successfully pressured local labour and civil courts to enforce labour agreements.

€34,000 (MONEY)

Women's Collective - WEED TRUST

This women-led group supports women farmers and rural women to break the silence around domestic and sexual violence, rape, and sexual harassment in work situations by becoming active in local "panchayats" where villages elders (usually men) make decisions about customary law and practices. The group also makes visible the connections between women's economic activity and domestic violence.

€21,000 (MONEY)

Women's Regional Network India

This pioneering sub-regional network of women from Afghanistan, Pakistan and India organises low-income, geographically remote women, including women from ethnic minorities, working in informal industries. The network uses participatory approaches to build a shared agenda that exposes the links between women's poverty and prolonged exposure to a climate of violent militarisation and fundamentalism.

€29,200 (MONEY)

Nepal

Nepal Mahila Ekata Samaj (NMES)

This landless women's rights network mobilises community women in 42 districts in Nepal to form credit and savings collectives that support women's economic agency in the household and community. NMES also trains and mobilises members of these communities to participate in legal actions that challenge government-led land evictions and demolition of property.

€25,000 (MONEY)

Pakistan

Aware Girls

This self-led group of young women in north-western Pakistan strengthens girls' and young women's leadership capacities through organising young women's clubs. Aware Girls runs programmes focused on violence, peace building, and sexual and reproductive rights, including a hotline which provides counseling on reproductive health issues and how to access safe abortion.

€35,000 (VOICE)

Peasant Women Society (PWS)

This group of rural women farmers builds knowledge among peasant women in five remote districts of Punjab about land, property, inheritance and labour rights. In a region lacking access to energy, infrastructure and social programmes, PWS offers workshops on cattle management and rearing, productivity yield in small plot farming, and occupational health and safety.

€20,000 (MONEY)

Women's Regional Network Pakistan

This pioneering sub-regional network of women from Afghanistan, Pakistan and India organises low-income, geographically remote women, including women from ethnic minorities, working in informal industries. The network uses participatory approaches to build a shared agenda that exposes the links between women's poverty and prolonged exposure to a climate of violent militarisation and fundamentalism.

€27,000 (MONEY)

Philippines

AMIHAN Northern Mindanao

AMIHAN provides strategic and advocacy support to women human rights defenders of Northern Mindanao who are speaking out against evictions, destruction of property and confiscation of community lands resulting from land deals and feudal land policies. The group raises awareness about the rights of landless women peasants who depend on rural land for their livelihoods.

€30,000 (MONEY)

Kaisa Ka (Unity of Women for Freedom) North Luzon

This group organises women market vendors who sell agricultural produce and local crafts in precarious working conditions. Kaisa Ka builds the workers' collective power to secure better stall locations, access to toilets and fair operating costs in the market. The group supported the formation of the first informal vendor federation in North Luzon.

€63,000 (MONEY)



A representative from Insight talks to the press during a demonstration in Ukraine (see also the interview with Insight on pages 14-15).

Sri Lanka

Red Flag Women's Movement (RFWM)

This group has contributed to organising the first domestic workers' union in Sri Lanka, in a sector where over 90 percent of the workers are Tamil women and girls. RFWM also supports negotiations between women's collectives and the plantation managers on tea plantations to secure fair wages, safety from exposure to toxic pesticides, regular meal breaks, and freedom from sexual harassment.

€60,000 (MONEY)

Vikalpani National Women's Federation

This alliance of community-based women's organisations supports a women-led sustainable agriculture movement in five districts of Sri Lanka. It promotes sustainable agricultural practices and the preservation of traditional agricultural knowledge. Vikalpani also works with rural women farmers to break the silence around domestic violence and HIV/AIDS in their communities.

€17,000 (MONEY)

Thailand

Indigenous Women's Network of Thailand (IWNT)

This self-led network of Indigenous women from 10 ethnic groups in northern Thailand supports and strengthens Indigenous women to claim and protect their rights and those of their communities. IWNT's focus is on training women to develop their leadership skills and ability to participate in decision-making processes.

€20,000 (VOICE)

Tonga

Women and Children Crisis Centre (WCCC)

The first autonomous national organisation in Tonga that combats violence against women, the group offers services for survivors and works to change society's assumptions about gender and violence. WCCC's approach includes public campaigns, educational programmes in schools, engaging with men to challenge their ideas of masculinity, and advocating for changes in legislation and the ratification of CEDAW by the Tongan government.

€80,000 (BODY)

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Armenia

Society Without Violence

This self-led group encourages girls and young women to take leadership in their communities and to address human rights violations in situations of both state and family violence. The group is now working to set up a self-led Women In Black vigil group of girls and young women in southern Armenia.

€20,000 (VOICE)

France

STRASS (Syndicat du Travail Sexuel)

The only sex worker-led labour union in France, STRASS is a strong voice for sex workers in France. STRASS coordinates the Network of Global Sex Work Projects in Europe and is active in the International Committee for the Rights of Sex Workers in Europe. It supports workshops with street and brothel sex workers and engages in legal cases to defend sex workers' rights.

€2,600 (MONEY)

Georgia

Independent League of the Yezidi-Kurdish Women

This organisation of Yezidi-Kurdish women and girls (a religious-ethnic minority) challenges the discrimination and isolation faced by women in their communities. The group engages in skills training and public education (through workshops, movie screenings and other events) to address the violence they experience which is justified as 'tradition' and 'cultural heritage' in their communities.

€25,000 (BODY)

Women's Initiatives Supporting Group

This group of lesbian and bisexual women highlights the connections between gender, sexual orientation, poverty and ethnicity. The group runs support groups primarily for young lesbians and bisexual women; engages in research and advocacy to raise awareness about the impact of hate speech; and works to end state and non-state violence.

€41,000 (BODY)

Hungary

Association of Hungarian Sex Workers (SZEXE)

This human-rights focused, sex worker-led organisation supports women, trans, and migrant sex workers from across Europe that come to Hungary for work opportunities. SZEXE's strategies include building the leadership capacities of sex workers to network, mobilise campaigns and interact with media to reduce the stigma of sex work.

€82,000 (MONEY)

Kyrgyzstan

Forum of Women's NGOs Kyrgyzstan

This grant supported the Forum of Women's NGOs to participate on a panel at the International Human Rights Funders Group conference, held March 24-25, 2012, in San Francisco (USA). At this conference, the Forum of Women's NGOs shared its experience of working to advance women's participation in political processes during Kyrgyzstan's political transition.

€3,100 (VOICE)

Netherlands

Femmes for Freedom

Working to end marital captivity, this group focuses on forced marriage or an inability to divorce, usually due to religious or national laws that do not allow women to file for divorce. The organisation strives for the equality of women inside and outside marriage, and engages in policy advocacy and strategic litigation. It also organises women facing marital captivity through outreach and empowerment.

€30,000 (BODY)

Indonesian Migrant Workers' Union (IMWU)

This union organises documented and undocumented Indonesian migrants living and working in The Netherlands as domestic workers. IMWU trains these migrant women to know their human and labour rights and supports them in dealing with employers, health services and government institutions. IMWU lobbies the Indonesian and Dutch governments to ratify International Labour Convention C189 on Decent Work for Domestic Workers.

€50,000 (MONEY)

Voices of Women (VOW) Media

This organisation works to advance women's rights through providing media training and support to marginalised women in The Netherlands. VOW Media believes that telling personal stories can be individually and collectively transformative. Its workshops and trainings give women the tools to express themselves through different forms of media.

€26,000 (VOICE)

Poland

Trans-Fuzja

The only trans-led organisation in Poland, Trans-Fuzja works to secure trans rights through political advocacy to influence the government to adopt legislation recognising trans identity. The group raises awareness about trans people's needs with health and law enforcement professionals and works collaboratively with other LGBT and human rights organisations to ensure they are inclusive of trans people.

€30,000 (VOICE)

Russia

Sex workers support group 'Silver Rose'

This support group of sex workers in Russia developed from a peer support group in St. Petersburg to a national organisation with representation in eight different regions of Russia. Silver Rose works for safety, civil rights and the right to self-determination for sex workers through education and advocacy and promotes the vision of sex work as work.

€25,000 (BODY)

Women for Development

This women-led group strengthens the capacities of rural, low-income, and displaced women in Chechnya (a federal republic of Russia) through building networks and skills, and advocacy training. The group challenges the status quo regarding the position of women in society in a hostile context of state and non-state violence and religious fundamentalism.

€36,000 (VOICE)

Serbia

Iz Kruga Vojvodina

A feminist disability rights organisation, Iz Kruga engages with the women's and disability rights movements, the government and the public about the rights of disabled women in the province of Vojvodina. The group works to secure human rights for women with disabilities through policy advocacy and addresses the relationship between sexuality, gender and disability through art and performances.

€60,000 (BODY)

Sweden

Rose Alliance

This sex worker-led organisation mobilises sex workers to advocate reform of the "Swedish model", which criminalises the clients of sex workers and increases sex workers' vulnerability to abuses of their rights. The group works to challenge social stigma and protect the rights of sex workers through outreach and empowerment, political advocacy, and the promotion of a harm reduction approach to sex work.

€40,000 (VOICE)

Ukraine

CF All-Ukrainian League Legalife

This sex worker-led group advances sex workers' human rights in Ukraine through capacity building and advocacy. Legalife works to raise public awareness of the discrimination and violence against sex workers, including trans sex workers. It works to counter the normalisation of violence and to improve the economic, social and legal status of sex workers.

€25,000 (VOICE)

Insight

A queer feminist group formed by young lesbians, bisexual women and trans people, Insight works to support and strengthen the LBT community in Ukraine by providing social, psychological, medical, and legal services. The group also engages in direct action against censorship and for freedom of information and assembly.

€31,000 (BODY)

United Kingdom

English Collective of Prostitutes

This group of former and current sex workers educates sex workers about their rights and also provides legal counsel and advice. The only collective of women and trans sex workers in the UK led by women, the group is a leader in the Global Convening of Commonwealth Countries on Campaigning for the Decriminalisation of Sex Work.

€50,000 (MONEY)

LATIN AMERICA AND THE CARIBBEAN

Argentina

Desalambrando

Led by lesbian women, the organisation works to end intimate partner violence in lesbian relationships, providing counselling and other services, as well as working with feminist and LGBTI movements to challenge the idea that violence only comes from 'outside'. The group also trains hospital staff and police to adequately address lesbian women's experiences of violence.

€63,000 (BODY)

Bolivia

Sindicato de Trabajadoras Asalariadas del Hogar de Sucre (SITRAHOS)

Led by economic migrants from rural areas of southern Bolivia, SITRAHOS is the only domestic workers' union in Bolivia led by indigenous women. The union uses local and national media to demand attention to indigenous women's rights to equal treatment in society and to be remunerated fairly as domestic workers.

€25,100 (MONEY)

Chile

Organización de Transexuales por la Dignidad de la Diversidad (OTD)

This grant allowed OTD, a self-led trans organisation, to participate in the 2012 international AWID Forum to build its understanding of feminist politics in relationship to trans identity and to share insights about trans issues and movement building, including the importance of supporting trans organising by women's movements and feminist funders.

€7,510 (VOICE)

Colombia

Mujeres Al Bordo

This feminist media group combines art and activism through its audiovisual school and group theatre. Mujeres al Bordo works in Colombia and throughout Latin America to contribute to social and political change that will make it possible for lesbians, bisexual women, and transgender and intersex people to enjoy the full range of their human rights.

€50,000 (VOICE)

Costa Rica

Mulabi/Espacio Latinoamericano de Sexualidades y Derechos

Led by LGBTI (lesbians, bisexual women, trans and intersex) people, Mulabi uses public education, arts programmes and youth engagement to challenge norms about gender identity and sexuality. The organisation advocates for sexual and reproductive rights and health, supported by research on the experiences of LGBTI people with the health system.

€40,000 (BODY)

Ecuador

Asociación Silueta X

The only self-led trans group in Ecuador, Silueta X advocates for the rights of trans people to access education, health care, and employment. The group organises trans people in the coastal province of Guayas and has conducted research highlighting the relationship between trans identity and the experience of exclusion and discrimination in the family, employment and education.

€23,000 (VOICE)

El Salvador

Mujeres de Xochilt

Led by girls and young women (16-27) of Indigenous Pipil origin and based in the Xochilt Itzatec area of the municipality of Nahuizalco in the province of Sonsonate, the group builds the capacity of girls and young women to make informed decisions about sexuality and reproduction. The group uses workshops and public education to denormalise violence in girls' and women's lives.

€10,000 (BODY)

Guatemala

Asociación de Trabajadoras del Hogar a Domicilio y de Maquila (ATRAHDOM)

ATRAHDOM is a leader in the struggle for Guatemalan women's labour rights as domestic workers and for women's and trans workers' rights in the garment, agricultural and home-based industry sectors. The group is also participating in regional efforts to pressure Latin American governments to ratify the International Labour Convention C189 on Decent Work for Domestic Workers.

€26,300 (MONEY)



Consorcio para el Diálogo Parlamentario y la Equidad Oaxaca works to ensure safety and security for women human rights defenders.

Guyana

Guyana Sex Work Coalition

Leading a Caribbean sex workers' network, with partners in Jamaica, the West Indies and Grenada, the Coalition works with police to defend the rights of sex workers to freedom from violence, extortion and harassment. The group is a visible leader for sex workers' rights in international policy dialogues on issues like HIV/AIDS and harm reduction.

€50,000 (MONEY)

Mexico

Consorcio para el Diálogo Parlamentario y la Equidad Oaxaca

The Consorcio plays a key role in building a regional movement for women human rights defenders in Mesoamerica (Mexico and Central America). The group focuses on hosting regional convenings for social movements within Oaxaca to dialogue and develop realistic action plans to ensure safety and security for women human rights defenders.

€50,000 (VOICE)

Paraguay

Aireana Grupo por los derechos de las lesbianas

This lesbian-led group advocates for the human rights and greater social visibility of lesbians and against the discrimination that lesbians confront in a politically conservative context. Aireana works from a feminist and cross-movement perspective and runs a feminist cultural centre and a radio programme to provide safe spaces for lesbians' voices.

€100,000 (two grants of €50,000) (VOICE)

Campaña por una Convención de los Derechos Sexuales y Derechos Reproductivos

The Campaign is a coalition of national organisations, regional networks and individuals from twelve countries that are members of the Organisation of American States. It advocates for the adoption and implementation of the Interamerican Convention for Sexual Rights and Reproductive Rights.

€76,000 (BODY)

Peru

Asociación de Trabajadoras Sexuales Mujeres del Sur

Mujeres del Sur is the only organisation in Peru led by women sex workers which takes a human rights approach to sex workers' issues and policy advocacy. The group organised the first sex workers'

union to join the national federation of unions, and it regularly represents Peru in international policy discussions on issues that affect sex workers.

€5,700 (MONEY)

ESTRATEGIA Centro de investigación para el desarrollo

This women's land and property rights organisation was founded by women architects, urban planners and activists from Lima. The group works with community women to secure land tenure, lead community-based advocacy campaigns for women's land rights and promote women's leadership in decision-making and policy formation at community and national levels.

€16,500 (MONEY)

MIDDLE EAST & NORTH AFRICA

Egypt

Nazra for Feminist Studies

This top-up grant allowed staff from Nazra to attend the Ariadne European Human Rights Funders Network meeting, which took place in The Hague on March 1-2, 2012, and to meet with Mama Cash staff and donors.

€2,060 (VOICE)

Israel

Nisaa Wa Afaq

This group of Palestinian women addresses religious fundamentalism and works toward changing the status of Muslim women living in Israel. Nisaa Wa Afaq ("Women and Horizons") uses feminist analysis to provide alternative interpretations of religious texts and advocates for reforms in the Islamic Personal Status Law.

€28,000 (VOICE)

Women's Security Index Coalition (WSIC)

This coalition advocates for the protection and civil participation of women, challenging militarism and state-sponsored violence, with the aim of replacing it with a positive feminist vision of human security. Elements of this vision include economic security, protection against prejudice and discrimination, and freedom from domestic, sexual and institutional violence.

€20,000 (BODY)

Lebanon

Nasawiya

This feminist collective in Beirut runs a feminist café where activists can gather to build their skills and to discuss issues such as violence against women and discrimination against migrant domestic workers. It runs "girl geek camps" to teach girls aged 15-18 information and communications technology skills, and has created the cartoon character Salwa in an advocacy campaign against sexual harassment.

€80,000 (VOICE)

Mama Cash supports women's funds

AFRICA

Democratic Republic of Congo

Fonds pour les Femmes Congolaises (FFC)

In its second year, FFC continues to support women and girls in a region of widespread and ongoing conflict. The fund provides support through grants and capacity building and is establishing the basis for creating a culture of feminist philanthropy in Democratic Republic of Congo including among its grantees.

€50,000

Tanzania

Women Fund Tanzania - Empowering Local Heroes (WFT)

WFT is a national fund supporting women's groups working for political participation, against religious fundamentalisms, and for sexual and reproductive rights and racial justice in Tanzania, through grants, capacity building and strategic convenings. This grant helps WFT with its grantmaking and fundraising to support and expand its programmes.

€50,000

ASIA AND THE PACIFIC

Hong Kong

HER Fund

The grant provides this women's fund in Hong Kong with core support, as well as the second installment of a grant to develop a marketing strategy for HER Fund's newest local fundraising initiative with individuals and the private sector called "Share Talent". HER Fund focuses its grantmaking on young women organising around issues of labour rights, sexual violence, and body image and autonomy.

€106,000

Mongolia

Mongolian Women's Fund / MONES

* MONES provides funds, training and technical support to women's networks seeking to increase women's participation in political life in Mongolia. The fund also works to raise awareness among the Mongolian public about why it is important to economically support women's organising.

€18,000

* As part of Mama Cash's Strengthening Local Fundraising Initiative, MONES is working with an expert in fundraising to be able to mobilise more resources domestically and internationally for women's rights in Mongolia.

€5,000

Nepal

Tewa, for self-reliant development

This grant contributes to Tewa's endowment fund to ensure the sustainability of the fund and ensure its capacity to be a long-term source of support for women's and girls' rights in Nepal.

€10,000

Sri Lanka

South Asia Women's Fund (SAWF)

SAWF is a sub-regional fund supporting women's groups working on sexual rights and the right to movement and against religious/cultural intolerance in South Asia (India, Bangladesh, Pakistan, Nepal and Sri Lanka) through grants, capacity building and links with established women's rights organisations. This grant helps SAWF with its grantmaking but will also support engagement with corporations in the region to support women's rights through corporate social responsibility programmes.

€60,000

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

France

The Mediterranean Women's Fund (MWF)

This grant covered the MWF's participation in the Ariadne Annual Briefing in The Hague in March 2012 to speak at a plenary session on the role of human rights donors in the contemporary political landscape of the Middle East and North Africa.

€2,400

Georgia

Women's Fund in Georgia (WFG)

* Women's Fund in Georgia develops feminist philanthropy in Georgia and is creating awareness about the importance of mobilising resources for women's, girls' and trans activism. The fund's grantmaking supports marginalised groups, such

as lesbians, trans people, women with disabilities and rural women, in a conservative context.

€100,000

* In the context of the Strengthening Local Fundraising Initiative and to complement the internship done by two staff members from Women's Fund in Georgia at Semillas in 2011, WFG is now working with an expert on mapping out fundraising possibilities in Georgia and strategising to implement them.

€4,760

Serbia

Reconstruction Women's Fund

Reconstruction Women's Fund supports young women using art and culture as a form of activism, and also has a focus on funding anti-militaristic/anti-fundamentalist women's initiatives. The fund also works to build feminist philanthropy in Serbia.

€100,000

Spain

Calala Fondo de Mujeres

Working in the context of a challenging economic crisis in Spain, Calala continues to support migrant domestic workers in Spain with funds and training. The fund also works to increase support in Spain for the work of Latin American women human rights defenders.

€55,500

LATIN AMERICA AND THE CARIBBEAN

Argentina

Fondo de Mujeres del Sur

This grant enabled the fund to attend the international AWID Forum in Istanbul in April to make the work of Fondo Mujeres del Sur better known among funders. The fund's participation also had the goal of increasing the resources that it can make available to women's, girls' and trans movements in Argentina, Uruguay and Paraguay.

€3,300

Bolivia

Fondo de Mujeres Bolivia APTHAPI-JOPUETI

This young fund supports Indigenous and grass-roots urban women's political participation, young feminist activism and sexual rights in Bolivia, through grants and institutional development.

€50,000



Members of the Hong Kong Women's Coalition on Equal Opportunities protest outside the election office of Leung Chun Ying (the current Chief Executive of Hong Kong) for neglecting women's needs in the political platforms of Chief Executive Candidates. Mama Cash's grantee HER Fund, a women's fund in Hong Kong, supports this coalition.

Colombia

Fondo Lunaria (formerly, Fondo Mujer)

Working together with women's organisations in Colombia, Fondo Lunaria continues to re-create itself through making grants, with a focus on grass-roots women's organisations, and developing local philanthropy.

€53,000

Mexico

Fondo de aborto para la justicia social MARIA

Fondo Maria supports women seeking legal abortion services in Mexico and raises awareness locally about financially supporting abortion rights as a social justice issue.

€10,000

Sociedad Mexicana Pro Derechos de la Mujer (Semillas)

* As part of the Strengthening Local Fundraising Initiative, this grant supported internships for staff members from Fondo Mujeres del Sur and Fondo de Mujeres de Bolivia with Semillas. Semillas shared experiences and expertise in the areas of local fundraising and internal systems.

€12,800

* This grant supported a learning exchange between Semillas and the South Asian Women's Fund focused on organisational development and local fundraising.

€12,800

Nicaragua

Fondo Centroamericano de Mujeres (FCAM) (four grants, see also cross-regional)

* FCAM supports movement building by and for young women in Central America. The fund has also started to develop local philanthropy in the region.

€115,000

*This grant supported a learning exchange between FCAM and Semillas focused on programmatic work, operations and Board management, including the exploration of joint fundraising and grantmaking in the coming years.

€5,500

REGIONAL/ CROSS-REGIONAL/ INTERNATIONAL

Fondo Alquimia. Mujeres Confiando en Mujeres (for INWF-LAC)

This grant supported a convening in Santiago, Chile, in March 2012, of the International Network of Women's Funds members from Latin America and the Caribbean (INWF-LAC). The funds met to share strategies and plan joint fundraising and grantmaking in the region. Fondo Alquimia (Chile) acted as the meeting host and fiscal sponsor for this grant.

€15,000

Fondo Centroamericano de Mujeres (FCAM)

* This two-year grant supports the Mesoamerican Initiative of Women Human Rights Defenders to strengthen the movement of women's human rights defenders in the region. Six women's rights organisations in Mesoamerica are working together through this initiative to prevent, respond to, document, and publicise acts of violence against women human rights defenders in the region.

€974,360

* This grant supports the second year of the Community of Practice that brings together eleven women's funds to learn from and support each other to mobilise more and better resources for girls (up to 18 years of age).

€50,000

Mama Cash supports strategic partnerships



A demonstration during the 'LesBiTransInter' feminist meeting that took place from 2-4 November in Paraguay.

UHA! - The East African Sexual Health and Rights Initiative

UHA!, based in Kenya, is a funder and capacity builder for sexual rights movements in East Africa. This organisation hosted two Mama Cash grantee meetings: 'Reframing and ending violence' and 'Trans feminism', from August 27-31, 2012, in Nairobi, Kenya. The meetings gathered grantees from the Body, Money, Voice and Women's Funds portfolios to share strategies, agendas and learning.

€83,200

Encuentro LesBiTransInter Feminista Venir al Sur

This grant supported the first 'LesBiTransInter' feminist meeting for Latin American and Caribbean activists on November 2-4, 2012, in Asunción, Paraguay. The meeting's goal was to strengthen the voices of activists who are 'othered', including lesbians, bisexual women, and trans and intersex people, in the regional feminist movement and to contribute to transforming the movement.

€50,000

ISIS International Manila

Based in the Philippines, ISIS International Manila works to secure women's human rights by creating critical communications to strengthen social movements. This grant supports four Isis International Activist Schools for women's rights activists to build their capacity in feminist communications and the use of (online) media to communicate more broadly for advocacy and awareness raising.

€100,000

Grantees of the Red Umbrella Fund

AFRICA (SUB SAHARAN)

Benin

Association Biowa

This is a new organisation which aims to mobilise and educate women sex workers in urban and rural areas of Benin, using peer learning and outreach to other sex workers as a key strategy. The organisation advocates for improved access to health care and for the decriminalisation of sex work.

€15,000

Democratic Republic of Congo

Action Humanitaire pour la Santé et le Développement (AHUSADEC)

The Bukavu branch of AHUSADEC is a sex worker-led group that operates in Kivu province. It provides a safe space for sex workers where it offers health information and documents cases of violence which it brings to police and court. Through radio shows the group aims to promote its work and educate the public about human rights.

€20,000

Sierra Leone

Movement for Vulnerability and Empowerment (MOVE)

Led by sex workers who are women, this recently established organisation advocates for improved access to health care, particularly in relation to sexual and reproductive health. MOVE has a focus on combating violence, and engages political and religious leaders to educate them about the experiences of sex workers.

€8,500

South Africa

Sisonke - National Sex Worker Movement of South Africa

Operating in seven provinces of South Africa, the organisation is building an independent and self-led movement of sex workers. Sisonke provides information to sex workers on accessing social services, such as health care, and on working with the police and court system. The group offers workshops on sexual health, leadership and human rights.

€27,000

ASIA AND THE PACIFIC

Bangladesh

Sex Workers Network Bangladesh

This network has 29 member organisations, representing sex workers of all genders from all over Bangladesh. The group aims to strengthen its member organisations through building their leadership capacities, and also works with community leaders and the media to raise awareness about the human rights of sex workers.

€25,000

Burma

Myanmar National Network of Sex Workers (MNNSW)

This national network promotes the sexual and reproductive rights and health of sex workers using outreach and peer learning. It supports sex workers in rural areas who are HIV positive to access treatment. MNNSW also provides services and support to sex workers in prison and their families.

€13,000

Cambodia

Women's Network for Unity (WNU)

This sex workers' collective documents rights violations as part of its campaigns for changing legislation and policy so that the human rights of sex workers can be protected. Through the Community Legal Service, WNU offers direct legal assistance to sex workers including counselling, legal advice, and representation.

€7,000

China

Anonymous

This anonymous group is led by women sex workers who raise awareness among sex workers of their rights. It documents cases of violence against sex workers by officials and advocates against violence and exclusion. The group also offers information on sexual health and other support services.

€20,000



A meeting of sex workers' rights organisation Movement for Vulnerability and Empowerment (MOVE) in Sierra Leone.

Fiji

Pacific Rainbow\$ Advocacy Network (PRAN)

This sex workers' organisation operates in Lautoka, a popular tourist destination in western Fiji. Committed to advocating for the rights of all sex workers, the group organises safe space meetings and mobilises sex workers using peer education. PRAN builds relationships with NGOs, government ministries and UN agencies to campaign for legal and policy reform.

€20,000

India

Adarsha

Established less than three years ago, this organisation advocates for the rights of sex workers who are men and trans, working to reduce stigma and building alliances with human rights organisations. Adarsha supports sex workers to access health care and other social services.

€7,000

All India Network of Sex Workers (AINSW)

This network brings together sex workers of all genders from all over India to campaign for the decriminalisation of sex work and advocate for improved government HIV prevention and treatment programmes and policies. AINSW promotes participation of sex workers in political decision making spaces through advocacy, partnerships, and leadership building.

€35,000

LATIN AMERICA AND THE CARIBBEAN

Argentina

Asociación de Mujeres Meretrices de Argentina delegación Córdoba (AMMAR Córdoba)

Led by women sex workers, this is a network in the province of Córdoba that combines community services for sex workers – like offering daycare, literacy courses, and health services – with political activism, such as advocating for the protection of sex workers' labour rights and for the legal recognition of sex work as work.

€20,000

Brazil

Grupo de Mulheres Prostitutas do Estado Pará (GEMPAC)

Founded over 20 years ago, GEMPAC works in the state of Pará in northern Brazil, mobilising women sex workers to confront violence and to challenge the stigma surrounding sex work. The group partners with artists to organise cultural events and uses visual arts as part of its fundraising and awareness-raising campaigns.

€25,000

Dominican Republic

Comunidad de Trans, Travestis y Trabajadoras Sexuales Dominicanas (COTRAVETD)

Working at the national level and led by sex workers who are trans, the group provides health and HIV services and information to sex workers. COTRAVETD makes use of the media to address stigma and discrimination and educate the public about sex workers' rights.

€30,500

Peru

Asociación de Trabajadoras Sexuales Mujeres del Sur

This group, based in Arequipa, is led by sex workers who are women. Mujeres del Sur challenges police violence through awareness-raising among local communities and leaders, and works to combat police violence through strategic litigation. The organisation advocates for the recognition and protection of the labour rights of sex workers.

€12,000



AMMAR Córdoba educates people on sex workers' rights in the streets of Córdoba, Argentina.

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Russia

Silver Rose (Serebryannaya Roza)

Supporting an expanding network of self-help initiatives throughout Russia, Silver Rose works with diverse groups of sex workers – including migrants, those who are HIV positive and those who engage in substance abuse – to advocate for changing in policies which marginalise sex workers. Silver Rose also uses peer support groups and legal volunteers to engage in strategic litigation.

€30,000

Serbia

Sloboda Prava

Based in Belgrade, this group offers support to sex workers of all genders and ethnic backgrounds. Sloboda Prava uses visual arts to campaign for changing legislation and policies which criminalise sex work. The organisation operates a centre for sex workers which offers information on sexual health and the legal rights of sex workers.

€20,000

Tajikistan

Initiative Group Dignity

Founded less than two years ago, this self-led group works with sex workers of all genders and sexual orientations. Initiative Group Dignity operates a community centre for sex workers in Dushanbe, advocates against police violence, and offers support services to the children of sex workers.

€25,000

Ukraine

Kirovograd Regional Department of All-Ukrainian League "Legalife"

This group is a regional branch of the national sex workers' organisation All-Ukrainian League "Legalife". Committed to unifying sex workers in the region to advocate for their human rights, the organisation uses peer education and support to build the capacities of individual sex workers. The group also documents cases of police violence against sex workers.

€20,000

United Kingdom

Sex Worker Open University (SWOU)

This collective brings together sex workers of all genders and sexual orientations, and works closely with sex workers who are migrants. SWOU organises public events such as film festivals and public debates to educate people about stigma and violations of sex workers' rights, and uses research to challenge people's stereotypes about the sex work industry.

€15,000

One grant of €30,000 was cancelled in January 2013 after additional information was received that indicated that the group did not meet the Red Umbrella Fund's criteria.



Staff members
Volunteers
Interns
Founders
Trainers
financial courses
Board members
Advisory Network
grantmaking

**TOGETHER
WE BUILD
MAMA
CASH**

Meet Mama Cash

Meet Mama Cash

Founders of Mama Cash

Lida van den Broek
Dorelies Kraakman (1946-2002)
Tania Leon (1944-1996)
Marjan Sax
Patti Slegers

Board Members

Marjo Meijer (Co-chair)	The Netherlands
Geetanjali Misra (Co-chair from June 2011)	India
Eveline de Jong (Treasurer)	The Netherlands
Cecilia Alemany (until April 2012)	Uruguay
Femke Bos (joined September 2012)	The Netherlands
Lin Chew (until September 2012)	Singapore/Hong Kong
Marieke van Doorninck (joined September 2012)	The Netherlands
Khadijah Fancy	United Kingdom
Jessica Horn	United Kingdom
Marijke Kuijpers	The Netherlands
Barbara Limanowska	Poland
Idelisse Malavé	Puerto Rico/USA
Myra ter Meulen	The Netherlands

Advisory Network Grantmaking

Sunila Abeysekera	Sri Lanka
Angelika Arutyunova	Uzbekistan /USA
Anannya Bhattacharjee	India
Ivana Calle Rivas	Bolivia
Dawn Cavanagh	South Africa
Jelena Djordjevic	Serbia
Marcelo Ernesto Ferreyra	Argentina
Fe Jusay	Philippines/The Netherlands
Anna Kirey	Kyrgyzstan
Mabel Ngoo-Takone	Cameroon/USA
Janet Price	United Kingdom
Aliya Rakhmetova	Hungary
Farah Salka	Lebanon
Martha Sanchez	Mexico
Aisha Lee Shaheed	Canada/Pakistan/United Kingdom
Petra Snelders	The Netherlands
Undarya Tumursukh	Mongolia
Perla Vasquez	Mexico
Muthoni Wanyeki	Kenya

Management team

Nicky McIntyre	Executive Director
Annie Hillar	Director of Programmes (until October 2012)
Erica Wortel	Director of Programmes (interim, from October 2012)
Janet Zeegers	Director of Finance & Operations
Amanda Gigler	Director of Philanthropic Partnerships and Communications (from June 2012)



Mama Cash staff at the office in Amsterdam.

Learning and Evaluation

Annie Hillar

Learning and Evaluation Specialist (from October 2012)

Programmes team

Ellen Ambags

Programme Associate Asia and the Pacific

Carol Angir

Programme Officer for Voice (until April 2012)

Azita Azargoshasb

Programme Officer for Money

Eva Cukier

Programme Associate Europe and the Commonwealth of Independent States (interim until September 2012) / Programme Associate Red Umbrella Fund (interim, from October 2012)

Lara van Kouterik

Programme Officer for Voice (interim from April 2012)

Nadia van der Linde

Red Umbrella Fund Coordinator

Barbara Lotti

Programme Associate Africa and the Middle East

Tamara Pels-Idrobo

Programme Associate Latin America and the Caribbean

Jane Remme

Programme Associate Asia and the Pacific (interim from May – November 2012)

Sophia Sakhanberidze

Programme Associate Europe and the Commonwealth of Independent States

Alejandra Sardá-Chandiramani

Senior Programme Officer for Women's Funds

Vanina Serra

Programme Officer for Voice (from November 2012)

Esther Vonk

Senior Programme Officer for Body

Philanthropic Partnerships and Communications team

Esther Arp

Officer for Individual Donor Relations

Anneke Bloemen

History Project Assistant (from August 2012)

Lisanne Bronzwaer

Project Coordinator (from October 2012)

Sarah van Brussel

New Media Associate

Janine van Doorn

Individual Donor Relations Associate

Yolanda Jansen

Senior Officer for Individual Donor Relations (until March 2012)

Susan Jessop

Senior Officer for Philanthropic Partnerships

Esther Lever

Officer for Philanthropic Partnerships

Chantelle de Nobrega

Officer for Philanthropic Partnerships

Liz van Omme

Senior Communications Officer (until August 2012)

Paulette van 't Veer

Development Associate for Individual Giving (interim, until March 2012)

Ingrid Verver

Communications Officer

Finance and Operations team

Anne Assehn	Financial Officer
Klaas van Boeckel	Data and Reporting Management Officer (from March 2012)
Anne Jong	Financial Associate
Kim Lam	Office Associate
Marijke Marica	General Assistant
Sanne Rezk-van der Haer	Office Manager
Liesbeth Schipper	Executive Associate
Ellen van Steenis	Office Manager (from March 2012)
Hanneke Timmer	Human Resources Advisor

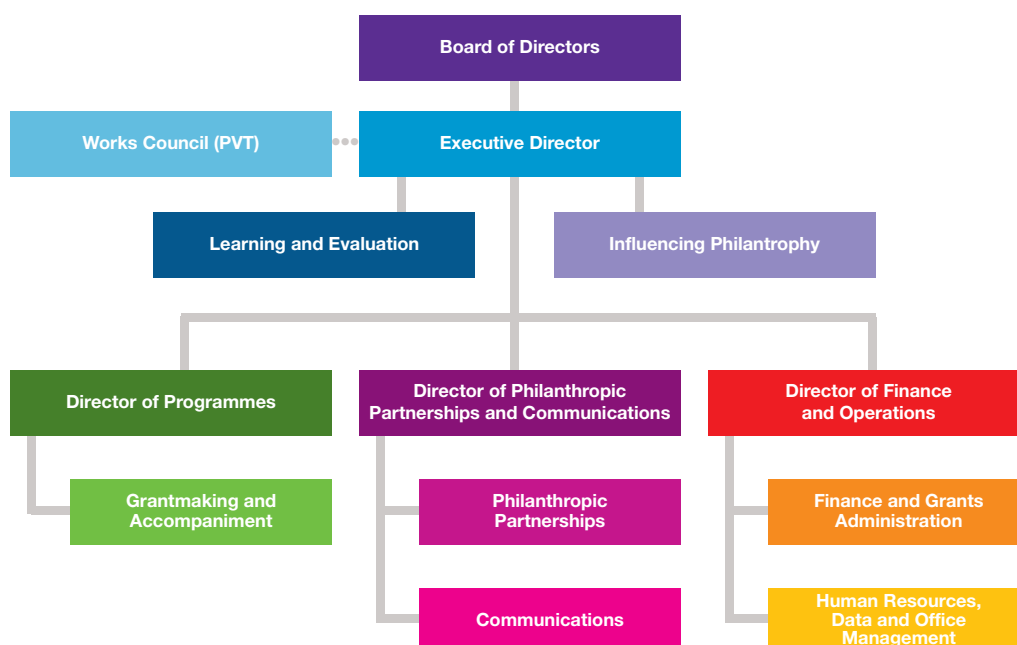
Volunteers and interns

Anneke Bloemen	Volunteer Communications
Elizabeth Brown	Volunteer Programmes
Chandra Frank	Volunteer Red Umbrella Fund
Esther Hettema	Volunteer Communications
Hanna de Hoogh	Volunteer Secretariat
Andrea Huls	Volunteer Communications
Irma Kerkhof	Volunteer Programmes
Sara Manzi	Volunteer Programmes
Didy Padberg	Volunteer Programmes
Arja Schreij	Volunteer Programmes
Ellen van Steenis	Volunteer Secretariat

Trainers financial courses 'Women, Money and Ideals'

Pit Gooskens	PIT Gestalt therapy & Life Planning
Trèske Heere	Wijs & Water, Money and Life coaching
Marijke Kuijpers	Independent Financial Advisor Guidato Family Office
Margriet de Vegt	Relationship Manager UBS Bank (Netherlands) BV

The organogram below provides an overview of Mama Cash's organisational structure.



Mama Cash's contributors in 2012

Individual donors

Mama Cash's 5,260 active individual donors, supported us with gifts ranging from €1 to €50,000.

In 2012, we received a large legacy gift of €450,000.

Donor advised funds

Anneke van Baalen/De Bonte Was Fund (NL)

Mama Cash – Baas Fund (NL)

Maria Willard Fund (NL)

Nan Lombaers/Els Huijser Fund (NL)

Foundation and government donors

AJG Foundation/King Baudouin Foundation United States (USA)

Anonymous/King Baudouin Foundation United States (USA)

Barrow Cadbury Trust (UK)

Dutch Postcode Lottery (Nationale Postcode Loterij) (NL)

Foundation for A Just Society (USA)

International Network of Women's Funds/Global Fund for Women (MX)

Irish Aid (IE)

Levi Strauss Foundation (USA)

Ministry of Foreign Affairs/DGIS – MFS II (NL) (Hivos Alliance)

Nike Foundation (USA)

Oak Foundation (CH)

Sigrid Rausing Trust (UK)

Swedish International Development Cooperation Agency – Sida (SE)

Foundation donors to the Red Umbrella Fund

American Jewish World Service (USA)

Comic Relief (UK)

Foundation Open Society Institute (CH)

Levi Strauss Foundation (USA)

MAC AIDS Fund of the Tides Foundation (USA)

Mama Cash (NL)

In-kind supporters

(from The Netherlands)

Doob Design

Energy research Centre of the Netherlands, unit Policy Studies, department Global Sustainability

Theo Andriessen

Special contributors

(from The Netherlands)

Kaartje2go.nl

Northern Initiative

Triodos Bank N.V.

YouBeDo B.V.

Many thanks
to all our
contributors!

ANNUAL ACCOUNTS

Being responsible - Accountable - Transparent
Mama Cash **HOW** - How we manage - Building strong systems



Organisational report

Building strong systems and operations

Mama Cash complies with all the laws and policies regulating foundations in the Netherlands. We aim to build systems and processes that fully support Board members, staff members, and grantees and that are ethical and in line with the values and mission of the organisation.

Key Facts and Figures

- In 2012, Mama Cash raised a total of €7.750 million, representing 101% of our projected budget and 123% of our income last year. With carry-over from previous years, available income for 2012 was €8.19 million.
- Our total 2012 expenditures were €8.143 million, representing 100% of our projected expenditures and 124% of our expenditures in 2011.
- Total expenditures related to Mama Cash's programme objectives were €7.049 million, representing 87% of our overall expenditures.
- Costs for income acquisition were 11% of our total expenditures or €920,219 in total, representing 100% of the amount budgeted.
- Management and administration costs accounted for 2% of our total expenditures (€173,340 total), representing 71% of the amount budgeted.

Human resources

Mama Cash abides by the Collective Labour Agreement for the Dutch welfare sector. Supported by annual individual performance assessments and professional development systems, Mama Cash strives for a work environment where staff members can excel.

Table: Staffing over the past two years, Full-Time Equivalents (FTEs) and sickness absence

	2012	2011
New employees	9	7
Departing employees	5	7
Number of employees	33	29
Average number of FTEs	28.41	27.02
Part-time	48%	48%
Percentage of employees that self-identify as women	97%	100%
Number of nationalities	9	9
Sickness absence percentage	2.48%	1.70%

Works Council

Mama Cash has a Works Council (personeelsvertegenwoordiging, PVT), which consists of and represents the staff. The Works Council addresses human resources policies and procedures in regular meetings with the Executive Director and the Human Resources Advisor.

Volunteers

In 2012, 11 volunteers worked for Mama Cash to support the Development and Communications team, the Finance and Operations team, and the Programmes team. On average, volunteers worked one day a week. The time they dedicated to Mama Cash equals 0.6 FTEs.

In line with our policy, interns, members of the Advisory Network, and volunteers are not remunerated but are reimbursed for their travel expenses to a set level. The Management team discusses and approves new volunteer positions, which are published on Mama Cash's website.



Every Thursday, volunteer Hanna de Hoogh makes delicious lunches for Mama Cash staff.

The selection of volunteers is based on a review of candidates' qualifications.

The Programmes team is building a new international Advisory Network, which will consist of between 50 and 60 advisors with experience and networks in at least one of our four portfolio areas. They are eligible to receive a yearly stipend of €100. Three advisors were nominated and appointed to the Advisory Network in 2012, bringing the total number to 19.

Pensions

In January 2010, Mama Cash established the 'available premium pension' scheme for new personnel. This allows for sustainable investments, flexible employee contribution levels, and a reduced risk for Mama Cash on incoming 'value transfers'. The existing pension scheme was renewed for another five years on 1 January, 2010.

Investment policy

Mama Cash has a Board-approved investment policy:

- Mama Cash is a socially responsible organisation, and socially responsible investments are a priority. Investments are based on sound, professional financial analysis and are consistent with the values and mission of Mama Cash.
- Mama Cash aims to achieve a balance between return and risk in our investment portfolio and follows a low-risk investment profile.
- Assets are managed by a professional asset manager. The Board is responsible for the selection and monitoring of the asset manager.
- The asset manager uses screens for socially responsible investments in line with the values and mission of Mama Cash. Inclusionary screens guide managers toward socially responsible investments, including companies and funds that enable free labour movement and

embrace collective labour agreements, and that directly or indirectly contribute to the protection of the environment. Exclusionary screens guide asset managers away from investments in companies and funds that directly or indirectly contribute to violations of human rights (including child or forced labour), that engage in discriminatory or corrupt practices, or that are engaged in the production of tobacco, or the production and supply of weapons.

- The investment policy is applicable to all stocks, bonds, savings, and deposit accounts, and other possible assets.

Risk management

Mama Cash must deal with risks that could adversely affect the work and achievements of the organisation. The organisation maintains a zero tolerance policy against fraud, conflict of interest and violation of human rights.

Mama Cash has:

- A system for planning, monitoring and reporting.
- Guidelines and procedures for financial reporting.
- Guidelines for financial transactions and legal acts, establishing responsibilities and internal control measures.

Financial risks

Income from institutional donors can fluctuate as policies of governments and the international philanthropic community change. The number of nongovernmental organisations based in the Netherlands and international women's funds is increasing, resulting in greater competition.

Mama Cash deals with financial risk by:

- Continuing to diversify our base of income, obtaining income from multiple sources, including individual donors, institutional donors, governments, and corporations.
- Making a stronger case for our niche and impact and continuing to seek funding sources outside the Netherlands.
- Developing a continuation reserve (in compliance with the regulations established for charitable organisations by the Dutch Centraal Bureau Fondsenwerving) that is adequate to maintain obligations for at least one year, so that core activities can continue even if sources of income are lost. At the moment, Mama Cash's continuation reserve is at 60% of our annual operational expenses.



Shakira Simmons from Fondo Centroamericano de Mujeres speaks out during the AWID Forum in April, in Istanbul, Turkey.

Operational risks

Mama Cash has an ambitious strategic plan and committed staff members working to implement that plan. This could lead to excessive work pressure on staff members. We deal with this risk in the following ways:

- Mama Cash strives for a work environment in which staff members can excel, where progress toward goals is reviewed regularly and where projected plans are modified when they prove to be unrealistic in practice.
- Mama Cash seeks to balance the production of high-quality work and a commitment to efficiency. Our procedures have been reviewed and documented in several manuals, and we continue to assess which processes can be simplified further.

Mama Cash conforms to the laws and regulations that apply to Dutch fundraising organisations.

PricewaterhouseCoopers conducts annual audits, checking the administrative organisation and assessing internal control systems. Mama Cash was awarded the *Centraal Bureau Fondsenwerving* (Central Bureau of Fundraising) Hallmark in 1998, is a member of the *Vereniging Fondsenwervende Instellingen* (Association of Dutch Fundraising Institutions) and follows the *Code Wijffels* (Good Governance code for charitable organisations).

Risks to our reputation

A media scandal could seriously affect Mama Cash's reputation, whether the allegations made were true or false. To minimise this risk, we strive to be transparent about all aspects of our work and to be accountable for all of our actions. We are honest about our successes and failures, and we try to communicate openly and frankly with stakeholders.

Board Report

Accountability Statement from the Board

As holder of the Central Bureau of Fundraising Hallmark (*Centraal Bureau Fondsenwervings Keur*) for charity organisations, Mama Cash upholds three general principles of the Good Governance Code:

Distinction between supervisory, managerial, and executive functions

All powers and responsibilities of Mama Cash are vested in the Board, the highest body in the Foundation. Mama Cash's principles of governance are set out in two documents: Articles of Association and Board Regulations. These documents state, among other things, which decisions require the Board's approval, and which responsibilities are delegated to the Executive Director. The Executive Director is responsible for the day-to-day running of the organisation, as is described in the *Mandate of Executive Director*.

The Board reflects the diverse and international character of Mama Cash and our stakeholders. Board members are recruited on the basis of their competencies, such as knowledge of grantmaking, programming, or communications. The Board follows a nomination protocol for recruiting, selecting, and appointing new members, based on a profile of qualities required. The Board carries out an annual internal evaluation of how it and its members function. A closed session of the Board discusses recommendations about improving its functioning.

Optimisation of the effectiveness and efficiency of expenditure

Mama Cash's use of funds is guided by multi-year strategic plans and budgets. The 2009-2013 strategic plan, *On the Move for Women's Rights*, was approved in December 2008. Mama Cash produces annual plans with staff including: activities, intended results, responsibilities and resources, and timelines. The Board approves and monitors this at bi-annual meetings and reviews monthly and quarterly financial income and expense reports. Mama Cash's Management Team discusses and forwards these reports to the Finance Committee and the Board.

Potential grantee organisations must submit a short Letter of Interest (LOI) to Mama Cash. Criteria and procedures are explained on the Mama Cash website in English, Dutch, French, Russian and Spanish. Groups that proceed beyond the LOI phase are engaged in discussion about vision, goals, structure, capacities, strengths, and challenges. Work plans with indicators of success are developed collaboratively. Monitoring of grants takes place via narrative and financial reports.

Mama Cash is audited annually by PricewaterhouseCoopers. The auditors report to the Board through the *Management Letter*. Auditors, the Executive Director, and Finance Committee members discuss the Letter annually.

Communication with stakeholders

Through our communications we stimulate donors and policymakers to become allies of women's movements; facilitate learning; increase donor giving and loyalty; and are accountable to our stakeholders. In all communications Mama Cash complies with Dutch privacy legislation. In 2011, the Board approved a new policy on communications with stakeholders explaining how Mama Cash upholds principles of effectiveness, efficiency, clarity, cultural awareness and complaints. This policy is available upon request.

This table provides a summary of Mama Cash's key stakeholders and the ways we interact with them

Stakeholder	How we interact
Grantees	Written agreements (work plans, budgets and contracts), regular individual communication and convenings
Individual donors	Regular updates on progress, fundraising and spending, donor meetings
Institutional donors, governments, and lotteries	Contracts for financial collaborations. Meetings, reports and evaluations
Activist networks	Updates, and meetings
Advisors	Regular updates, individual communication and convenings
Employees and volunteers	Development of strategic plans, annual plans, and individual work plans. Regular staff evaluation

Board activities in 2012

In 2012, the Board reduced the number of times the members meet. Face-to-face meetings took place in April and September. Executive Committee meetings were held in June and December. At the meetings, the Executive Director reported on progress, activities, and finances against the 2012 annual plan. The 2011 annual report, the 2011 annual accounts, the Management Letter from the auditors, and the 2013 annual plan were approved in accordance with the *Articles of Association*.

Committees, Task Forces, and Advisory Councils

Executive Committee	Provides guidance, advice, feedback, and support to the Executive Director about the running of the organisation. This committee met three times in 2012.
Finance Committee	Advises the Board on budgets, annual accounts, Management Letters from the auditor, and financial policies. This committee met with the auditor to discuss the audit findings and met one additional time in 2012.
Governance Committee	Oversees the review and updating of the Board's description of roles and responsibilities and the responsibilities of individual Board members. Supported Board development activities and handled Board nominations. This committee communicated through email.
Programme Committee	Advises the Board on programmatic policies and the ratification of large and multi-year grants. This committee met once in 2012, and also communicated through email.
Task Force History Project	Leads the research and realisation of a website on the history of Mama Cash. The task force communicated through email.
Task Force New Co-Chair	Leads the process of finding a new Co-chair. Several options were considered. The final recommendation was to extend the term of the current Co-chair Marjo Meijer for one year and continue looking for possible candidates.
Jubilee Task Force	Established in December 2011 to work on Mama Cash's 30th anniversary. This task force met once in 2012.



From left to right: Lin Chew, Jessica Horn, Barbara Limanowska, Khadijah Fancy, Myra ter Meulen, Idelisse Malavé, Marijke Kuijpers, Geetanjali Misra, Marjo Meijer. Not in photo: Eveline de Jong, Femke Bos and Marieke van Doorninck

The Board reaffirmed the directions set out in the 2009-2013 strategic plan and approved that it be extended by one year. This decision was made because the Board does not anticipate dramatic changes in direction in Mama Cash's next strategic plan, and the staff proposed an additional year to further develop and deepen the work being undertaken in the current strategic plan. Members of the Board also contributed to the History Project, which aims to capture the history of Mama Cash since 1983. It held a strategic discussion about the funding of trans people's rights and confirmed its support of Mama Cash's work in this area.



Composition of the Board in 2012

At the end of 2012, the Board had 11 members. Board members are appointed for a period of three years. Performance assessments and requirements for membership determine the outcome of the renewal process. Board members can serve a maximum of two three-year terms.

Changes in the Board

In 2012, Femke Bos and Marieke van Doorninck joined the Board. Two Board members, Geetanjali Misra and Barbara Limanowska were reappointed for a period of three years. Co-chair Marjo Meijer's term was extended by one year. In April, the Board regretfully accepted the resignation of Cecilia Alemany. In September, Lin Chew's term ended. The Board is very grateful to her for her many years of commitment.

Composition of the Board of Mama Cash as of 31 December, 2012

Name	Function	Board member since	Affiliation/Profession	Additional functions
 Marjo Meijer	Co-chair	June, 2006 Co-chair since June, 2007 Reappointed June 2009 One-year extension approved by Board September 2012	Medical doctor/artist/donor activist, the Netherlands	
 Geetanjali Misra	Member	June 2009 Co-chair since June 2011 Reappointed September 2012	Executive Director of Creating Resources for Empowerment (CREA), India	<ul style="list-style-type: none"> • Member of Cordaid's International Advisory Group, The Netherlands • Member of the FHI360's Advisory Group, USA • Board member of Reproductive Health Matters, United Kingdom • Board member of Women's Initiatives for Gender Justice, The Netherlands
 Eveline de Jong	Treasurer	November, 2007 Reappointed December 2010	Independent financial advisor, the Netherlands	
 Lin Chew	Member	June, 2006 Reappointed June 2009 Term ended September 2012	Independent consultant on women, human rights, and migration, Hong Kong	<ul style="list-style-type: none"> • Chairperson of Institute for Women's Empowerment, Hong Kong
 Marijke Kuijpers	Member	December, 2006 Reappointed December 2009	Independent financial consultant, the Netherlands	
 Jessica Horn	Member	November, 2007 Reappointed September 2011	Independent women's rights consultant, United Kingdom	<ul style="list-style-type: none"> • Board member of Urgent Action Fund - Africa, Kenya • Advisor to African Leadership Centre University of Nairobi/Kings College • Advisor to FRIDA - The Young Feminist Fund (global) since 2013 • Advisor to the journal Development
 Idelisse Malavé	Member	February, 2008 Reappointed March 2011	Independent organisational consultant working with social change groups and networks, USA	<ul style="list-style-type: none"> • Board member of National Domestic Workers Alliance, USA • Board member of Rockwood Leadership Institute, Oakland, USA • Board member of The Center for Social Inclusion, New York, USA
 Myra ter Meulen	Member	March, 2008 Reappointed March 2011	Independent consultant on the prevention of child abuse and youth policy, the Netherlands	<ul style="list-style-type: none"> • Board member of Women's Wallet, The Netherlands • Member of Vrouwen tegen Uitzetting, The Netherlands
 Barbara Limanowska	Member	June 2009 Reappointed September 2012	Senior Gender mainstreaming Expert, European Institute for Gender Equality, Lithuania	
 Cecilia Alemany	Member	April 2010 Resigned April 2012	Senior Advocacy Associate Association for Women's Rights in Development (AWIOD), Uruguay	<ul style="list-style-type: none"> • Co-chair of Better Aid (global network) • Board member of CIVICUS, South Africa • Coordinator and affiliate of Mercosur Economic Research Network, Uruguay • Professor at the Latin American Center on Human Economics, Uruguay
 Khadijah Fancy	Member	December 2011	Independent gender and women's rights consultant, United Kingdom	<ul style="list-style-type: none"> • Board Member at EMPower
 Femke Bos	Member	September 2012	Fund Manager of the Triodos Microfinance Fund and Regional Manager Asia at Triodos Investment Management, The Netherlands	<ul style="list-style-type: none"> • Board member of two micro-finance banks in Laos and Cambodia
 Marieke van Doorninck	Member	September 2012	Advisor Public Affairs at La Strada International, The Netherlands	<ul style="list-style-type: none"> • Chairperson of the Green Party (<i>GroenLinks</i>) in the Amsterdam city council

Board expenses

Board members are not remunerated, but may claim compensation for reasonable expenses. In 2012, the Board expenses were €40,500. From this, €24,900 supported travel and hotel expenses for face-to-face Board meetings and conference calls for committee and task force meetings. A total of €15,600 was allocated to the History Project.

Management

In 2012, Mama Cash continued to be led by Executive Director Nicky McIntyre. She is responsible for the day-to-day management of the organisation and leads the Management team. The performance of the Executive Director is evaluated by the Board annually.

Remuneration of the Executive Director

All Mama Cash's staff salaries are based on the Dutch Collective Labour Agreement for Welfare and Social Wellbeing (*CAO Welzijn en Maatschappelijk Werk*). To determine the Executive Director's remuneration, Mama Cash follows the Association of Dutch Fundraising Institutions' (VFI) guideline for Directors' salaries, and the Commission Code Good Governance for Charities (*Code Wijffels*). This guideline provides the maximum norm of the Executive Director's annual salary, based on criteria such as size, complexity, structure, and context of the organisation.

Table: Executive Director Salary in 2012

Name	N. McIntyre	
Function	Executive Director	
Terms of employment		
Term	Indefinite	
Hours	36	
Part-time percentage	100	
Period	1/1-31/12	
Remuneration 2012 (EURO)		
Annual income		
Gross salary	90,856	
Holiday allowance	7,269	
End of year payment, (13 th month)	8,144	
Total annual income		106,269
Social Security charges (employer's part)		8,984
Pension expenses (employer's part)		11,383
Total remuneration 2012		126,636
Total remuneration 2011		128,991

Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2012, truly and fairly reflect the financial position and operations of Mama Cash. The entire 2012 annual report gives a true and fair reflection of the programmes, activities, and results achieved in 2012, based on what was agreed upon in the 2012 annual plan.

The Board is pleased with the further implementation of the 2009-2013 strategic plan and with the organisational development that has taken place.

Financial report 2012

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- Looking forward to 2013
- Budget 2013-2016



Balance as of 31 december 2012

(after appropriation of results)

All amounts are in Euros

(The numbers between brackets refer to the Explanatory Notes on pages 85-89)

	31-12-2012	31-12-2011
Assets		
Tangible assets (1)	201,468	199,035
Intangible assets (2)	14,932	23,984
Receivables (3)	117,320	161,574
Investments (4)	677,075	800,276
Liquidities (5)	4,838,676	3,839,360
Total Assets	5,849,471	5,024,229
Liabilities		
Reserves		
› Continuation reserve (6)	1,289,682	1,223,577
Funds		
› Asset management fund (7)	216,543	233,020
› Designated funds (7)	300,220	237,476
› Donor advised and Named funds (8)	759,319	1,264,264
Total Funds	1,276,082	1,734,760
Long-term liabilities (9)	227,554	326,215
Short-term liabilities (10)	3,056,153	1,739,677
Total Liabilities	5,849,471	5,024,229

Statement of income and expenditures as of 31 december 2012

	Actuals 2012	%	2012 Budget	%	Actuals 2011	%
INCOME						
Income from own fundraising						
Private individuals						
› Individual donors	941,243		1,011,000		1,624,153	
› Income from inheritances / legacies	673,948		665,000		117,374	
› Donor advised funds	38,420		24,000		42,445	
› Named funds	0				24,471	
› Sales promotion material	0				50	
› Fee financial courses	3,290				1,176	
Total private individuals		1,656,901 22%		1,700,000 29%		1,809,669 29%
Foundations						
› Private foundations	2,053,898		2,134,672		1,949,597	
› Public foundations	0		0		-25,747	
Total foundations		2,053,898 27%		2,134,672 36%		1,923,850 31%
Total income from own fundraising	3,710,799	49%	3,834,672	65%	3,733,519	60%
Income third parties						
› Dutch Postcode Lottery	1,807,360		1,807,360		500,000	
Total income third parties		1,807,360 24%		1,807,360 31%		500,000 8%
Income governments						
› Governments	1,990,682		1,971,000		2,004,925	
Total governments		1,990,682 27%		1,971,000 33%		2,004,925 32%
Total income fundraising	7,508,841	100%	7,613,032	129%	6,238,444	100%
Result on investments						
› Interest on liquidity	88,054		15,000		75,559	
› Result on investments	147,096		45,000		-56,446	
Totale result on investments		235,150		60,000		19,113
Other profits and losses						
› Other profits and losses	6,283		0		17,899	
Total other profits and losses		6,283		0		17,899
TOTAL INCOME	7,750,274		7,673,032		6,275,456	
% of budget		101%				105%
% of last year		124%				85%

(continued)

	Actuals 2012	%	2012 Budget	%	Actuals 2011	%
EXPENDITURES RELATED TO OBJECTIVES						
Grantmaking programme						
› Body Portfolio	907,000		900,000		887,518	
› Money Portfolio	877,700		900,000		882,700	
› Voice Portfolio	892,820		900,000		939,800	
› Women's Funds Portfolio	889,060		900,000		843,407	
› Mesoamerican Initiative of Women						
Human Rights Defenders	974,360		974,360			
› Strategic Partnerships Portfolio	233,200		200,000			
› Red Umbrella Fund	425,000		430,000			
Total direct grantmaking	5,199,140	64%	5,204,360		3,553,425	
› Other direct costs related to grantmaking	133,405		35,013		62,891	
› Implementation grantmaking programme	583,455		519,820		457,065	
Total grantmaking programme	716,860		554,833		519,956	
Accompaniment						
› Direct costs Accompaniment	61,541		105,698		74,803	
› Implementation Accompaniment	272,310		296,736		274,239	
Total Accompaniment	333,851		402,434		349,042	
Learning for Change						
› Direct costs Learning for Change	52,532		63,965		26,123	
› Implementation Learning for Change	181,540		197,824		182,826	
Total Learning for Change	234,072		261,789		208,949	
Influencing Philanthropy						
› Direct costs Influencing Philanthropy	217,993		117,620		205,428	
› Implementation Influencing Philanthropy	347,372		409,930		328,281	
Total Influencing Philanthropy	565,365		527,550		533,709	
Total expenditures related to objectives	7,049,288	87%	6,950,966	86%	5,165,081	82%
(as percentage of total income)	91%		91%		82%	
Income acquisitions costs						
› Direct costs fundraising	277,580		277,984		233,602	
› Running costs fundraising	590,532		634,489		521,016	
› Costs obtaining government grants	48,228		0		72,779	
› Costs joint actions	0		0		12,236	
› Costs investments	3,879		5,000		883	
Total Income acquisitions costs	920,219	11%	917,473	11%	840,516	13%
(as percentage of income from fundraising)	12.3%		12.05%		13.5%	
Management and Administration						
› Costs Management and Administration	173,340	2%	244,499	3%	293,161	5%
Total expenditures	8,142,847	100%	8,112,938	100%	6,298,758	100%
% of budget	100%				97%	
% of last year	129%				104%	
RESULT	-392,573		-439,906		-23,302	
Result allocation						
Result allocation						
Asset management fund	-16,477				82,435	
Designated funds	62,744				166,625	
Donor advised funds & Named funds	-504,945		-518,294		-507,406	
Continuation reserve	66,105		78,388		235,044	
RESULT	-392,573		-439,906		-23,302	

Cash flow statement

	2012	2011
Cash flow from operational activities		
Continuation reserve	65,347	235,043
Mutation in funds	-458,678	-258,345
Result	-393,331	-23,302
Adjustments for:		
› Depreciation of tangible fixed assets	45,076	32,813
› Depreciation of intangible fixed assets	9,052	15,945
› Changes in the value of investments	-95,275	79,927
	-41,147	128,685
Changes in working capital:		
› Receivables	45,445	263,170
› Short-term liabilities	1,316,042	255,979
	1,361,487	519,149
Cash flow from operational activities	927,009	624,532
Cash flow from investment activities		
Investments in:		
› Tangible assets	-47,508	-174,796
› Intangible assets	0	53,605
Investments/disinvestments in:		
› Investments/disinvestments in equity and bonds	218,476	0
Cash flow from investment activities	170,968	-121,191
Cash flow from financing activities		
Adjustments in long-term liabilities	-98,661	105,742
Cash flow from financing activities	-98,661	105,742
Increase/decrease in liquidities	999,316	609,083
Liquidities movements		
Cash and cash equivalents as of 1 January	3,839,360	3,230,277
Increase in cash and cash equivalents	999,316	609,083
Cash and cash equivalents as of 31 December	4,838,676	3,839,360

Explanatory notes for the cash flow statement

The cash flow overview is drawn up according to the indirect method. Cash flows in foreign currency have been translated into Euros using the exchange rate valid on the transaction date. In 2012, the cash and cash equivalents increased by €999,316. This increase can be explained as follows:

1. Changes in cash flow from operational activities

Receivables

The change in the accounts receivable is largely accounted for by the decrease in funds to be received from institutional donors (see also note 3: Receivables, page 85).

Short-term liabilities

Changes in short-term liabilities are mainly due to the category 'grants allocated but not yet paid'. More multi-year grants were committed this year for which the second instalment will take place the following financial year (see also note 10: Short-term liabilities, page 88).

2. Changes in cash flow from investment activities

In 2012, investments were made to refurbish Mama Cash's office and upgrade the IT system (see also note 1 and 2, page 85).

3. Changes in cash flow from financing activities

The change in long-term liabilities is related to loans that have been placed at the disposal of Mama Cash. Loans that will expire in 2013 have been transferred to short-term liabilities.

Explanatory notes for the annual accounts

Mama Cash Foundation

Courageous women's, girls' and trans people's human rights organisations worldwide need funding and supportive networks in order to grow and transform their communities. Mama Cash mobilises resources from individuals and institutions, makes grants to women's, girls' and trans groups, and helps to build the partnerships and networks needed to successfully defend and advance women's, girls' and trans people's human rights.

The office of Mama Cash is located at Eerste Helmersstraat 17 in Amsterdam. The Mama Cash Foundation was established in 1983. It is registered with the Chamber of Commerce in Amsterdam under number 41202535.

The Dutch Central Bureau of Fundraising (Centraal Bureau Fondsenwerving, CBF) first awarded Mama Cash its Hallmark in 1998. CBF is an independent organisation that has monitored fundraising by Dutch charities since 1925. Its task is to promote responsible fundraising and expenditures by reviewing fundraising institutions and providing information and advice to governmental institutions and the public. During 2010, the CBF carried out a review of Mama Cash's internal organisation and procedures. Based on this assessment, the Hallmark designation for Mama Cash was renewed in December 2010 for a period of three years.

The Dutch Tax and Customs Administration has designated Mama Cash as an 'Institution for General Interest' (*Algemeen Nut Beoogende Instelling, ANBI*). Therefore, Mama Cash is exempt from gift tax and inheritance tax. Dutch donors to Mama Cash can deduct their donation from their income taxes or corporate taxes (within legal limits).

Guiding principles

The annual accounts are prepared in accordance with the accounting guidelines for Fundraising Institutions ('Directive 650') of the Dutch Accounting Standards Board (DASB). The objective of these guidelines is to provide the public with clarity about the costs of fundraising, the use of the funds, and whether funds have been spent in accordance with the purpose for which they were raised. In addition, the guidelines provide accounting templates which must be used by every Dutch fundraising institution in order to ensure transparency.

Accounting principles

General

The accounting concepts applied to the value of assets and liabilities are based on historical costs. Revenue and expenses are allocated to the period to which they are related.

Foreign currency

The currency of reporting is the Euro. Assets and liabilities in foreign currency are valued against exchange rates as of 31 December 2012. Transactions in foreign currencies are recalculated at the exchange rate on the transaction date. Exchange rate differences are stated under 'other general costs' and have been applied to the credit or debit of the profit and loss account.

Tangible and intangible fixed assets

The tangible and intangible fixed assets are valued at their acquisition value, and are subject to the deduction of linear depreciation based on their estimated economic lifetime. The other assets and liabilities are reported at nominal value. The following percentages are being used:

- Refurbishment: 10.00%
- Inventory and office equipment: 20.00%
- Hardware and software: 33.33%

Investments

Bonds and shares are assessed at their market value. Unrealised value differences on investments and funds, both those listed on the stock exchange and those not listed, are applied directly as a benefit or a charge against the result.

Other assets and liabilities

Assets and liabilities expressed in foreign currencies are converted using the exchange rate on the balance date.

Reserves and funds

The reserves consist of freely disposable capital and designated funds. The freely disposable capital provides security for the continuity of the organisation. Mama Cash's policy is to maintain sufficient freely available capital to cover the operational costs of the organisation for at least one year. Designated funds, including Donor advised funds, are funds that are allocated to specific activities by contract or general regulations (designated fund assets). Designated funds that have not been used during the financial year are transferred to the next year.

Income and expenditures

Income and expenditures are accounted for on a historical cost basis in the year to which they relate. Income from gifts is accounted for in the year of receipt, or at the moment such gifts become expendable. Grants allocated to women's, girls' and trans groups and to women's funds are accounted for at the moment the grant has been officially approved by the Executive Director.

Cost allocation

Personnel costs for staff members are directly allocated to the following cost categories: Grantmaking Programme, Accompaniment, Learning for Change, Influencing Philanthropy, Fundraising and Campaigns, and Management and Administration. Accommodation costs, office costs, and depreciation costs are allocated to these cost categories based on the average FTEs during the year 2012. The total number of FTEs includes replacement as a result of pregnancy and care leave. Costs are allocated as follows:

Table: Cost allocation

Type of cost	Allocation
Board	100% Management and Administration
Executive Director	40% Management and Administration
	60% Influencing Philanthropy
Financial administration	100% Management and Administration
Data-, grants- and donor administration	40% Grantmaking
	40% Fundraising
	20% Allocation pro rata based on average FTEs
Accommodation	Allocation pro rata based on average FTEs
Office and general costs	Allocation pro rata based on average FTEs
Depreciation	Allocation pro rata based on average FTEs

	Average FTE 2012	Average FTE 2011
Grantmaking programme	7.70	6.05
Accompaniment	3.59	3.63
Learning for Change	2.40	2.42
Influencing Philanthropy	4.58	4.72
Fundraising and Campaigns	8.23	7.31
Management and Administration	1.91	2.90
Total	28.41	27.02
Pregnancy/Care leave replacement	1.90	0.75

Pension

Since 1 January 2005, Mama Cash has had an allocated pension scheme. Under this scheme, a pension is allocated to employees upon reaching the pension entitlement age depending on salary and years of service (referred to as the 'average salary scheme'). Mama Cash has amended the allocated pension scheme to function as if it were an allocated contributions scheme in accordance with options offered to small-scale legal entities. The premiums payable are account-

ed for as a charge in the profit and loss account. Insofar as the premiums payable have not yet been paid, they are included in the balance sheet as an obligation. Due to this amendment method, not all of the risks related to the pension scheme are expressed on the balance sheet.

Starting 1 January 2010, Mama Cash made a new premium pension scheme available to new personnel. The above described conditions are also applicable to this pension scheme.

Grantmaking

Commitments made by Mama Cash to women's, girls' and trans people's organisations and women's funds, have been incorporated into the balance. Multi-year grants are taken into account in full during the first year in which they are awarded.

Donations

Direct individual donations have been incorporated on a cash basis.

Inheritances

Inheritances are included in the financial year in which the exact amount of income to be received is officially confirmed by the notary. Advances are incorporated in the year of receipt.

In-kind support

In-kind support is registered based on its fair value in The Netherlands. The fair value is estimated as the regular selling price of suppliers minus a reduction which best reflects the circumstances in which the gift is made. In-kind support is not accounted for financially.

Expenses for Grantmaking

In addition to the grants issued to women's, girls' and trans people's organisations and women's funds, grantmaking expenses also include the costs for monitoring the progress of grant activities.

Expenses for Accompaniment

The expenses for Accompaniment support relate to costs for supporting groups in strategic thinking, supporting grantees to participate in strategic spaces, and linking grantees to other groups and other funders.

Expenses for Learning for Change

The expenses for Learning for Change are related to the collection of grantee data from the field, the creation of learning tools, the production and dissemination of impact reports, and evaluation. It further relates to sharing best practices with stakeholders, the organisation of regional and thematic convenings for our grantees, and building international communities of practise.

Expenses for Influencing Philanthropy

The expenses for Influencing Philanthropy are costs associated with efforts to persuade institutional donors and other philanthropic organisations to invest more in women's, girls', and trans people's rights. This category includes research, travel and meeting expenses.

Expenses for Fundraising and Campaigns

The expenses for fundraising and campaigns concern all costs of activities that are directly or indirectly initiated to persuade individuals and institutions to donate money to Mama Cash

Expenses of the Board of Directors

Mama Cash has an international Board of Directors. Board members do not receive remuneration. The expenses mainly relate to costs associated with holding twice yearly, face-to-face Board meetings (travel, accommodation, meals, etc.) and Board committee conference calls.

Explanatory notes for the balance sheet

1. Tangible assets

Tangible assets investments were primarily related to investments in the IT hardware systems and the refurbishment of part of the office of Mama Cash which took place in 2012.

Table: Tangible assets

	Inventory	Office equipment	Hardware	Refurbishment	Total 2012	Total 2011
Acquisition value						
Balance as of 1 January	87,568	67,383	182,055	147,431	484,437	309,641
Purchasing	12,165	7,199	15,394	12,750	47,508	174,796
Balance as of 31 December	99,733	74,582	197,449	160,181	531,945	484,437
Depreciation						
Balance as of 1 January	82,184	36,573	158,220	8,425	285,402	252,589
Depreciation	4,395	9,845	13,425	17,410	45,075	32,813
Balance as of 31 December	86,579	46,418	171,645	25,835	330,477	285,402
Book value as of 31 December	13,154	28,164	25,804	134,346	201,468	199,035

2. Intangible assets

Intangible assets investments are primarily software acquisitions to upgrade the IT system in the office. No investments took place in 2012.

Table: Intangible assets

	Total 2012	Total 2011
Acquisition value		
Balance as of 1 January	249,996	303,601
Purchasing	0	30,267
Divestment	0	-83,872
Balance as of 31 December	249,996	249,996
Depreciation		
Balance as of 1 January	226,012	210,067
Depreciation	9,052	15,945
Balance as of 31 December	235,064	226,012
Book value as of 31 December	14,932	23,984

3. Receivables

The receivables are short-term assets. Gifts to be received are commitments made by individual donors which have not yet been received at the end of 2012. Prepaid costs are costs related to expenses for 2013 paid in advance.

Table: Receivables

	Total 2012	Total 2011
Gifts to be received	9,684	33,996
Prepaid costs	11,188	24,739
Interest to be received	93,947	83,566
Other receivables	1,348	7,107
Coupon interest	1,153	11,569
Inheritances/legacies to be received	0	597
Balance as of 31 December	117,320	161,574

4. Investments

Responsible investment is a priority for Mama Cash. The investment portfolio in 2012 consisted of shares and bonds. Part of these shares and bonds have been sold at the end of the year to be reinvested in shares and bonds which would better meet our responsible investment criteria. This reinvestment will take place early in 2013.

On the total portfolio, an unrealised investment profit of €95,275 was booked.

Table: Value of investments

Bonds and shares	Total 2012	Total 2011
Balance as of 1 January	800,276	880,203
Purchasing	0	0
Disinvestment	-218,476	0
Unrealised investment value differences	95,275	-79,927
Balance as of 31 December	677,075	800,276

5. Liquidities

At the end of 2012, a relatively large amount of money was in Mama Cash's savings accounts. This is because the interest rates paid on savings accounts were higher than the interest rates for longer-term deposits. The average interest received on the savings accounts was 2.1%.

Moreover, for multi-year grant commitments Mama Cash reserves the full commitment in the year in which they are awarded and pays the grant in instalments based on the approved progress report. As a result committed funds are kept in savings accounts.

Table: Liquidities

	Total 2012	Total 2011
Cash	512	913
Current and savings accounts	4,838,164	3,838,447
Balance as of 31 December	4,838,676	3,839,360

6. Continuation reserve

The purpose of the continuation reserve is to cover the risks in the short-term and to ensure that Mama Cash can also meet her obligations in the future.

In order to determine the size of the continuation reserve, Mama Cash follows the guidelines of the Dutch Fundraising Institutions Association (*Vereniging Fondsenwervende Instellingen, VFI*). The guidelines allow for a maximum reservation of 1.5 times the costs of the operational organisation. The operational organisation is defined according to the VFI-code as: "Costs of staff, housing, office and general costs on behalf of the organisation, management costs, costs for fundraising, as well as the costs of out-sourced services concerning the above-mentioned posts".

Mama Cash does not strive for a maximum reserve, but aims for a reserve of one time the annual operational costs. In 2012, an addition of € 66,105 was made to the continuation reserve. As a result the continuation reserve is at 60% of the operational costs in 2012. Mama Cash aims to increase this continuation reserve in the coming years.

Table: Continuation reserve

	Total 2012	Total 2011
Balance as of 1 January	1,223,577	988,533
Transfer to/from designated funds	16,477	-82,435
Additions	49,628	317,479
Balance as of 31 December	1,289,682	1,223,577

7. Funds

The funds contain part of the continuation reserve used for financing the fixed assets ("Designated fund assets"), Designated funds, and Donor advised funds. The Designated funds are donor commitments and funds earmarked for specific projects that have not yet been spent down.

Table: Funds

	Designated funds assets	Designated funds	Donor advised & Named funds	Total 2012	Total 2011
Balance as of 1 January	233,020	237,476	1,264,264	1,734,760	1,993,105
Additions	0	183,607	38,420	222,027	352,356
Withdrawals	-16,477	-120,863	-543,365	-680,705	-610,701
Balance as of 31 December	216,543	300,220	759,319	1,276,082	1,734,760

8. Donor advised funds

Table: Donor advised funds

Donor advised funds						
	Maria Willard Fund	Nan Lombaers/Els Huijser Fund	Anneke van Baalen/Bonte Was Fund	Mama Cash - Baas Fund	Total 2012	Total 2011
Balance as of 1 January	53,038	1,022,820	13,830	174,576	1,264,264	1,771,669
Additions	22,000	0	10,120	6,300	38,420	66,916
Withdrawals	-40,250	-400,000	-12,000	-91,115	-543,365	-574,321
Balance as of 31 December	34,788	622,820	11,950	89,761	759,319	1,264,264

Donor advised funds

Maria Willard Fund

In 2003, the Maria Willard Fund was established to improve the economic and social independence of refugee women in Europe through education and labour opportunities.

Table: Balance Maria Willard Fund

	Total 2012	Total 2011
Balance as of 1 January	53,038	69,288
Additions	22,000	24,000
Withdrawals	-40,250	-40,250
Balance as of 31 December	34,788	53,038

Nan Lombaers/Els Huijser Fund

The Nan Lombaers/Els Huijser Fund was established in 2007 by Stichting Westeinde. The goal of this fund is to support women's and girls' rights initiatives that focus on economic justice and women's independence and civic participation in the Global South and CEE/CIS.

Tabel: Balance Nan Lombaers/Els Huijser Fonds

	Total 2012	Total 2011
Balance as of 1 January	1,022,820	1,422,820
Additions	0	0
Withdrawals	-400,000	-400,000
Balance as of 31 December	622,820	1,022,820

Anneke van Baalen/De Bonte Was Fund

In 2007, the Anneke van Baalen/De Bonte Was Fund was established to support women's groups that are working to advance women's rights in Sub-Saharan Africa (excluding South Africa).

Table: Balance Anneke van Baalen/De Bonte Was Fund

	Total 2012	Total 2011
Balance as of 1 January	13,830	23,040
Additions	10,120	10,790
Withdrawals	-12,000	-20,000
Balance as of 31 December	11,950	13,830

Mama Cash-Baas Fund

In 2009, the Mama Cash-Baas Fund was established to fund women's and girls' human rights organisations and initiatives around the world, with a special focus on Europe.

Table: Balance Mama Cash-Baas Fund

	Total 2012	Total 2011
Balance as of 1 January	174,576	256,521
Additions	6,300	7,655
Withdrawals	-91,115	-89,600
Balance as of 31 December	89,761	174,576

9. Long-term liabilities

Long-term liabilities concern loans that have been placed at the disposal of Mama Cash for a period of three to five years. No interest is paid on these loans.

Loans that will expire in 2013 have been accounted for as short-term liabilities (see also the Table "Loans contracted" on page 89).

Table: Long-term liabilities

	Total 2012	Total 2011
Balance as of 1 January	326,215	220,473
New loans	30,000	10,000
Extensions of loans	31,338	141,726
Loans < 1 year transfer to short-term liabilities	-80,375	-45,984
Loans paid back	-79,623	0
Balance as of 31 December	227,554	326,215

10. Short-term liabilities

"Allocated grants" concern grants that have been approved, but not yet paid to grantees. In line with the strategic plan 2009-2013, more multi-year grants have been approved. These are accounted for in full in the first year in which they are awarded.

The next funding instalment will be released upon approval of a progress report. At the end of February 31% of the allocated grants were paid out.

"Funds received in advance" are contributions from institutional and individual donors which were received in 2012, but are intended for use in 2013.

Table: Short-term liabilities

	Total 2012	Total 2011
Allocated grants	2,157,940	1,083,600
Other creditors	204,053	134,636
Accrued liabilities	135,365	155,621
Funds received in advance	293,416	137,806
Tax and social security premiums	102,223	97,515
Holiday allowance	67,064	63,589
Leave day entitlements	15,717	20,926
Loans contracted	80,375	45,984
Balance as of 31 December	3,056,153	1,739,677

Loans contracted that will expire in 2013 have been accounted for as short-term liabilities.

In total, fourteen loans expired in 2012. Six of these were extended by the supplier of the loan. One was changed to a donation and seven were paid back to the supplier of the loan.

Table: Loans contracted

	Total 2012	Total 2011
Balance as of 1 January	45,984	141,727
Additions	80,375	45,984
Extensions	-31,338	-141,727
Loans > donation	-2,500	0
Loans paid back	-12,146	0
Balance as of 31 December	80,375	45,984

11. Obligations not included in the balance

Mama Cash has a tenancy agreement for the premises at Eerste Helmersstraat 17, Amsterdam. This agreement will end in April 2020. The rental commitment through the end of the contract is valued at €601,000 (price level 2012).

Mama Cash has a leasing contract for three photo-copying and printing machines for three years ending in 2014. The lease obligation through the end of the contract is valued at €14,000 (price level 2012).

Financial implications which might result from the discontinuation of the database implementation, have not been included because the amount is not yet known.

Explanatory notes

for the statement of income and expenditures

12. Fundraising income

In 2012, the income raised from fundraising equalled the budget for a total amount of € 7,508,841. Donations from private individuals amounted to €1.66 million, or 22% of total fundraising income. One-time, regular, and periodic gifts decreased 42% in comparison to 2011, due to a one-time large gift from an individual donor received in 2011. The average amount of giving per individual donor has slightly decreased during the year, from €76.77 to €72.89. Donor advised funds reached 136% of the budget. At the end of 2011, a joint decision was taken by Hivos and Mama Cash to discontinue the Riek Stienstra Named Fund. From 2012 onwards Mama Cash no longer has Named Funds.

In 2012, five new legacies were received, and five legacies were financially settled. The total amount of legacies reached 101% of the budgeted amount. In 2011, Mama Cash received a large legacy which requires settlement under the French law. This settlement under a different country's law brings judicial issues with it, which have not yet all been resolved. In accordance with our internal accounting procedures the advance of €450,000 received in 2012 has been included as income. No estimation can be made of the remainder of the legacy and it has therefore not been included in the financial overview.

Table: Private individual income

	Actuals 2012	%	Budget 2012	Actuals 2011
Individual donors				
Individual donations (one-time)	346,802		421,000	1,007,343
Regular gifts	249,280		277,000	259,966
Periodic gifts (notary acts)	345,161		313,000	356,844
Sale of promotional materials	0			50
Fee financial courses	3,290			1,176
Total individual donors	944,533	57%	1,011,000	1,625,379
Donor advised funds & Named funds				
Anneke van Baalen/De Bonte Was Fund	10,120			10,790
Mama Cash-Baas Fund	6,300			7,655
Maria Willard Fund	22,000			24,000
Riek Stienstra Fund	0			24,471
Total Donor advised funds & Named funds	38,420	2%	24,000	66,916
Inheritances and legacies	673,948	41%	665,000	117,374
Total private individuals	1,656,901	100%	1,700,000	1,809,669
% Total fundraising income		22%		
% Total fundraising income		92%		

13. Private and public foundations

Donations from foundations totalled €2.05 million, or 27% of total fundraising income. Grants were received from fourteen different private foundations.

The foundation agreements relate to single and multi-year funding proposals that are submitted to the respective foundations. Mama Cash submits interim and final progress and financial reports to these foundations.

The grant from Nike Foundation is included under “private foundations” and not under “corporate funds”.

Almost €470,000 or 23% of the private foundations donations was specifically raised for the Red Umbrella Fund (see for more information 27).

No donations were received from companies.

Table: Private and public foundations

	Actuals 2012	%	Budget 2012	Actuals 2011
Foundations				
Private foundations	2,053,898		2,134,672	1,949,597
Public foundations	0		0	-25,747
Total foundations	2,053,898		2,134,672	1,923,850
% Total fundraising income		27%		
% of last year		107%		

14. Income from third parties

Income from third parties relates to the contribution made by the Dutch Postcode Lottery. Mama Cash received an annual grant of €500,000 for a five-year period beginning in 2009. In 2012 this grant was evaluated, and Mama Cash learned in February 2013 that the grant will be renewed for five years and increased to €900,000 per year. In 2012, Mama Cash received an additional two-year grant of €1.3 million from the Dutch Postcode Lottery, specifically earmarked for the Mesoamerican Initiative of Women Human Rights Defenders. Income from third parties contributed 24% of total fundraising income.

Table: Third parties

	Actuals 2012	%	Budget 2012	Actuals 2011
Third parties				
Dutch Postcode Lottery	1,807,360		1,807,360	500,000
Total third parties	1,807,360		1,807,360	500,000
% Total fundraising income		24%		
% of last year		361%		

15. Income from governments

In 2012, Mama Cash received three grants from governments amounting to 27% of total fundraising income. The amount received was almost equal to the amount received in 2011.

Table: Governments

	Actuals 2012	%	Budget 2012	Actuals 2011
Governments				
Irish Aid	240,000		240,000	240,000
Ministry of Foreign Affairs the Netherlands/DGIS				
HIVOS Alliance (MFSII)	1,183,012		1,183,000	1,216,180
Swedish International Development Agency/Sida	567,670		548,000	548,745
Total governments	1,990,682		1,971,000	2,004,925
% Total fundraising income		27%		
% of last year		99%		

16. Result on investments

The interest from investments increased by almost 17% in comparison to 2011. A temporary surplus of liquid assets was deposited in savings accounts. These savings accounts represent lower risk than investments and, in 2012, had a higher interest rate than long-term deposits. The total results on investment was twelve times as high as in 2011. This is mainly due to a positive non-realised investment result of € 91,423 in comparison to a non-realised investment result of minus €79,927 last year.

Tabel: Results on investments

	Actuals 2012	Budget 2012	Actuals 2011	Actuals 2010	Actuals 2009
Interest	88,054		75,559	62,783	71,147
Coupon interest and dividends received	55,673		23,481	10,949	11,2727
Non-realised investment value differences	91,423		-79,927	57,093	114,335
Result on investments	235,150	60,000	19,113	130,825	196,754
Commission and expenses	-3,879		-883	-2,470	-4,454
Total result on investments	231,271	60,000	18,230	128,355	192,300
% of budget	385%				
% of last year	1269%				
Net result on investment	21%		-7%	7%	22%
Average result 2009 -2012 (%)	9%				
Average result 2009 - 2012 (amount)	68,153				
Result on liquidities	2%		2%	2%	2%

17. Other profits and losses

Other profits and losses mainly include claims on VAT charges which expired and profit share from the Mama Cash pension insurance.

Table: Other profits and losses

	Actuals 2012	Budget 2012	Actuals 2011
Other profits and losses			
- Other profits and losses	6,283	0	17,899
Total other profits and losses	6,283	0	17,899
% of last year	35%		

18. Expenses

Mama Cash subdivides direct and operational costs and accounts for them according to activities based on an internal distribution key (see cost allocations on page 83). The distribution key is based on the number of FTEs per department. In 2012, a total amount of €5,199,140 was spent on grants. This was 64% of the overall expenses and 99.9% of what was budgeted. Other direct and operational expenses have been monitored closely. In total, expenditures were 100.3% of the budgeted amount.

Table: Distribution of Expenses

	Costs related to objectives				Costs incurred to obtain income			Management and Administration	Total Actuals 2012	Budget 2012	2012 % of budget	Total Actuals 2011
	Grantmaking Programme	Accompaniment	Learning for Change	Influencing Philanthropy	Fundraising and Campaigns	Obtaining Government Grants	Investments					
Direct programme costs	5,199,140								5,199,140	5,204,360	100%	3,608,602
Other direct costs	133,405	61,541	52,532	217,993	277,580	15,421		28,818	787,290	625,522	126%	623,566
Joint actions												12,236
Personnel costs	485,206	226,455	150,970	288,878	491,092	27,283		120,187	1,790,071	1,779,611	101%	1,779,453
Accommodation costs	32,283	15,067	10,045	19,220	32,674	1,815		7,996	119,100	144,438	82%	93,155
Office and general costs	51,294	23,941	15,960	30,539	51,917	2,884	3,879	12,705	193,119	238,742	81%	132,989
Depreciation costs	14,672	6,847	4,565	8,735	14,849	825		3,634	54,127	120,265	45%	48,757
Total	5,916,000	333,851	234,072	565,365	868,112	48,228	3,879	173,340	8,142,847	8,112,938	100%	6,298,758
% of total expenditures	73%	4%	3%	7%	10%	1%	0%	2%	100%			
% of budget										100,3%		

Costs Mama Cash fundraising

The Central Bureau of Fundraising's standard prescribes a maximum of 25% of total expenditures for the costs of private sector fundraising. Mama Cash's fundraising represents 11% of total expenditures and falls well within this standard.

Costs management and administration

Mama Cash strives to be cost conscious and aims for the percentage of management and administration costs, as a percentage of total costs, to fall between 5% and 8%. In 2012, the costs for management and administration decreased in comparison from € 293,161 in 2011 to €173,340 in 2012. This represents 2% of the overall costs, which is well below our standard. This is due to a sharp increase in direct grantmaking, including the Red Umbrella Fund and the Mesoamerican Women Human Rights Defenders Initiative.

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. In line with the agreements from the Collective Labour Agreement a salary increase of 1% took place in December 2012. "End of year payments" and holiday allowance payments are paid in accordance with the CAO. Employees contribute 7% towards their pension scheme. Mama Cash contributes the remainder of the pension contribution. Other personnel costs include commuting expenses, personnel insurance and training. The average number of FTEs increased from 27.02 in 2011 to 28.41 in 2012, in accordance with the 2009-2013 strategic plan.

Table: specification of personnel costs

	Actuals 2012	Budget 2012	Actuals 2011
Gross salaries	1,244,182		1,221,042
End of year payments	111,883		109,454
Provision holiday allowance	100,249		97,684
Employer's part social security contribution	209,972		193,304
Employer's part pension contribution	84,044		106,948
Other personnel costs (e.g. commuting, personnel insurance, training)	39,741		51,021
Total personnel costs	1,790,071	1,779,611	1,779,453

19. Sources of income per objective and allocation to activities for 2012

Table: Sources of income per objective and allocation to activities for 2012

	Individual donors	Donor advised funds	Private foundations Mama Cash	Private foundations RUF	Total private foundations	Third parties	Hivos Alliance	Irish Aid	Sida	Other income	TOTAL 2012
From designated funds 2011		543,365	120,863		120,863						664,228
Total income 2012	1,615,191	38,420	1,585,985	467,913	2,053,898	1,807,360	1,183,012	240,000	567,670	244,723	7,750,274
Total income + designated funds	1,615,191	581,785	1,706,848	467,913	2,174,761	1,807,360	1,183,012	240,000	567,670	244,723	8,414,502
Expenditures											
Strategic grantmaking programme											
Body Portfolio	167,800	279,200	138,000		138,000		258,500	63,500			907,000
Money Portfolio	343,100	35,000	282,800		282,800		185,100	31,700			877,700
Voice Portfolio	347,760		402,060		402,060		143,000				892,820
Women's Funds Portfolio	270,560	150,000	173,000		173,000	974,360	245,500	50,000			1,863,420
Strategic Partnership Portfolio	114,500		35,500		35,500		25,200	58,000			233,200
Red Umbrella Fund				425,000	425,000						425,000
Direct programme costs			33,774	2,400	36,174		23,606			24,233	84,013
Total programme costs	1,243,720	464,200	1,065,134	427,400	1,492,534	974,360	880,906	203,200		24,233	5,283,153
Operational costs											
Other direct programme costs	16,819		220,801	48,577	269,378	266,333	4,922		139,605	6,219	703,276
Direct programme support costs											
Personnel costs	177,440	65,716	346,520	79,716	426,236	353,730	246,696	30,548	355,342	134,363	1,790,071
Accommodation costs	10,883	4,372	23,055	5,322	28,377	23,536	16,414	2,032	23,642	9,844	119,100
Office costs	17,646	7,090	37,384	8,630	46,014	38,161	26,614	3,296	38,336	15,962	193,119
Depreciation costs	4,946	1,987	10,478	2,419	12,897	10,695	7,460	924	10,745	4,474	54,128
Total operational costs	227,734	79,165	638,238	144,664	782,902	692,455	302,106	36,800	567,670	170,862	2,859,694
Total expenditures	1,471,454	543,365	1,703,372	572,064	2,275,436	1,666,815	1,183,012	240,000	567,670	195,095	8,142,847
Actual income minus expenditures											-392,573
Total income minus expenditures	143,737	38,420	3,476	-104,151	-100,675	140,545				49,628	271,655
Income to designated fund next financial year		38,420	3,476	39,586	43,062	140,545					222,027
Mama Cash contribution to Red Umbrella Fund	143,737			-143,737							
Added to continuation reserve										49,628	49,628

20. Other information

No transactions related to the financial year 2012 took place after closure of the accounts.



To: the Board and management of Stichting Mama Cash

Board's responsibility

Auditor's responsibility

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial statements.

Announcement according to the annual report

We have read the annual report in order to identify material inconsistencies, if any, with the audited financial statements. Based on reading the annual report we established that the annual report is consistent with the information in the financial statements and that the annual report contains all information required by Guideline for annual reporting 650 "Charity Organisations" of the Dutch Accounting Standards Board. We have not audited or reviewed the information in the annual report.

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Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Mama Cash as at 31 December 2012, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

Amsterdam, 22 April 2013

PricewaterhouseCoopers Accountants N.V.

Original signed by H.A. Wink RA MBA

Looking forward to 2013

2013 will be a very special year for Mama Cash because we will celebrate our 30th anniversary. We will mark this important milestone throughout the year, bringing together donors, supporters, allies, grantee organisations and women's funds, staff and Board to commemorate and reflect on three decades of feminist grantmaking and to plan for the work in the years ahead.

Mama Cash launched our current five-year strategic plan in 2009 and this will continue to guide our work in 2013. In addition to our grantmaking support to women, girls and trans people, the current plan has a clear focus on communicating widely about our work; learning from change and sharing what we learn to support continued social change; mobilising more funding for Mama Cash; and influencing philanthropy to secure new resources for women's, girls' and trans people's rights worldwide.

The past four years have been a wonderful and challenging journey of working more intentionally and collaboratively, both within Mama Cash and with external partners. We have enjoyed many successes, but our mid-term strategic plan review in 2011 showed that there is still room for growth and development in many of our current areas of focus. As a result, we decided in 2012 to extend the current strategic plan for an additional year, through 2014. This will give us more time to go deeper and develop our work in the areas of accompaniment support to grantees, learning from and for change, communicating our work to build communities of support, mobilising new resources and influencing philanthropy.

We will begin a new planning process in the autumn of 2013 which will lead to the development of a new strategic plan which we will launch in 2015.

In 2013, we will build on key achievements from 2012. We will continue to host the Red Umbrella Fund, an autonomous fund that supports sex workers' human rights organisations worldwide (see page 27). We will carry on co-convening a Community of Practice on Funding for Girls and Young Women. The Mesoamerican Initiative of Women Human Rights Defenders will remain a priority (see page 29). Raising awareness in the Netherlands about the challenges facing women's human rights activists in Mexico and Central America with the *Vogelvrije Vrouwen* campaign will bring these issues alive for new audiences.

As part of our commitment to strengthening our communications strategy, we will launch a brand new website in the first half of 2013. We have designed it to be more flexible and user-friendly. We hope it will facilitate learning, inspire action and build a shared sense of community and struggle among grantees and donors.

We will also bring renewed focus to the completion of our Learning and Evaluation Framework, including the development of shared tools to monitor progress across the organisation and in all areas of our work.

Of course, we are also looking forward to our 30th anniversary! Mama Cash has changed a lot since 1983 when five Dutch feminists sat around the kitchen table hashing out grantmaking decisions. But some things have not changed. We are still committed to mobilising sustainable resources to support women, girls and trans people in radically transforming unjust structures and systems.

As part of our anniversary celebrations we will:

- Unveil a website on March 8th that celebrates Mama Cash's history at an event for donors who have been part of Mama Cash's amazing journey.
- Launch a communications and fundraising campaign that focuses on legacy giving to generate crucial resources for the future.
- Host a three-day meeting with our women's funds grantees and international donors that support women's funds to gather input for our programming and to discuss strategies for improving the support we all give.
- Hold an Innovation and Action Meeting on *Mobilising Resources for Women's Human Rights* organised together with the Dutch Ministry of Foreign Affairs and the Association For Women's Rights in Development (AWID). This meeting will convene strategic thinkers and resource people from a range of sectors to create a unique space to think through how we leverage more and new sources of funding for the advancement of women's human rights.

In other words, we look forward to an 'alive and kicking' year of celebration and collective engagement and action for women's, girls' and trans people's rights.

Budget 2013-2016

Overview Mama Cash projected income per income source 2013-2016

Income Source (Overall income growth of 12.5%)	2013 Budget	2014 Strategy	2015 Strategy*	2016 Strategy*
Committed income from institutional donors	4,706,608	2,474,591	2,144,591	410,000
Institutional income identified but not committed	1,109,190	950,000	500,000	500,000
Institutional income to be identified (projected)	513,670	3,193,409	4,598,409	6,930,000
Sub-total institutional income (committed and identified)	6,329,468	6,618,000	7,243,000	7,840,000
Total individual income, incl. committed and projected funds (10% growth per year)	1,710,000	1,605,000	1,750,000	1,910,000
Other income	60,000	60,000	60,000	60,000
TOTAL AVAILABLE INCOME	8,099,468	8,283,000	9,053,000	9,810,000
growth indicator versus budget 2011	99	102	109	108

Breakdown Mama Cash projected income 2013-2016: carry over versus actual income

Carry over (from previous years)	804,877	740,000	410,000	410,000
Actual income (= "income" as according to the Annual Accounts) -- incl. committed, identified, projected funds	7,294,591	7,543,000	8,643,000	9,400,000
TOTAL AVAILABLE INCOME	8,099,468	8,283,000	9,053,000	9,810,000

Expenditures

Programme services				
Direct grantmaking				
• Body Portfolio	950,000	1,000,000	1,100,000	1,200,000
• Money Portfolio	950,000	1,000,000	1,100,000	1,200,000
• Voice Portfolio	950,000	1,000,000	1,100,000	1,200,000
• Women's Funds Portfolio	1,150,000	1,150,000	1,250,000	1,350,000
• Strategic Partnerships	200,000	200,000	200,000	200,000
• Red Umbrella Fund	500,000	500,000	600,000	650,000
<i>Subtotal direct grantmaking</i>	<i>4,700,000</i>	<i>4,850,000</i>	<i>5,350,000</i>	<i>5,800,000</i>
Direct grantmaking implementation costs	469,265	438,320	424,720	462,400
Subtotal Direct grantmaking implementation costs	5,169,265	5,288,320	5,774,720	6,262,400
Accompaniment support	353,215	330,520	360,920	391,400
Learning for Change	477,564	495,780	541,380	587,100
Influencing Philanthropy	818,701	826,300	902,300	978,500
Subtotal Programme services	1,649,480	1,652,600	1,804,600	1,957,000
Income acquisition costs	1,061,706	1,074,190	1,172,990	1,272,050
Management and Administration	207,304	247,890	270,690	293,550
TOTAL EXPENDITURES	8,087,755	8,263,000	9,023,000	9,785,000
Result	11,713	20,000	30,000	25,000

* Mama Cash will undergo a strategic planning process in 2014.
This might have impact on the figures in 2015 and 2016.

Credits

TEXTS

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WAT ontwerpers

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(she changes the world)

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Page 73: Mama Cash's Board members. Photo: Mama Cash/
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Mama Cash's institutional donors



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Our vision

Every woman and girl has the power and resources to participate fully and equally in creating a peaceful, just, and sustainable world.