

Annual Report



2016

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Cover: Bishkek Feminist Initiatives takes to the streets in Kyrgyzstan to challenge the normalisation of violence against women. *Photo: Bishkek Feminist Initiatives*



We have a vision.

Every woman, girl and trans¹ person 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, 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 people's human rights organisations, and helps to build the partnerships and networks needed to successfully defend and advance women's, girls' and trans people's human 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, girls' and trans people's human rights organisations in order to achieve shared goals.

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

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

¹ Trans people's gender identity or expression differs from the gender that was assigned to them at birth. Some trans people identify and present as men or women; others identify with a non-binary gender category. Mama Cash has removed the asterisk that we previously used to indicate that "trans" is a placeholder designation for a range of identities. Instead, we join trans communities in acknowledging people's right to self-determination of gender and the wide range of gender identities and expressions. We use the word "trans" as a placeholder that includes trans women, trans men, fa'afafine, leiti, fakafifine, akava'ine, mahu, vakasalewalewa, palopa, Sistergirls, Brotherboys, whakawahine, tangata ira tane, muxhe, omeguid, travesti, two spirit, hijra, bandhu, mangalamukhi, kinnar, thirunangai, thirunambi, khwaja sira, meti, katoey, waria, mak nyah, kua xing nan, trans laki-laki, transpinay, transpinoy, kwaa- sing-bit, transgender, transsexual, genderqueer, gender non-binary, gender diverse, gender non-conforming and agender people.



Marieke van Doorninck.



Khadijah Fancy.



Nicky McIntyre. Photo: Daan Stringer

Grantmaking and beyond

An introduction from Board Co-Chairs Marieke van Doorninck and Khadijah Fancy and Executive Director Nicky McIntyre

The year 2016 was one of dramatic growth for Mama Cash. We significantly increased our income (by 33%), our grantmaking (by 46%) and our collaborative work.

Our growth allowed Mama Cash to continue to fund both long-time grantee-partners as well as 30 new women's, girls' and trans people's organisations. We were thrilled to be able to support so many new groundbreaking feminist groups that are working hard to raise contested issues, change restrictive social norms, policies and laws, and expand access to resources and decision-making in very challenging contexts.

We supported, for example, a group of functionally diverse women in Colombia who reject the language of 'disability' as stigmatising, a group of women in the Cross River State of Nigeria opposing the construction of a superhighway that would violate their access to land and natural resources, and a performing arts group in Egypt that is developing young women's storytelling skills to break silences and share experiences of discrimination and violence.

We made a first-time grant to Diverse Voices and Action (DIVA) for Equality, a self-led feminist network of lesbians, bisexual women, and transmasculine (LBT/M) and gender non-conforming people in Fiji. DIVA for Equality challenges the social norms and structural discrimination that fuel stigma and violence. It

also mobilises its community around a breadth of pressing social, economic and environmental issues. As a Pacific island, Fiji keenly feels the effects of climate change and global warming. DIVA for Equality reminds us that LBT/M people's issues include not only bodily autonomy and integrity, but also climate justice.

One of our renewal grants in 2016 supported 5Harfliler, a group of feminist bloggers in Turkey. The group challenges sexism in the Turkish media, offering fresh, engaging content, seasoned with its trademark humour, covering an array of issues, including science, literature, visual arts, sports and politics. Violence and political repression made 2016 an extremely challenging year for Turkish civil society. 5Harfliler has heard from its readers, mostly young women, that the site's feminist content provides a haven that is needed now more than ever.

Alongside our grantmaking, Mama Cash also invested significant energies in 2016 in launching important new partnerships. Our growth in 2016 was primarily due to the start of two strategic partnerships with the Dutch Ministry of Foreign Affairs – Count Me In! Consortium (CMIII), which we lead, and the Global Alliance for Green and Gender Action, in which we are a member (see pages 19 and 20).

Intensive collaboration with other organisations can be challenging, but we can already see how our collective efforts are paying off. In 2016 CMI! members worked with others to lobby the Dutch Ministry of Foreign Affairs to ensure that more resources reach women-led women's rights organisations in the Global South. This advocacy contributed to the creation by the Dutch government of its four-year, €40 million Leading from the South Fund to support organising for women's rights. Mama Cash and Prospera (the International Network of Women's Funds) are proud to have supported the African Women's Development Fund, Fondo de Mujeres del Sur, the International Indigenous Women's Forum and the South Asian Women's Fund in their successful bid to manage this new fund (see pages 14 and 15). It is a breakthrough in our collective efforts to promote the vital role of women's funds in advancing the rights of women, girls and trans people and also illustrates the value of our strategies to influence the donor community and strengthen women's funds.

Mama Cash has always supported groups that have the passion, courage, tenacity, and vision to stand up and demand justice, no matter the obstacles. We continue to support those who have experienced the greatest injustice in their communities. While we grow and professionalise – working hard to ensure that our processes and procedures are transparent and meet international quality standards, we will never stop taking well-calculated risks to ensure that feminist activists have access to the funding, support and networks they need to realise their radical visions of justice and respect for human rights.

A message from the Board: **Farewell to Nicky**

At the end of 2016, Nicky announced her decision to resign after ten years of dedicated and visionary leadership of Mama Cash. Nicky led significant changes in Mama Cash's programmatic work, inspiring the development and implementation of new strategies and thematic approaches to our work.

Nicky was committed to and remarkably gifted at forging new and innovative partnerships to advance women's rights and influencing other stakeholders to do the same. During her tenure, Mama Cash's total budget grew more than threefold. Our grantmaking to women's, girls' and trans groups and women's funds more than doubled, and we leveraged significant resources for other feminist organisations. Nicky also dared to engage in many bold new adventures, such as leading Mama Cash and our partners in creating and hosting the Red Umbrella Fund, the first global fund guided by and for sex workers.

In preparation for Nicky's departure in May 2017 and recruitment of a new Executive Director, the Board formed a Transition Committee in December.

We are grateful to Nicky for the many milestones achieved by Mama Cash under her leadership. We wish her success in her next adventure!



WoMin uses research, grassroots organising, and advocacy campaigns to address the impact of extractivism on women on the African continent. *Photo: WoMin*

Grantmaking and accompaniment

Mama Cash's grantmaking is inspired by the conviction that groups of women, girls and trans people, working together and with the right support, can effect profound social change.

Our approach

Mama Cash supports both emerging and established groups to build strong feminist movements to advance the rights of women, girls and trans people. We prioritise groups that are self-led and working on under-addressed and contested issues. Our grantee-partners include girls and young women, Indigenous women, women with disabilities, lesbian and bisexual women, trans people, sex workers, intersex people and many others who are taking risks to speak out, tell their stories and fight for their rights. We provide funding that is flexible and long-term, enabling groups to plan ahead, respond to new challenges and opportunities, and set their own agendas. Grantee-partners direct their funding where they decide it is needed based on their knowledge, understanding and assessment of their situations.

Our impact

The groups we support build movements by organising people who are affected by an issue; these groups of people come together, reflect on their situations, strategise and then act together to pursue political change that will transform their lives and societies. Through this process of movement building, our grantee-partners are securing new laws to protect and advance their rights. They are also resisting efforts to turn the law against them, like the repeal of good legislation or introduction of new discriminatory laws. Mama Cash's grantee-partners are also shifting social norms— common beliefs and behaviours – so that more communities value the lives of women, girls and trans people. And most importantly, they are transforming the ways in which power is organised and shared so that more women, girls and trans people can live freely and fully.

Our grants

We provide most of our grants through three thematic portfolios – Body, Money and Voice. We also provide grants to women’s funds around the world as part of our strategy to strengthen the global architecture of women’s funds.

With opportunity grants, Mama Cash demonstrates solidarity or plays a part in supporting special initiatives that reflect our values, vision and mission. Accompaniment grants are part of our model of support and provide grantee-partners and the social movements they are part of with opportunities to strengthen their skills, knowledge and networks.

Mama Cash is proud to continue hosting the Red Umbrella Fund, the first global grantmaking fund guided by and for sex workers.

2016 at a glance

In total, we distributed €5,296,784 in 147 grants to 136 different groups in 65 countries worldwide. This amount includes:

- €3,091,511 in grants within the Body, Money and Voice portfolios;
- €1,147,000 in grants within the Women’s Funds portfolio;
- €200,000 in accompaniment grants;
- €133,273 in opportunity grants; and,
- €725,000 in grants made by the Red Umbrella Fund.

In 2016 the amount we granted increased by 46% compared to the previous year. Of the 147 grants, 104 (71%) were renewal or amendment² grants to existing grantee-partners. Renewals represented 84% of our grantmaking budget. The remaining 43 grants – 36 awarded by Mama Cash and 7 by the Red Umbrella Fund – were to groups we have not previously funded. In total, 94 grants were single-year or amendment grants, while 53 were multi-year grants. Multi-year grants account for 47% of our total 2016 grantmaking budget. In 2016, we also made our first three-year grant, as part of our commitment to providing predictable and sustainable funding to our grantee-partners. The Red Umbrella Fund provided 25 multi-year grants, seven of which were first-time grants.

² Grantee-partners with open grants sometimes need additional funds for unanticipated activities or circumstances. When funding is provided in this way, it is called a grant amendment. Occasionally, we also make grant amendments to extend the period and increase the amount of an open grant when additional funding becomes available.

Accompaniment

Mama Cash complements our core financial support of grantee-partners with other resources to help them achieve their ambitions. We call this ‘accompaniment’. Accompaniment is about supporting grantee-partners to become stronger in the ways they feel are necessary and useful, so they are better equipped to make the changes they want to see in the world. All of Mama Cash’s grantee-partners receive accompaniment. This can take diverse forms, such as:

- Financial support to cover capacity building, organisational development, networking and fundraising opportunities. Examples include: attending conferences, travelling to visit donors, working with consultants to develop new systems, engaging in peer-learning visits, conducting audits, etc.
- Non-financial support such as: one-on-one advice from Mama Cash staff, referrals (e.g. to technical experts or other donors), facilitation of contact with peer organisations, provision of tailored information, etc.

In 2016 Mama Cash made three accompaniment grants (see page 13). These accompaniment grants provide grantee-partners with access to activities that meet a specific need they have identified.

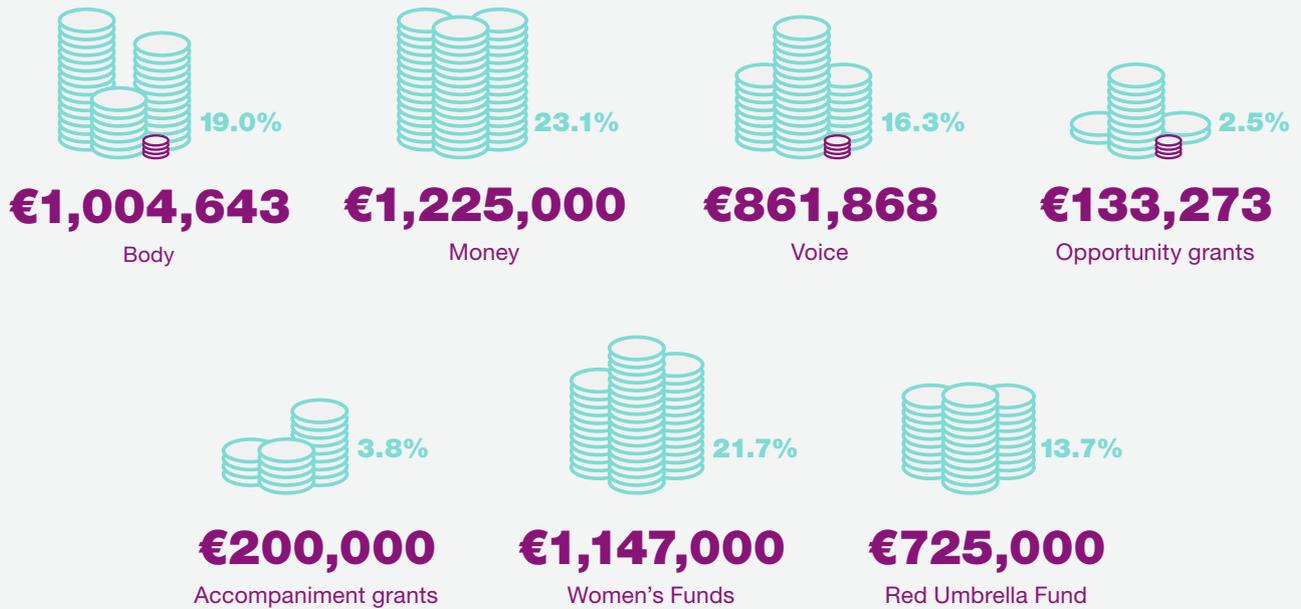
2016 at a glance

147 grants

to **136** women's, girls' and trans groups & women's funds

in **65** countries worldwide

Total grant amounts and percentage of grant expenditure per portfolio



which makes a total of

€5,296,784

Number of grants per portfolio



Body portfolio

We own our bodies and sexuality

The Body portfolio supports groups and movements that advocate for reproductive justice, transform restrictive societal norms related to gender, sex and sexuality, and challenge all forms of violence against women, girls, trans and intersex people.



Mujeres de Xochilt, a collective of Indigenous girls and young women in El Salvador, are working to end violence in their schools and communities. *Photo: Mujeres de Xochilt*

Body in 2016

Mama Cash supports women, girls and trans people in challenging prejudice and claiming power over their lives and bodies. In 2016 we witnessed both gains and losses. Russia worked to roll back protections for those experiencing family violence, and a group of African nations tried to stop the United Nations from investigating violence and discrimination against LGBTI people. But thanks to the work of organised and committed activists there were also important victories. In Poland, women's rights activists prevented the state from banning abortion. In Guatemala, justice was finally secured when a court sentenced two former members of the military to a combined 360 years in jail for sexual violence committed against Indigenous women during the country's long armed conflict (1960-1996). In addition, Nazra for Feminist Studies (a former Mama Cash grantee-partner) was awarded the 2016 Right Livelihood Award for their ongoing work to defend women's human rights and end sexual violence in Egypt.

In 2016 Mama Cash supported the work of S.H.E. (Social, Health and Empowerment Feminist Collective of Transgender and Intersex Women of Africa), based in South Africa. S.H.E. is a collective of trans women from Southern and East Africa who are working to build an African trans-feminist movement by connecting trans women across national borders. The group ensured that trans people gave input into the development of South Africa's National HIV and AIDS Strategic Plan. S.H.E. successfully worked with the South African government and civil society to ensure that trans people's needs were included in the government's health programmes.

Mama Cash also supported Mujeres de Xochilt, a collective of Indigenous girls and young women in El Salvador working to end violence in their schools and communities, and to protect their sexual and reproductive rights. The group supports girls and young women to make informed decisions about sexuality and reproduction, and to report violence to the police. In 2016 the group expanded its constituency, working with new schools and using theatre, cinema, peer education and training workshops to reach more girls and young people than ever before.

Ponton, a feminist group in Poland, provides sexuality education for youth in schools and online. Ponton was at the forefront of resistance to attempts by some politicians and leaders to limit women's and trans people's control over their own bodies, including the proposed abortion ban which was successfully stopped. The organisation also raised awareness about human rights and sexual health in innovative ways, including an educational television series that has a huge nationwide audience and a programme for teenagers living in orphanages.

* Includes 6 first-time grants, 21 renewals and 2 amendments.

Money portfolio

We fight for economic justice

The Money portfolio supports groups and movements to advance economic justice for women, girls and trans people, with a focus on labour rights and environmental justice.

Money in 2016

Grantee-partners in the Money portfolio are fighting for economic justice for women, girls and trans people in multiple ways. Some are mobilising for environmental justice – to increase women’s, girls’ and trans people’s access to and control over land, water, forests and other natural resources. Others are demanding that the work they do be recognised as *work* and that no matter what their work is, they deserve respect, decent working conditions and fair pay.

And Soppeku, which means ‘together for a change in behaviour’ in Wolof, is the first self-led group of women sex workers in Senegal. The group’s founders previously worked for other NGOs where they trained and organised their fellow sex workers, but did not have a say in the content of the organisations’ programming. The women decided to form And Soppeku so they could decide for themselves what kind of advocacy and other activities to undertake for their community.

The women of the Home Based Women Workers Federation in Pakistan (HBWWF) produce clothes, footwear and jewellery in their homes, and are fierce advocates for their labour rights. HBWWF drafted and lobbied intensely for a new policy that would give home-based workers the same rights as industrial

workers, including a minimum wage, social security and the right for grievances to be heard in labour courts. HBWWF achieved a significant victory when their policy was formally approved in the province of Sindh, benefitting millions of home-based women workers.

Unión Latinoamericana de Mujeres (ULAM) is a regional network of Indigenous and rural women activists and advocates who are defending their lands and fighting exploitative mining in Latin America, often at the risk of severe violence. For ULAM’s women human rights defenders, opposition to mining corporations is a feminist political act. ULAM brings together women activists and groups from Costa Rica, Bolivia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Peru and Venezuela to strengthen each other’s campaigns and draw attention to the impacts of extractive industries on the land, especially in rural communities. ULAM draws attention to the social exclusion and vulnerabilities experienced by Indigenous and rural women, builds the capacities of women human rights defenders and supports the creation of self-led activist groups. ULAM also campaigns to hold governments and corporations to account for their actions.



Unión Latinoamericana de Mujeres is a regional network of Indigenous and rural women activists and advocates. Photo: Unión Latinoamericana de Mujeres

* Includes 17 first-time grants, 19 renewals and 1 amendment.

Voice portfolio

We make our voices heard and heeded

The Voice portfolio supports groups that empower women, girls and trans people to participate and take leadership roles in decision-making, to develop strong, shared and inclusive agendas, and be recognised as political actors with a legitimate stake in public debates.

Voice in 2016

In 2016 the Voice portfolio funded seven new groups. The majority are involved in the creation of arts and media content that challenge gender stereotypes and power structures. An increasing number of grantee-partners use online spaces as their main venue for activism and to exchange, share and strategise.

The Egyptian group Ikhtyar is an online open space where researchers and activists meet to exchange ideas and discuss gender as a cross-cutting topic. The group is developing local knowledge in Arabic of trends and dynamics in gender and sexuality. Similarly, Brazilian grantee-partner Instituto AzMina is a digital platform and an offline community that works to change the culture of prejudice, sexism, racism and homophobia by uncovering the daily abuses women and trans people of all races, classes and sexual orientations experience. Instituto AzMina provides a channel for women and trans people to

make their voices heard. Both Ikhtyar and Instituto AzMina have laid claim to – and are transforming – the internet as a key space where social norms are shaped and resources are held.

Inspired by the anti-militaristic and feminist values of the international Women in Black movement, the young feminist group Women in Black Armenia organises workshops and public actions on feminism, peace and activism, and challenges the notion that girls and young women should not get involved in public affairs. Women in Black Armenia was created in 2012 under the mentorship of another organisation, a former grantee-partner of Mama Cash. In 2016 the group succeeded in registering as an independent civil society organisation and increasing its reach and membership – making clear progress in organisational strengthening to increase impact and sustainability. The group is an inspiration to the new generation of peace and feminist activists in Armenia and the region.



Instituto AzMina is a digital platform and an offline community that works to change the culture of prejudice, sexism, racism and homophobia in Brazil. *Photo: Instituto AzMina*



The young feminist group Women in Black Armenia organises public actions to challenge the notion that girls and young women should not get involved in public affairs. *Photo: Women in Black Armenia*

* Includes 7 first-time grants, 19 renewals and 1 amendment.

Opportunity grants

We act in solidarity

Opportunity grants allow Mama Cash to demonstrate our solidarity with or to participate in special initiatives that reflect our vision, mission and values, but fall outside of our regular grantmaking criteria.

Opportunity grants in 2016

An opportunity grant to the Association for Women's Rights in Development (AWID) supported the 13th AWID International Forum: Feminist Futures. The AWID Forum provided a space for progressive feminist voices and allies to imagine futures free from gendered oppressions, free from racial, ethnic and economic injustice, and free from war and violence. The Forum was a space for re-imagining and co-creation – to renew solidarities, create new visions and develop concrete joint action agendas for equality, rights, justice and sustainability.

We supported the London-based all-women theatre company You Should See the Other Guy to stage theatre performances in housing estates in London. The performances draw attention to the housing crisis in London and encourage members of affected communities to take action and demand housing justice.

A grant to Stichting Stop Straatintimidatie supported work to end street harassment on the basis of sex, gender or gender expression in the Netherlands. The group raises awareness about the impact of street harassment through workshops and trainings at local schools, law enforcement agencies and community centres. A smartphone app enables people to map and share their experiences of street harassment. The group also lobbies local and national politicians for legislation aimed at ending street harassment.

Mama Cash supported Proefprocessenfonds Clara Wichmann to build a strong and resilient organisation. Proefprocessenfonds Clara Wichmann uses litigation to bring about social change. In addition to providing free legal support to women inside and outside the Netherlands, the group's lawyers publicise and lobby against laws and legal structures that prevent women from fully exercising their rights. The group has worked on cases related to pregnancy and labour, marriage and divorce, parental rights, sexual violence, sexual harassment and health-care access.



Feminists envisioning the future they want at the 13th AWID Forum.

Fondation YTTO in Morocco fights gender-based violence in all its forms – physical, sexual, economic, political, social, cultural and judicial. The group also works with community leaders to lobby and advocate for an end to forced marriage for girls. An opportunity grant supported Fondation YTTO's work to ensure that girls who are in forced marriages are able to go to school.

Women on Waves works globally to challenge restrictive abortion laws, break the taboo surrounding abortion, and create access to safe abortions, including increasing awareness about the availability of medical abortion. An opportunity grant enabled Women on Waves to run campaigns in countries with restrictive laws on abortion access and to conduct strategic litigation in Ireland, Poland and Malta to increase local access to the abortion pill misoprostol.

* Includes 5 first-time grants and 1 renewal grant.

Accompaniment grants

We strengthen activism

Accompaniment grants support grantee-partners and women's, girls' and trans rights movements to strengthen their skills, knowledge and networks.

Accompaniment grants in 2016

Accompaniment grants provide funding for grantee-partners to learn, connect with others and become more skilled in how they carry out their work so that they can build the just and free societies they envision.

An accompaniment grant to the Association for Women's Rights in Development (AWID) enabled 41 of our grantee-partners to travel to and participate in the 2016 AWID Forum in Salvador de Bahía, Brazil, in September. The Forum is a unique gathering – the only one of its kind – where thousands of feminist activists from around the globe come together to exchange, network and strategise. Participation in the AWID Forum allowed groups to connect with other activists and be exposed to issues and views they may not otherwise hear about. Grantee-partners reported that their participation in the Forum was useful for increasing the visibility of their organisations. They also reported that experiences at the Forum and the lessons learned from other feminist movements there have influenced their work in their own communities.

We supported WoMin, an African alliance that works with national and regional movements of women and mining-impacted communities, to address the impact of extractivism on women in Africa. WoMin organised a women's movement building school for activists working on extractives, energy justice, ecological justice and climate justice. Over 30 women activists from grassroots organisations and movements – as well as allies from organisations working in solidarity with them – deepened their awareness and understanding of how neo-liberalism and capitalism undermine women's rights. They enhanced their skills to act with others to change their contexts and their ability to support women's organising whilst also addressing risks to activists. Participants also increased their confidence and sense of belonging to a broader movement struggling for the same changes, often in hostile contexts.



South Asian women garment workers convened during a meeting organised by the Committee for Asian Women to share experiences and learn how to use CEDAW in labour rights cases.

To protect and promote their rights, women garment workers in South Asia have decided to make use of protections provided in the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international human rights instrument. With generous special funding from the Dutch Postcode Lottery for the Women Power Fashion project, Mama Cash supported Red Flag Women's Movement and the Committee for Asian Women to organise a convening of women garment workers from South Asian countries to share experiences and collectively learn how to utilise the CEDAW framework. As a result of the training and accompaniment, the women garment workers now know how to identify rights violations under CEDAW, and to draft and submit official complaints to the CEDAW committee.

* Includes 3 renewal grants.

Strengthening women's funds

We work to strengthen the architecture of women's funds globally – to build and sustain the resource base for women's, girls' and trans people's activism around the world.

A key role for women's funds

Our women's funds strategy provides funding and capacity support to women's funds so they can engage in their own transformative grantmaking and fundraising. We also support women's funds in their work to encourage other donors to mobilise more resources for women's rights movements.

Women's funds support women, girls, and trans people who are often overlooked by broader social justice movements. Fondo Lunaria, Mama Cash's grantee-partner in Colombia, is dedicated to promoting the work of young feminist activists, including trans women, in peacebuilding, ending violence against youth and environmental justice. Fondo Lunaria is determined to ensure that young feminist voices and agendas are included in these movements and that young women have the resources to use their own creative approaches, such as through hip hop and graffiti.

Women's funds work both to increase the pool of resources for women's, girls', and trans rights and to put decision-making power over those resources in the right hands. To that end, Mama Cash, in collaboration with Prospera (the International Network of Women's Funds), supported the African Women's Development Fund, Fondo de Mujeres del Sur, the International Indigenous Women's Forum and the South Asian Women's Fund in their successful bid to manage the Dutch government's new Leading from the South Fund. Over a period of four years, the new €40 million fund will support local, national and regional women's rights organisations and networks in the Global South – from small grassroots groups to large organisations and networks – to build their capacity to lobby and advocate for women's rights.

Women's funds play a key role in influencing donors to understand and value the contributions of women, girls and trans people in ending injustice within their own communities. This requires solid knowledge about key donors and of the funding landscape. Mama Cash supports and is part of an initiative of European women's funds to increase understanding of European Union (EU) funding mechanisms and develop an advocacy strategy aimed at securing more EU funding for European-based women's funds. Calala, based in Spain, is leading the initiative, which also includes the Bulgarian Fund for Women, Filia, the Mediterranean Women's Fund and the Ecumenical Women's Initiative.

Responsive to new contexts

Women's funds know that achieving real, lasting change means we must be responsive to shifting contexts and work together within and across movements. Mama Cash supported MONES, the women's fund in Mongolia, to elevate environmental justice as a stand-alone programme area within its new strategic plan. MONES decided to develop the new programme in response to an increase in grant applications from women's groups addressing environmental issues, including desertification and the depletion of water resources caused by mining and extractive industries in Mongolia. MONES has begun to build alliances with environmental justice groups in Mongolia and across Asia to address the gendered causes and effects of environmental degradation.

* Includes 1 first-time grant, 15 renewals and 4 amendments.



Fondo Lunaria supports groups of young women engaged in peacebuilding, ending violence against youth, and activism for environmental justice in Colombia. *Photo: Fondo Lunaria*



Fondo de Mujeres del Sur joins a protest against violence against women. *Photo: Fondo de Mujeres del Sur*

Influencing the donor community

Mama Cash aims to use our knowledge, experience, visibility and credibility within the donor community to leverage more and better funding for women's, girls' and trans people's rights.

Alliances with our peers

In 2016 we participated in several alliances with peer funders. We continued to be an active member of the With and For Girls Collective, which makes the case for girl-led organising. The Collective awarded \$1 million in grants to 20 organisations around the globe. As a member of the Global Alliance for Green and Gender Action (see page 20), we co-organised a launch meeting with funders in the United Kingdom to highlight the importance of bridging environmental justice and women's rights movements.

Evidence and expertise

Mama Cash seeks to influence the terms of the debate in the funder community by generating evidence, creating new knowledge and sharing our analysis. As a member of the Global Philanthropy Project, we gave input into a new report, *The Road to Successful Partnerships*, on intermediaries and partnerships aimed at bilateral donors. We contributed a paper on the role of feminist movements to the Gender & Development Network's Feminist Alternatives Project. And we launched a two-year partnership with Astraea – Lesbian Foundation for Justice to build a funding agenda for lesbian, bisexual and queer (LBQ) women and LBQ gender non-conforming people.

Mama Cash holds leadership positions in a range of funder spaces, allowing us to bring a feminist and gender justice lens into different funding conversations. We were on the Host Committee and played an active role in planning the EFC's Annual Conference that took place in Amsterdam in May. Thanks to Mama Cash's efforts, the co-director of FRIDA | The Young Feminist Fund spoke in a plenary session at the conference. Conference participants also heard directly from sex worker activists at a formal evening event on sex workers' rights co-organised by Mama Cash and the Red Umbrella Fund.

Mama Cash's Senior Programme Officer for Body served on the Interim Steering Committee for the emergent International Trans Fund, a new initiative led by activists and funders that aims to increase funding to trans people's organising globally.

The Fund was formally launched in 2016 and was open to receive proposals in late 2016. Our Director of Philanthropic Partnerships and Communications is a Board member of EDGE (Engaged Donors for Global Equity) and co-facilitates EDGE's Gender Justice Initiative, with over 20 foundation and 100 individual participants. Mama Cash's Executive Director participated in the Re-claiming Family Values project with other leaders in the LGBTIQ donor and activist community to strategise ways of organising for justice and equality using family values framing.

Through our CMI! partnership (see page 19), we lobbied the Dutch Ministry of Foreign Affairs when its FLOW 2016-2020 (Funding Leadership and Opportunities for Women) awards passed over many women-led coalitions and went principally to coalitions led by large INGOs, mostly based in the Global North. In partnership with AWID and the Dutch gender platform WO=MEN (both part of CMI!), we lobbied to advocate for new funding for women's rights organisations. The government agreed to allocate an additional €20 million over four years for small women's rights organisations, to be disbursed via its embassies, as part of its Accountability Fund. Further, following intensive lobby efforts initiated and led by WO=MEN, the Dutch Parliament mandated the Minister for Foreign Trade and Development Cooperation to allocate an additional €40 million over four years for women's rights organising. Mama Cash supported the case for women's funds in the Global South to act as the fund managers for this new allocation, which has since materialised as the Leading from the South Fund (see Strengthening Women's Funds, page 14).



Mama Cash Board Co-Chair Marieke van Doorninck speaks at an event on sex workers' rights co-organised by Mama Cash and the Red Umbrella Fund during the European Foundation Centre's Annual Conference. *Photo: Claire Bontje*



Celebrating girls' activism at the With and For Girls Award Ceremony. *Photo: Stars Foundation/Marcia Chandra*

Special initiative

Red Umbrella Fund

The Red Umbrella Fund is a unique collaboration between sex worker activists and donor organisations. It is the first global fund guided by and for sex workers. Launched in 2012, the Red Umbrella Fund is hosted by Mama Cash.

A time of growth

2016 was a year of growth for the Red Umbrella Fund in many ways. At the organisational level, the Red Umbrella Fund expanded its list of funders and added a third dedicated staff person to its office. The International Steering Committee, responsible for the strategic and grantmaking decisions of the Red Umbrella Fund, welcomed new members on board. It now includes more community representatives than ever before.

Most importantly, the Red Umbrella Fund spent 75 per cent of its expenditures directly on grants. Its total grantmaking amount more than doubled compared to the previous year. Following a global community-led selection process, the Fund made 25 grants in 23 countries across five regions. Grant sizes ranged between €10,000 and €50,000. All grants provide multi-year core support to sex worker-led organisations and networks working at local, national or regional levels.

Strength in diversity

The Red Umbrella Fund aims to support diversity within sex workers' rights movements. This includes ensuring that grants are awarded to groups representing different regions of the world, and that not only women, but also men and trans sex workers are reached and involved. Many grantees work specifically with migrant, mobile or refugee sex workers. The Organization for Gender Empowerment and Rights Advocacy (OGERA) in Uganda, for example, is organised specifically around refugee and lesbian, bisexual and trans (LBT) sex workers. Chilean sex worker organisation Fundación Margen de Apoyo y Promoción de la Mujer is working to address the double stigma and discrimination faced by migrant sex workers when they try to access health or legal services. The group is stepping up advocacy and communications with hospitals to address this problem.

* Includes 7 first-time grants.

Promoting participatory grantmaking

The Red Umbrella Fund moderates a funder working group on peer-led and participatory grantmaking, in partnership with other peer participatory grantmakers, the International Human Rights Funders Group (IHRFG) and the European human rights funders network Ariadne. In 2016 the Red Umbrella Fund co-organised an international meeting of participatory grantmakers and led a successful fundraising effort with the Foundation Center to develop a funders' GrantCraft guide on participatory grantmaking.

Intersecting movements

The Red Umbrella Fund celebrated its fourth birthday with an activist fashion show organised with sex worker collective Daspu at the AWID Forum in Brazil. During the Forum, the Red Umbrella Fund initiated debates with women's rights funders and feminist activists on effectively funding sex workers' rights activism. The Red Umbrella Fund also shared key strategies of how sex workers are responding to and preventing human trafficking.



PROUD, a Dutch association by and for sex workers, not only offers support to sex workers, but advocates for their rights in politics, the media and in society. Photo: Red Umbrella Fund/Louise LaFleur

Programme partnerships

Count Me In! Consortium

Led by Mama Cash, the Count Me In! Consortium (CMI!) is a strategic partnership with the Dutch Ministry of Foreign Affairs (MFA) to strengthen women's rights activism globally.

Every voice counts

In 2016 Mama Cash joined forces with the Association for Women's Rights in Development (AWID), CREA, Just Associates (JASS) and the three Urgent Action Funds (Urgent Action Fund-Africa, Urgent Action Fund-Latin America, and Urgent Action Fund) to launch the Count Me In! Consortium (CMI!). CMI! will receive a total of €32 million (€6.4 million annually) from 2016-2020, bringing significant resources to women's rights activism. WO=MEN, the Dutch gender platform, joins CMI! as a lobby partner.

CMI! supports the voices and activism of women, girls and trans people who have been marginalised within their communities, social movements or donor agendas, and excluded from policymaking tables. CMI! works to strengthen the capacities of women's rights activists addressing issues of gender-based violence and economic justice. For example, with CMI! resources Mama Cash made grants to groups of sexual minority women in Nigeria, women and girls with disabilities in Malawi, sex workers in Kyrgyzstan and domestic workers in Guatemala to build and strengthen their capacities to engage in lobbying and advocacy.

CMI! in action

CMI! hit the ground running in 2016. Alongside developing a coordination system, producing a baseline study, and developing a framework for learning, monitoring and evaluation, CMI! took action to support women human rights defenders. In March, Honduran environmental, Indigenous and feminist activist Berta Cáceres, who had received violent threats for years, was assassinated in her home. CMI! members supported a Honduran delegation to attend the UN Commission on the Status of Women to put the demands of Cáceres' family and her organisation COPINH on the international agenda. CMI! also lobbied the Dutch MFA to pressure Dutch development bank FMO to withdraw support from the Agua Zarca hydroelectric dam, which COPINH opposed. CMI! called for a thorough investigation of the murder and for those responsible to be held to account.

CMI! member AWID organised its International Forum in September, attended by nearly 2,000 feminists from around the world. The Forum helped advance CMI!'s goals by ensuring that excluded voices – youth, Black and Afro-descendant,

Indigenous, sex worker, disabled, and trans and intersex activists – had a strong presence at the Forum. It was an inspiring space for sharing, building skills and collective strategising. CMI! organised a plenary session which brought funders and activists together to dialogue about strategies for resource mobilisation.

Advocacy for women's rights funding

CMI! also advocates for sustainable resourcing of women's rights activism. CMI! members organised quickly and effectively to challenge the Dutch MFA's FLOW 2016-2020 (Funding Leadership and Opportunities for Women) funding decisions, which undervalued the expertise of women's rights organisations, passing over many women-led organisations. Coordinated advocacy by CMI! members and other women's rights activists inspired the Dutch government to create the four-year, €40 million Leading from the South Fund to support women's rights organising. The new fund will be managed by four women's funds based in the Global South (see Women's Funds, page 14).

These are just a few highlights of the work supported by Count Me In! in its first year, and Mama Cash looks forward to deepening this work with the other CMI! members and the Dutch MFA in the coming years.



Sex worker collective Daspu put together a fierce fashion show at the AWID Forum in Brazil.

Programme partnerships

Global Alliance for Green and Gender Action

Mama Cash is a member of the Global Alliance for Green and Gender Action (GAGGA), which aims to catalyse the collective power of women's rights and environmental justice movements.

Uniting women's rights and environmental justice movements

Launched in 2016, GAGGA is a five-year strategic partnership with the Dutch Ministry of Foreign Affairs led by Fondo Centroamericano de Mujeres (FCAM, the Central American women's fund), and including Both ENDS, a Dutch environmental organisation. GAGGA works closely with the Global Greengrants Fund, Prospera (International Network of Women's Funds) and World Resources Institute. GAGGA will receive €32 million (€6.4 million annually) from 2016-2020.

GAGGA aims to strengthen and unify the women's rights and environmental justice agendas, as well as support grassroots groups and movements in lobbying and advocating for women's rights to water, food and a clean, safe, and healthy environment. By 'grassroots', GAGGA means groups and movements that are self-led and most directly affected by the issues they are addressing. GAGGA supports activist groups with direct funding and assists them in engaging in national and international advocacy processes.

Thanks to Mama Cash's participation in GAGGA, we significantly increased our grantmaking and accompaniment to women, girls and trans people's groups and funds that are working on environmental justice issues (see Money portfolio on page 10 and Women's Funds on page 14). For example, with GAGGA resources Mama Cash made grants to peasant women fighting for their land rights in the Philippines, women and girls in Nigeria who are mobilising against the use of their land for construction of a superhighway, and Indigenous women campaigning against extractive industries in Bolivia.

FCAM demands justice for Berta Cáceres, the activist murdered for her work to halt the Agua Zarca dam in Honduras. Photo: Fondo Centroamericano de Mujeres

Cross-movement collaboration

GAGGA believes there is much to learn from collaboration between women's rights and environmental justice movements. The alliance aims to get funding to the grassroots by working with women's and environmental funds and also by providing direct support to grassroots groups. GAGGA works with funds and organisations in more than 30 countries. GAGGA was launched at a global inception meeting in April in Amsterdam where alliance members, grassroots groups, funds and NGOs discussed shared goals and developed joint plans. Regional meetings were subsequently held in Africa, Latin America and Eurasia where participants identified and developed plans to address priority issues. At the AWID International Forum in Brazil, GAGGA organised a plenary session on the power of cross-movement collaboration and a breakout session on women's activism against exploitative mining.

GAGGA members were also actively engaged in the UN climate talks (COP22) in Morocco. GAGGA organised a panel on climate change and young women's leadership, and engaged in key events on the subject of gender. GAGGA aims to persuade international actors – bilateral and multilateral donors, foundations and private sector actors – to increase the amount of funding they provide for work at the nexus of women's rights and environmental justice, as well as to ensure this money reaches the grassroots groups and movements Mama Cash works to support.



Programme partnerships

Women Power Fashion

In 2015 Mama Cash was thrilled to receive a generous €1.5 million grant from the Dutch Postcode Lottery in support of Women Power Fashion, a joint initiative with the Clean Clothes Campaign (CCC) to support South Asian women garment workers who are organising for safe and fair working conditions.

Justice for women workers

The global garment industry is notorious for poor working conditions and abuse of workers, about 80% of whom are women. Garment workers contend daily with unsafe conditions, excessive hours and forced overtime, sexual harassment and violence, and wages that do not meet basic human needs. But that's only part of the story. Bold and brave women garment workers are also organising, raising their voices and demanding decent and safe working conditions, a living wage and the right to organise and bargain collectively.

Women Power Fashion is a two-year (2015-2017) project with three objectives: strengthen women workers' capacities to demand fair and safe working conditions; document and support resolution in cases of labour and human rights violations; and, raise awareness by connecting Dutch consumers to the struggles of women workers.

'We are leaders'

In 2016, Mama Cash supported six women garment workers' groups with core support to build their capacities. For example, with a grant from Mama Cash, one anonymous group in Bangladesh with a membership in the thousands has trained 400 women to engage with factory management, leading to improvements in working conditions and payment of overdue wages. Mama Cash also supported an accompaniment grant to build skills in international advocacy (see page 13). As one garment worker said in a video produced for the Women Power Fashion project, 'We are not fashion victims. We are leaders.'

This project is also supporting women workers to improve safety and to take action against violations of their rights. For example, CCC distributed 2,500 safety toolkits in Pakistan that included whistles, flashlights and information about how to initiate an urgent appeal when rights are violated. In Sri Lanka, a needs assessment showed that safety concerns prevented women workers from attending evening meetings. CCC supported the purchase of bicycles, increasing women's safety and mobility.

Documenting abuses

Garment workers who speak out and defend their rights often face harassment and violence beyond the workplace. Documenting human and labour rights violations and providing international solidarity to remedy violations is an important component of the project. CCC has supported 73 garment workers and union members to address rights violations, in turn enabling more than 3,000 workers to exercise their right to free association and collective bargaining.

Raising awareness

To raise public awareness, Women Power Fashion organised The Mad Rush, a pop-up store in Amsterdam's busiest shopping street, the Kalverstraat, for five days in May. The Mad Rush looked like a normal clothing store, but when shoppers walked into the fitting room, they entered a mock sweatshop – volunteers sewing madly in a hot, crowded room. The sweatshop led to an exhibit featuring information about garment industry working conditions, labour organising in South Asia and steps consumers can take to demand 'clean' clothes. The Mad Rush attracted significant (social) media coverage, reaching more than 39 million people. As one sweatshop volunteer concluded: 'Unimaginable that this is the daily reality of so many women. I am inspired to make more ethical buying decisions!'



The Mad Rush, a pop-up sweatshop in the middle of Amsterdam's main shopping street.
Photo: Clean Clothes Campaign

Learning, monitoring and evaluation

Mama Cash aims to capture and demonstrate change. Toward the end of 2015, we developed and began using a new framework to monitor and evaluate (M&E) our three strategies.

Grantmaking and accompaniment

The M&E framework was developed to track changes and growth in the organisations that we support, as well as societal changes to which our grantee-partners are contributing. We know that groups can better effect societal change (impact-level) when they are resilient and strong (grantee-level).

Grantee-level change

Mama Cash supports grantee-partners to develop stronger internal capacities (skills and infrastructure), to expand their constituency bases of support, to articulate political agendas for change and to enter into new and/or deeper alliances. We assess their progress by using a variety of indicators. To measure internal capacities we look at the systems grantee-partners have in place. In 2016, for example, we saw that 66% made use of planning, monitoring, evaluation and learning procedures and that 63% of our grantee-partners had a strategic plan. In total, Mama Cash's 93 grantee-partners in the Body, Money and Voice portfolios organised over 2,000 events in 2016, which helps us understand their level of engagement in community building. Our M&E data also show that grantee-partners are successfully building alliances to share strategies and coordinate action: on average, each grantee-partner was involved in six alliances in 2016.

Impact-level change

Of course, the ultimate aim of Mama Cash and our grantee-partners is to end inequality and injustice by changing social norms (including attitudes, values and behaviours), policies and laws, and by increasing access to and control over resources and decision-making. In 2016, 44% of our grantee-partners reported positive changes in social norms, 38% saw positive changes in laws and policy, and 38% saw positive changes in decision-making and access to resources.

Strengthening women's funds

With our women's funds partners, we look for changes in their capacity to identify and support women's, girls' and trans groups, to mobilise and increase resources and to influence other donors to understand the work of women's funds. We also look at the common political agenda of our women's funds grantee-partners and their participation in joint fundraising and grantmaking. One indicator of the strength and sustainability of women's funds is their capacity to mobilise resources from diverse types of donors, such as governments, foundations, corporations and individual donors. In 2016, 21% of our grantee-partners reported funding from four different types of donors, another 21% from three different types, and 50% from two types.

Influencing the donor community

To measure and evaluate our efforts to influence the donor community, we collect data on progress toward leveraging more and better funding for women's, girls' and trans people's rights. A few highlights of our work in 2016:

- We were part of seven strategic alliances to leverage more and better funding. For example, as part of the Global Philanthropy Project, we supported the development and launch of the International Trans Fund.
- To influence the terms of the debate around funding for women's, girls' and trans people's rights, Mama Cash staff hold leadership positions in funder spaces and organise sessions at funder and agenda-setting convenings. In 2016, staff members held 14 leadership positions and (co-)organised eight sessions.
- In collaboration with many others, including the CMI! partnership and the With and For Girls Collective, we contributed to leveraging €60,260,000 for women, girls and trans rights organisations in 2016.



LME staff from Count Me In! Consortium members met at the Mama Cash office in July 2016.

Learning to improve our practice

In 2016, we worked with the Center for Effective Philanthropy (CEP) to learn how we are perceived by our grantee-partners and applicants, and how we can improve.

A survey conducted by CEP compares Mama Cash to other similar funders. It revealed that Mama Cash provides a higher proportion of grantee-partners with intensive accompaniment. Mama Cash also received high marks for understanding the fields in which grantee-partners work. Grantee-partners also perceive our selection and reporting processes to be more helpful than those of other donors; in fact, relative to other donors assessed by the CEP, we rated in the top one per cent on this measure. Grantee-partners' ratings also put Mama Cash in the top five per cent of donors for our contribution to improving their ability to sustain their work. This was a significant improvement over our ratings in 2014.

A word cloud analysis of grantee-partners' open responses showed that the two most commonly used words to describe Mama Cash were 'supportive' and 'partner'. We also learned that applicants (organisations that we did not fund) want us to provide them with clearer, more specific reasons for being declined – a suggestion we are now following up on.

In March, staff members of the Red Umbrella Fund and Mama Cash began co-organising informal learning sessions for all staff, called *FeBo* (the Feminist *Borrel*, which is Dutch for 'happy hour'). The sessions are meant to facilitate learning, feminist discussion and sharing of experiences. Topics in 2016 included a Dutch referendum on an EU treaty with Ukraine, sex and pleasure, LGBTs and feminism in Turkey, and sex workers against human trafficking.

Philanthropic partnerships and communications

Resources in action

Our income in 2016 and percentage of total income*

Individuals	€1,205,744	9%
Foundations	€2,610,151	19%
Third parties (Dutch Postcode Lottery)	€900,000	7%
Governments	€8,978,224	64%
Other income	€251,406	2%

*Including income received for Alliance partners

Partnership was a key theme not only in our programmatic strategies in 2016, but also in our resource mobilisation and communications work. Our fundraising goals were focused on both reaching out to new supporters and deepening our relationships with long-time donors.

Our communications efforts centred on creating spaces – online and off – for debate, political statements and inspiration. People supporting Mama Cash expressed growing concern throughout the year about the injustices that women, girls and trans people face, whether because of war, climate change or the breakdown of political and economic systems.

Throughout 2016 the Philanthropic Partnerships and Communications team has listened to and engaged with our supporters, shared the inspiring stories and successes of Mama Cash's grantee-partners and encouraged growth in the financial support that makes this work possible.

Institutional donor partnerships

Mama Cash's institutional donors are valued partners in our work to resource and support the capacity-building of our grantee-partners and their movements. We collaborate closely with our donors to build networks, share information and learning, and work toward our mutual goals of securing respect for the human rights for all women, girls and trans people.

In 2016 Mama Cash raised €12.488 million from institutional donors, 90% of our total income. Institutional donor income included €8.978 million from governments, €2.6 million from private foundations, and €900,000 from the Dutch Postcode Lottery. The total fundraising from institutional donors in 2016 exceeded our 2015 income by 89% and met our 2016 institutional income budget of €12.289 million.

The principal reason for the increase in institutional income is the significant growth in government funding. In 2016 we received €8.01 million from the Dutch Ministry of Foreign Affairs related to our participation in two strategic partnerships (see pages 19 and 20). Mama Cash received €2.08 million for our participation in the Count Me In! Consortium, €4.33 million on behalf of the other members of the Consortium, and €1.6 million for our participation in the Global Alliance for Green and Gender Action. We also received €967,974 from the Swedish International Development Cooperation Agency (Sida). The Dutch government funding is committed through 2020, and the Sida grant is committed through 2019.

Mama Cash currently has a relatively high percentage of institutional funding secured in multi-year commitments, allowing us to focus energies on reaching out to prospective donors. We are grateful to our donors for their support and continuing partnership.

Individual donor relations

Individual giving per category of gift 2016

Individual donations (one-time)	38%
Regular gifts	16%
Periodic gifts (notary acts)	30%
Donor advised funds	6%
Inheritances/legacies	10%

In 2016 a total of 4,490 active donors generously supported the rights of women, girls and trans people. We thank them for their commitment and engagement. Altogether, individual donors contributed €1,205,744 to Mama Cash, representing 9% of our budget.

Throughout the year many individual donors raised money by organising fundraising events and asking that friends, family and colleagues make contributions to Mama Cash in lieu of gifts for birthdays, weddings and farewell parties. Together they raised €12,357. Additionally, 18 runners participated in the iconic Amsterdam race, the *Dam tot Damloop*, raising a total of €6,465.

An urgent appeal was launched after hurricane Matthew left large parts of Haiti in ruins. Our donors gave €11,868 for our partner REFRAKA, a network of community radio stations in Haiti. This extra funding helped the women of REFRAKA repair their facilities in order to resume their broadcasting on health, safety and emergency aid issues.

We received three legacy gifts in 2016, totalling €119,670. We are deeply grateful to our legacy donors whose trust and commitment extends to including Mama Cash in their will.

The end-of-year campaign 'My Body is Mine' focused on bodily integrity and the right of women, girls and trans people to make decisions about – and to enjoy – their bodies. Over 25 well-known Dutch women, journalists, singers, writers and artists joined in an online campaign posting photos of themselves on social media with a 'my body is mine' tattoo. As part of the campaign to celebrate bodily autonomy and pleasure, Mama Cash also gave away vibrators to new donors in partnership with women-led, women-friendly sex shop, Mail & Female. The campaign was a great success and raised over €80,000.

Communications

Mama Cash's communications are aimed at engaging with our stakeholders and helping create the enabling conditions needed to advance our mission and vision. The communications strategy operationalises three priorities: engaging in public debate, increasing brand awareness and building our (online) community.

Public debate

Mama Cash and the Association for Women's Rights in Development (AWID) have a media partnership with The Guardian aimed at amplifying the voices of women's rights advocates not normally heard in mainstream media. In 2016 we invested in bringing more women's rights activists into direct contact with The Guardian editors. This effort culminated in a workshop at the AWID Forum where two dozen hand-picked activists had the opportunity to learn about engaging with media and pitch directly to the editors at The Guardian. The Women's Rights and Gender Equality in Focus section of Guardian.com, funded by this partnership, published 246 articles that were shared more than 423,000 times in 2016; most of these articles highlight the work of feminist activists and groups.

Building brand awareness

In 2016 Mama Cash initiated the first edition of 'Meer dan Muze' (*more than a muse*), a festival that showcases the work of women artists. The festival was organised in collaboration with two dozen cultural venues in the Netherlands. Each venue programmed work by a woman artist on March 8th, International Women's Day. The festival allowed Mama Cash to come into contact with a broader audience than normal. Its success has inspired the decision to organise a second edition in 2017.

Online community building

Mama Cash achieved a 34% growth in traffic to our website and more than tripled our following on Facebook in 2016. Meanwhile, the online landscape continues to develop. Mama Cash is adapting to this context by investing in a new website, to be launched in 2017, that will allow us to engage with our diverse audiences in tailored ways.

Social media followers	Total 2015	Total 2016	% Growth
Twitter	8,394	10,991	31%
Facebook	12,178	41,250	239%
Instagram	0	276	n.a.



18 runners ran 16 km in the iconic Amsterdam race, the Dam tot Damloop, to raise money for Mama Cash.



A large audience was inspired by women artists during our Meer dan Muze Festival on International Women's Day. Photo: Claire Bontje

Yes we did!

Highlights of our 2016 goals and accomplishments

We said we would make grants to women's, girls' and trans people's rights groups according to our strategies, criteria and budget.

- ✓ We awarded **€5.3 million to 136 organisations**. We increased our funding in two dynamic and growing areas of activism: climate and environmental justice (€630,000 to 15 organisations), and arts and media (€370,818 to 12 organisations).
- ✓ The Red Umbrella Fund awarded €725,000 in grants, more than **doubling its 2015 grantmaking**.

We said we would award €60,000 in opportunity grants that support activism and movement building and that contribute to fulfilling our vision and mission.

- ✓ We awarded **€133,273 to six organisations**, including Stichting Stop Straatintimidatie, a group working to end street harassment in the Netherlands.

We said we would implement two new strategic partnerships, Count Me In! (CMI!) and the Global Alliance for Green and Gender Action (GAGGA).

- ✓ We **launched and began implementing both CMI! and GAGGA**. These partnerships now have decision-making structures and processes, baseline reports, and learning, monitoring and evaluation frameworks in place. (See pages 19 and 20 for further details.)

We said we would award €1.06 million in grants to women's funds around the world.

- ✓ We awarded **€1,147,000 in grants to women's funds**.



Count Me In! Consortium members came together for their first joint meeting.

We said we would influence the philanthropic sector to provide 'more and better' funding.

- ✓ We **participated in and provided input from our learnings into funder collaborations**, including the With and For Girls Collective and the Global Philanthropy Project.

We said we would engage in lobbying with European bilateral agencies, including the Dutch government, to advocate for more and better money for women's rights.

- ✓ As part of CMI!, we collaborated in collective action to lobby the Dutch government to allocate **new funding for women's rights**. The result: the Ministry of Foreign Affairs allocated €20 million over four years for small women's rights organisations as part of its Accountability Fund and €40 million over four year for women's rights organising in the new Leading from the South Fund.



The inception meeting of the Global Alliance for Green and Gender Action in Amsterdam. Photo: Maartje Geels

We said we would secure an income of €13.3 million, of which €8.97 million would support Mama Cash's programmes and operations, and €4.33 million would be designated for Alliance partner organisations (Count Me In! and Women Power Fashion).

- ✓ We **secured an income of €13.9 million**, including €9.6 million to support Mama Cash's programmes and operations, and €4.4 million for Alliance partners.

We said we would develop and implement a renewed strategy for individual donor relations.

- ✓ We developed our major donor fundraising strategy, organising special donor events and regular meetings with major donors. We **launched a new online fundraising strategy** with the end-of-the-year campaign 'My Body is Mine', which trended on Twitter on its first day. The campaign increased our Dutch Facebook followers by 10% and brought in over 160 new donors.



Our 'My Body is Mine' campaign put the spotlight on self-determination and pleasure. Photo: Carmen Chan

As part of the Women Power Fashion initiative, we said we would raise awareness about and connect women garment workers to Dutch consumers and the general public.

- ✓ We co-organised The Mad Rush, a pop-up store featuring a mock sweatshop. Media coverage, including social media, of the pop-up store/sweatshop **reached 39 million people**.

We said we would inaugurate a Mama Cash March 8th annual programme to build awareness and enthusiasm for our work by spotlighting women in the arts.

- ✓ We collaborated with over two dozen cultural venues, including Amsterdam's Rijksmuseum and Stedelijk Museum, to launch the **first edition of 'Meer dan Muze'**. The programme featured a variety of women artists – from an 18th century classical composer to a modern dance choreographer from China.

We said we would implement International Organization for Standardization (ISO) certification and audits, and ensure compliance with the International Aid Transparency Initiative (IATI).

- ✓ We obtained **ISO 9001-2015 certification** in November and carried out internal audits for all departments as part of the ISO process.
- ✓ We were **IATI compliant** and reported on the CMI! and GAGGA programmes in accordance with the IATI standards for each quarter in 2016.

Meet our grantee-partners

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

Body

Bulgaria

Bilitis Resource Center Foundation

€25,000

An organisation of lesbian and bisexual women, and trans and intersex people, Bilitis takes a leading role in advocacy for inclusive hate crimes legislation and registered partnership regardless of the gender of the partners. Bilitis also engages in strategic litigation for legal gender recognition in Bulgaria and organises Sofia Pride in collaboration with other Bulgarian organisations.

Burundi

Association des Mamans Célibataires pour la paix et le développement (AMC)

€25,000

Association des Mamans Célibataires pour la paix et le développement (AMC) is a group of single mothers challenging social norms that lead to exclusion and discrimination in the family, community, educational system and labour market. AMC promotes the idea that women should make their own choices about sexuality and reproduction, including the right to have a child and not be married. The group works to change school policies that prevent pregnant students and young single mothers from completing their education.

Colombia

Colectiva Polimorfias

€10,000

Colectiva Polimorfias is a collective of women with 'functional diversity'. They choose this language because they believe that the word 'disability' is stigmatising and suggests a lack of capacity. They recognise a diversity of ways in which people function and reject seeing this diversity as 'disability'. They work to make visible the violence that women with functional diversity face and collectively organise to resist this violence. The collective works at the nexus of disability and sexuality rights by ensuring that the sexual and reproductive rights of women with functional diversity are protected and fulfilled.

Ecuador

Colectivo Sentimos Diverso

€1,000 (Amendment)

A youth sexual and reproductive health and rights (SRHR) organisation, Colectivo Sentimos Diverso provides sexuality education in secondary schools using audio-visual materials. The collective is led by young women and trans people and engages in educational activities with peers aged 11-30. The collective also advocates with relevant government ministries by providing trainings for public servants and writing policy papers in partnership with the ministries on youth and SRHR-related issues.

El Salvador

Mujeres de Xochilt

€50,000

Mujeres de Xochilt is a collective of girls and young women (age 16-28) of Indigenous Pipil origin based in the city of Xochilt Ixtatec. The group works to advance the empowerment and organising of girls and young women against violence, for sexual and reproductive rights and to build a strong, young feminist movement in El Salvador.

Fiji

Diverse Voices and Action for Equality Fiji (DIVA for Equality)

€30,000

DIVA for Equality is a feminist collective of lesbians, bisexual women, transmasculine people and other marginalised women working to challenge the social norms and structural discrimination that fuel violence, discrimination and stigma and to secure universal human rights and social justice for LGBTQI+ people. This group also mobilises its community around social, economic and ecological issues. DIVA for Equality's activism and support to the communities in which it works includes creating and facilitating safe spaces to organise and articulate political agendas, building stronger social movements and increasing levels of constructive collaboration in wider civil society and social movements.

Hong Kong

Chinese Lala Alliance (CLA)

€30,000

Chinese Lala Alliance is a regional membership network of 'lala' (lesbians, bisexual women and trans-identified people who love women) groups, organisations and individual members in mainland China, Taiwan and Hong Kong. The Alliance is building a feminist 'lala' movement by organising camps and trainings for activists, capacity building and support in starting and managing new 'lala' groups and organisations, and providing small grants for activist initiatives.



Association des Mamans Célibataires pour la paix et le développement advocates for the rights of single mothers in Burundi. Photo: Association des Mamans Célibataires pour la paix et le développement

India

RAHI Foundation (Recovering and Healing from Incest)

€40,000

RAHI Foundation is an organisation of adult survivors of child sexual abuse working to prevent sexual violence through peer support, public education campaigns and advocacy. Using research, training and public dialogues, the group raises awareness about incest and child sexual abuse, and addresses the stigma affecting survivors.

Sappho for Equality

€30,000

This organisation of lesbians, bisexual women and trans (LBT) people creates a safe space for LBT people by organising study circles, film screenings and dialogues. The group trains professionals, including police, in dealing with women who have experienced violence and works with medical professionals in the area of sexual and reproductive rights and health.

Indonesia

Sentra Advokasi Perempuan Difabel dan Anak (SAPDA)

€50,000

SAPDA is an organisation that advocates for the rights of disabled women, with an emphasis on sexual and reproductive rights. Using research, media campaigns and advocacy, SAPDA promotes changes to laws and policies that will ensure that the rights of disabled women and disabled girls are respected, and works to end violence against them.

Kyrgyzstan

Bishkek Feminist Initiatives

€30,000

This collective of feminists in Bishkek aims to bring feminist values into Kyrgyz society by engaging with students, the women's rights movement, LGBT groups and national and international human rights activists. The group uses public campaigns and social media, and also provides training, workshops and a feminist library to challenge sexism, promote women's rights and challenge the normalisation of violence against women.

Lebanon

Kohl: a Journal for Body and Gender Research

€20,000

Kohl is a progressive, feminist journal on gender and sexuality in the Middle East, South West Asia, and North Africa regions. Kohl believes that much of what is available on gender and sexuality in these regions is burdened by Orientalist misconceptions. The journal aims to provide a non-exoticising platform to

promote independent knowledge produced by young feminist scholars and activists. The journal works to change the norms governing sex, sexuality and gender and ensure that women, girls and trans people from the region play a central role in defining and redefining their realities and challenges when it comes to feminism, sexuality and gender.

The A project

€20,000

The A project is an organisation that seeks agency, alternatives and autonomy in sexuality, sexual health and gender. The project is reframing the conversation around sexuality in Lebanon to be more intersectional and founded in queer feminist principles. The group also works to expose and end patriarchy within medical institutions. Running sexuality hotlines and support groups, producing sex-positive multimedia, documenting personal narratives and contributing to the body of research on sexuality in Lebanon are cornerstones of the A project.

Malawi

African Sexuality, Disability and Rights

Coalition

€30,000

The African Sexuality, Disability and Rights Coalition advocates for broader recognition in Africa of how issues of disability, gender and sexual rights intersect. It engages with mainstream disability rights and sexuality rights movements in Africa. The coalition addresses gender-based violence while also advocating for the recognition of positive sexual rights, such as the right to sexual identity and to sexual pleasure for people with disabilities.

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

€30,000

Malawi Human Rights for Women and Girls with Disabilities is an organisation of disabled women and girls working in rural communities in Malawi. The group promotes reproductive justice for disabled women, works to end violence against disabled women and girls, and supports their right to self-determination. Using public education and advocacy campaigns, MHRWD targets communities, leaders and health care institutions to ensure respect for the rights of disabled women and girls.

Mexico

Fondo de aborto para la justicia social

(Fondo MARIA)

€30,000

Fondo MARIA supports women seeking legal abortion services in Mexico and advocates

for changes to the laws that restrict reproductive autonomy in Mexico. The group works to support women from states in Mexico where abortion is criminalised to access it safely and legally in Mexico City.

Namibia

Namibia Women's Health Network (NWHN)

€80,550

NWHN is a network that uses research, public campaigns and litigation to end discrimination in health care against women living with HIV, with a focus on reproductive violence (such as forced sterilisation) and the denial of treatment. The group targets teachers, parents and religious leaders, and also reaches out to women through radio programmes and health information campaigns.

Netherlands

Femmes for Freedom

€67,307

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 mobilises and organises women facing marital captivity through outreach and empowerment to collectively end the violence they face.

Nicaragua

Movimiento de Mujeres Por Nuestros Derechos Humanos (MOMUNDH)

€30,000

MOMUNDH works with girls and young women, ages 10-29, in a rural community and a poor neighbourhood of Managua. MOMUNDH works to end the violence that is considered part of 'normal life' for girls and young women in communities ruled by gangs and patriarchal norms.

Nigeria

Women's Health and Equal Rights (WHER) Initiative

€60,000

Women's Health and Equal Rights provides a platform for the promotion of the well-being and protection of the rights of lesbian, bisexual and other sexual minority women (LBSMW) in Nigeria through advocacy, education, empowerment and psycho-social support. The group works to reduce the effects of homophobia, patriarchy and sexism, and to increase the visibility and participation of LBSMW in Nigeria. The group connects women from around the country through a confidential online platform and peer support groups.

Poland

Ponton Group of Sex Educators

€30,000

Ponton, a youth feminist sexuality education group, provides sex education for youth in schools through its website and publications, via an online and telephone helpline for youth, and in street actions. The group is also a tireless advocate for comprehensive sexuality education and has become Poland's expert in sexuality education and youth sexuality, with much-quoted research on the state of sexuality education in Poland, such as its report 'What Does Sex Education Really Look Like in Poland?'

Russia

Silver Rose

€35,000

This organisation of sex workers in Russia developed from a peer support group in St. Petersburg to become a national organisation with representation in eight different cities across the country. Silver Rose advocates to ensure the safety, human rights fulfilment and self-determination of sex workers. The group lobbies for the decriminalisation of sex work in Russia and the abolition of the administrative penalty on prostitution.

Serbia

Iz Kruga Vojvodina

€25,000

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

Roma Women's Centre 'Rromnjako Ilo'

€30,000

Rromnjako Ilo is an organisation of Roma women and trans and intersex people working in Roma settlements in Zrenjanin, Ecka, Zitiste and Novi Becej. The group focuses on education and advocacy for sexual rights and against violence. Rromnjako Ilo advocates for the inclusion of Roma women, girls, and trans and intersex people in the movements for Serbian women's rights, LGBTI rights and Roma rights.

South Africa

S.H.E., Social, Health and Empowerment

Feminist Collective of Transgender and Intersex

Women of Africa

€37,000

S.H.E. is a feminist collective of trans women from various countries in Southern and East Africa who are working to build an African trans feminist movement by strengthening the feminist leadership of trans women. The collective's strategies include peer support groups, a trans feminist institute for learning and strategising, and alliance building and capacity building with both women's rights and trans rights organisations throughout Africa.

Zambia

Transbantu Association Zambia

€40,000

€40,000 (Amendment)

Transbantu supports the trans and intersex community in Zambia through outreach and practical support, including peer support groups, counselling and emergency shelter. The group aims to build a strong trans and intersex movement through training and capacity building. Transbantu advocates for policies and practices that respect the human rights of trans and intersex people. The amendment extended the original grant from one year to two, providing Transbantu longer-term funding security to strengthen the organisation and build on its important movement building work.

Zimbabwe

Katswe Sistahood

€51,786

Katswe Sistahood is a movement of dynamic young women and girls fighting for the full attainment of sexual and reproductive health and rights (SRHR) in Zimbabwe. It is a platform that enables young women and girls to mobilise, organise and articulate their needs and aspirations with respect to SRHR education, services and legal protection, and to communicate these to policymakers and practitioners. This grant is the With and For Girls Award received by Katswe Sistahood (funded by Mama Cash).

International

Trans* Coalition in the post-Soviet Space

€27,000

The Trans* Coalition in the post-Soviet Space is a coalition of trans people working in trans organisations in countries in the former Soviet Union. Through their advocacy, community building and documentation, the Trans* Coalition is working to improve the quality of life of all trans people in the region.

Money

Anonymous

€45,000

Anonymous

€15,000

Anonymous

€21,000

Argentina

Asociación de Mujeres Meretrices de la República Argentina (AMMAR)

€15,000

This national network advocates for the regulation of sex work in Argentina and for respect of the rights of sex workers, such as access to health, housing and social protections. AMMAR has been active for more than 20 years and is recognised as a strong, political and influential organisation with high visibility in the sex worker community and the general society. AMMAR is also a founding member of Redtrasex, the Latin American and Caribbean Female Sex Workers Network.

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

€15,000

This network of women sex workers is active in the province of Córdoba in Argentina. AMMAR Córdoba advocates for sex work to be recognised in laws and policies, so that sex workers can enjoy the same labour rights as other workers. The network works to build a provincial community of sex workers by providing health information and other services to sex workers and by developing together a political agenda.

YoNoFui

€15,000

YoNoFui ('It wasn't me') is made up primarily of women who have spent time in prison. The group offers arts and crafts workshops to encourage women to express themselves and to give the general public a better idea of the situation of incarcerated women. The group also supports women to access decent work, either in the existing labour market or by setting up new cooperatives with women who have been released.

Bolivia

Red Nacional de Mujeres en Defensa de la Madre Tierra (RENAMAT)

€32,000

Red Nacional de Mujeres en Defensa de la Madre Tierra is a self-led network campaigning for the social and environmental rights of Indigenous, Mestiza (mixed ethnicity), and

campesina (peasant) women based in the cities of Oruro, La Paz and Potosí. The group strengthens the capacity, advocacy and leadership skills of women affected by the destructive and exploitative impacts of extractive industries in Bolivia, including violations of their land and natural resource rights. RENAMAT sees violence against 'Mother Earth' and women as interlinked forms of oppression.

Brazil

Coletivo de Mulheres Regional Transamazônica e Xingu (CMRTX) (previously Movimento de Mulheres do Campo e Cidade Regional Transamazônica e Xingu - MMTX)

€25,000

Coletivo de Mulheres Regional Transamazônica e Xingu is a group of women from various cultural backgrounds in Altamira in Brazil. The group is building a women's coalition to mobilise direct action and advocate against building of hydroelectric dams, including the Belo Monte dam, in the Xingu River (Amazon Basin). Within the large social movement opposing Belo Monte, this is the only group focusing on the impacts of such large-scale development projects on women.

Georgia

Women's Fund in Georgia (WFG)

€100,000

Women's Fund in Georgia financially supports women's rights groups – particularly LBT, young women's and girls' and disabled women's groups – in Georgia and raises awareness about the need for other donors to financially support civil society groups to affirm their rights. This grant supports the strengthening of the Fund's work in the area of environmental justice.

Guatemala

Articulación Nacional de Mujeres Tejiendo

Fuerzas para el Buen Vivir

€15,000

This network of rural, Indigenous and peasant women in Guatemala works to strengthen the influence of women in decision-making spaces about access to land and resources. The group wants to address inequality between men and women with respect for nature and the principle of 'buen vivir', or harmony among and between humans and nature.

Consejo de Mujeres Indígenas y Biodiversidad (CMIB)

€20,000

Consejo de Mujeres Indígenas y Biodiversidad (CMIB) is a network of Indigenous women in Guatemala that focuses on lobbying and advocacy in local, national and international spaces on issues such as climate change, agriculture, food sovereignty and biodiversity. The network focuses on giving value to ancestral knowledge and the conservation of 'Mother Earth' for the sustainability of both women and the earth.

Sindicato de Trabajadoras Independientes de Trabajo Doméstico Similares y a Cuenta Propia (SITRADOMSA)

€30,000

€15,000 (Amendment)

This union of women domestic workers has about 60 members (18-60 years old) from various regions of Guatemala, including Santa Rosa, Huehuetenango, Chimaltenango, Jalapa, Salamá and San Marcos. SITRADOMSA trains its members on labour rights issues and mobilises them to advocate for the ratification of ILO Convention 189 on decent work for domestic workers.

Hong Kong

JJJ Association

€14,000

The only self-led sex worker organisation in Hong Kong, JJJ Association works to strengthen the 'self-recognition', or positive self-image, of women sex workers, helping them to eliminate internalised feelings of guilt about their work. JJJ also works on changing the views that society has of sex work, with the overarching message that sex work is work and should be treated as such.

Hungary

Association of Hungarian Sex Workers (SZEXE)

€75,000

SZEXE is a human rights-focused, sex worker-led organisation that supports sex workers in Hungary and Hungarian sex workers abroad. SZEXE's strategies include building the leadership capacities of sex workers to network, mobilise, campaign and interact with media to reduce the stigma of sex work.

India

ASTHA / Ekal Nari Shakti Sangathan (ENSS, The Association of Strong Women Alone

- ASWA)

€15,000

ASWA unites low-income, single women in the state of Rajasthan. ASWA aims to collectively build the self-confidence and leadership of single women. Together, the group addresses cases of physical, mental and social marginalisation, violence, injustice and denial of rights to single women. With ASWA, members claim their right to live in dignity, for example, through land and property rights or access to government entitlements.



Using public education and advocacy campaigns, Malawi Human Rights for Women and Girls with Disabilities targets communities, leaders and health care institutions to ensure respect for the rights of disabled women and girls. Photo: Thoko Chikondi for Makwende Media

Kenya

Daughters of Mumby Global Resource Center (DoM)

€12,000

The Daughters of Mumby Global Resource Center is a membership organisation based in Gitaru, Kenya. Its work is focused on gender justice, food sovereignty, human rights and dignity. The group is engaged in advocacy on food sovereignty and participation in the women's land rights campaign in the Kilimanjaro Women's Initiative, an Africa-wide rural women's mobilisation for women's right to land ownership and access to natural resources.

Kenya Union of Hair and Beauty Salon Workers (KUHABSWO)

€15,000

KUHABSWO is a membership-based labour union formed by workers from the hair and beauty industry, most of whom are women. As the first women-led labour union in Kenya, KUHABSWO works to guarantee women's labour rights, such as a work space free from violence, with formal contracts that allow for leave and the possibility to subscribe to the National Hospital Insurance Fund or the National Social Security Fund.

Urgent Action Fund – Africa

€100,000

Urgent Action Fund-Africa plays a unique role in Africa by providing emergency grants to women human rights defenders at risk, as well as supporting innovative strategies by coalitions of women and LGBTI persons affirming their rights. UAF-Africa provides financial support and capacity building, while also producing innovative research on current issues affecting women's rights in Africa. This grant focuses on building the Fund's capacity to support grantees to engage in advocacy for women's rights in issues related to environmental justice.

Kyrgyzstan

Shah-Aiym

€15,000

Shah-Aiym is a network that aims to strengthen the voices of sex workers in public and policy debates in Kyrgyzstan by uniting sex workers from across the country. The network also has some members in Russia and Tajikistan. Shah-Aiym aims to further expand into a Russian-speaking network of sex workers, so that advocacy campaigns and international events can be coordinated more effectively.

Mali

Association pour la Défense des Droits des Aides Domestiques (ADDAD)

€50,000

ADDAD is a self-led organisation of domestic workers in the cities Bamako, Kati, Sikasso and San. ADDAD consists of girls, young women and a few men who have migrated from different parts of the country to find employment in the capital and other towns. ADDAD trains domestic workers on human rights and workers' rights. The group campaigns among employers and raises general awareness to promote the notion that domestic work is work and that working conditions should improve.

Mongolia

Mongolian Women's Fund (MONES)

€100,000

MONES supports women's rights activism in the areas of gender equality and discrimination, good governance, accountability and transparency, strengthening the women's movement and participation in decision-making, and empowering girls and young women. The Fund has also embarked on new work related to women and climate change.

Nepal

Women Forum for Women in Nepal

€15,000

This network of women and girls in the informal entertainment sector (which includes massage parlours and restaurants with dance performances or other shows) advocates for the improvement of working conditions. The group demands respect for their human and labour rights. They advocate for work regulations and standards of the formal work sector to apply to the entertainment sector.

Netherlands

Indonesian Migrant Workers' Union (IMWU)

€60,000

Indonesia Migrant Workers' Union organises documented and undocumented Indonesian migrants, mainly domestic workers, living and working in the Netherlands. IMWU educates migrant women about their human and labour rights and supports them in dealing with employers, health services and government institutions. IMWU advocates that the Indonesian and Dutch governments ratify International Labour Convention C189 on Decent Domestic Work, and on fair treatment of migrants in relation to citizenship.

Nicaragua

Federación de Mujeres Trabajadoras Domésticas y de Oficios Varios 'Julia Herrera de Pomares' (FETRADOMOV)

€40,000

FETRADOMOV is the first recognised federation of trade unions of domestic workers in Nicaragua. The federation raises awareness among domestic workers about their rights and advocates for the implementation of international and national laws and policies related to labour rights.

Nigeria

Waneledon Development Association (Waneledon)

€16,000

Waneledon is a women-led, community-based organisation in Cross River State of Nigeria. The group aims to ensure sustainability and economic sustenance of women and girls who depend on the forests for their survival by working on women's human rights, food security, livelihood and forest conservation. Waneledon is mobilising women and girls to defend their rights and stand against the use of their land for the construction of the Cross River super highway.

Pakistan

Da Hawwa Lur

€12,000

Da Hawwa Lur, an organisation of home-based women workers, is active in Khyber Pakhtunkwa province in Pakistan. The women embroider, stitch shoes and create glass bangles for the garment and jewellery industries. The organisation demands respect and visibility for their work and for labour rights in the informal sector.

Home Based Women Workers Federation (HBWWF)

€20,000

HBWWF represents home-based women workers who produce items for the garment, shoe and glass bangle industries. The group advocates for the respect and recognition of home-based women workers' rights in Pakistan's labour laws.

Peru

ESTRATEGIA Centro de investigación para el desarrollo (ECID)

€40,000

ESTRATEGIA Centro de investigación para el desarrollo is a women's land and property rights organisation which was founded by women architects, urban planners and activists from Lima. The group works with



Wanel-aedon Development Association in Nigeria organised a campaign meeting with women and girls from the Owai community to challenge revocation of lands for a superhighway. Photo: Wanel-aedon Development Association

community women to secure land tenure, lead community-based advocacy campaigns for women's land rights and promote women's leadership in decision- and policy making at community and national levels.

Unión Latinoamericana de Mujeres (ULAM)
€20,000

Unión Latinoamericana de Mujeres (ULAM) is regional network of Indigenous and rural women activists and advocates who are affected by mining. ULAM brings together women activists and groups from Costa Rica, Bolivia, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Peru and Venezuela. ULAM aims to strengthen women's voice, impact and influence so that governments and corporations will address women's needs and concerns. The network engages in capacity building, regional alliance-building and advocacy.

Philippines

AMIHAN Northern Mindanao
€35,000

AMIHAN Northern Mindanao organises, supports and builds the capacity of community-based peasant women's groups in their fight for their land and human rights. AMIHAN is organising a campaign against the expansion of corporate plantations in Northern Mindanao. The group is also developing a climate change response programme in the communities in which it is active, as they often contend with natural disasters.

Senegal

And Soppeku
€16,000

And Soppeku (meaning 'together for a change in behaviour') aims to improve sex workers' knowledge of their rights and achieve legal

reform in Senegal to ensure that sex work is respected as work. And Soppeku provides leadership training for sex workers and engages in advocacy with parliamentarians and other politicians. The group is comprised of sex workers who live and work in the cities of Dakar, Mbour and Thiès.

Sri Lanka

Dabindu Collective
€15,000

Dabindu Collective trains and provides information to women workers in the Katunayake Free Trade Zone in Sri Lanka. The women work primarily in garment factories. Dabindu supports women in labour cases against factory management and engages in international advocacy with clothing brands.

Red Flag Women's Movement (RFWM)
€80,000

Red Flag Women's Movement (RFWM) is made up of women workers in Sri Lanka who are supporting workers on tea and rubber plantations and in the garment and domestic work sectors to take up leadership in trade unions. RFWM is building the capacities of women workers to address women's labour rights and advocate for the inclusion of issues such as minimum wage and health and safety in government and company policy regulations and in company management.

Textile, Garment and Clothing Workers Union (TGCWU)
€12,000

TGCWU is the first women-led labour union in a Free Trade Zone in Sri Lanka. The union represents women workers in the textile and garment industries. The union campaigns for a non-discriminatory decent work culture, and for social justice for all workers.

Turkey

Women's Labor and Employment Initiative Platform (KEIG)
€30,000

This platform of 32 organisations from across Turkey creates an agenda for women's labour and employment. It produces policy and engages in labour rights advocacy from a gender perspective. KEIG advocates that women should have formal employment and that they have decent work. The group also makes visible the unpaid labour of women within the household and has a vision of a society that transcends the gendered division of labour both within and outside the home.

Zimbabwe

Women and Land in Zimbabwe
€55,000

Women and Land in Zimbabwe is a rural women's organisation that addresses unequal ownership of, and control over, land and natural resources. Working in eight districts, the group supports women from economically disadvantaged communities by lobbying traditional leaders and local authorities to ensure equitable access to land and other natural resources. The group also trains women on land rights and advocacy in support of their lobbying work.

Voice

Anonymous
€20,000

Armenia

Women in Black Armenia
€25,000

This anti-militaristic, feminist group aims to spread an ideology of peace and democratic values in Armenia through young women's

activism. Women in Black Armenia organises workshops and public actions on feminism, peace and activism to include more girls and young women in their movement and challenge the widespread idea that girls and young women should not get involved in public affairs. The group's work draws its values and inspiration from the international Women in Black movement, while enriching it with the energy and motivation of a younger generation of activists.

Bangladesh

Women with Disabilities Development Foundation (WDDF)
€40,000

WDDF is the only organisation in Bangladesh by and for women with disabilities. This group advocates for legal and policy change to recognise the rights and improve the lives of women with disabilities. The group also trains women with disabilities to develop leadership skills and gain agency over their lives.

Botswana

Rainbow Identity Association
€30,000

Rainbow Identity Association provides mentoring and support to trans and intersex people in Botswana. The group works to develop a strong trans movement in the country and region and to secure respect for trans and intersex people in their families, in public spaces and in legal and policy frameworks.

Brazil

Instituto AzMina
€20,000

Created in 2015, AzMina is a digital platform and an offline community that aims to change the culture of prejudice, sexism, racism and homophobia in Brazil. AzMina uses investigative journalism, technology and social media, on-line and off-line education, and culture to challenge sexism, racism and homophobia. A diverse community of women produce media content and culture, comment on current events and organise the online and offline community to resist any form of discrimination.

Colombia

Mujeres Al Borde
€60,000

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

Ecuador

Asociación Silueta X
€20,000

Silueta X, the only trans-led trans group in Ecuador, advocates for the rights of trans people to access education, health care and employment. The group organises trans people in Guayas and has conducted research highlighting the relationship between trans identity and the experience of exclusion and discrimination in the family, employment and education. The group organises training programmes on leadership, advocacy and research techniques, which supports the advocacy of the trans community in Ecuador.

Egypt

The BuSSy Project
€20,000

BuSSy is a performing arts project that documents and gives voice to censored, untold stories about gender in Egypt. BuSSy aims to create performances that break silences and taboos and challenge perceptions about women's experiences. The project organises storytelling workshops and performances where women, particularly young women, as well as some men, from different communities and cities share on stage their stories of harassment, rape, gender discrimination, honour killing, forced marriage, female genital mutilation, motherhood, domestic violence, child abuse and many others.

Ikhtyar for Gender Studies and Research
€15,000

'Ikhtyar' is the Arabic word for 'choice'. This group identifies as an open space where researchers and activists meet to exchange ideas and discuss gender as a cross-cutting topic with the aim of developing local knowledge around gender and sexuality trends and dynamics in Arabic. This group works to make Arabic-speaking activists the producers (not only the subjects) of research and studies on gender and sexuality in the Arabic world.

Haiti

Rezo Fanm Radyo Kominote Ayisyen (REFRAKA)
€35,000

€11,868 (Amendment)

REFRAKA is a network that supports women in Haiti to take an active role in the management of community radio. Through training, REFRAKA strengthens the technical skills of women who work in this sector and offers workshops to women and men to encourage them to change the way they report on women and issues affecting women, such as gender-based violence. The aim is to change

prevalent stereotypical perceptions of gender roles in Haiti. The amendment was in response to hurricane Matthew, which left large parts of Haiti in ruins. The extra funding helped the women of REFRAKA repair their facilities in order to resume their broadcasting on health, safety and emergency aid issues.

India

Anjali Mental Health Rights Organization
€80,000

This women's rights organisation empowers and supports women with mental health issues, including women institutionalised in mental hospitals. The group advocates for their 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 as well as to make this agenda gender-sensitive.

Indonesia

Aceh Women for Peace Foundation (AWPF)
€60,000

Aceh Women for Peace Foundation is a women-led group that strengthens rural women's involvement in traditionally male-led village political decision-making structures and conflict resolution processes. Through training and support to village-level self-organising, the AWPF brings women's human rights into political discourse and promotes women's involvement in the public life of Aceh province.

Kenya

Artists for Recognition and Acceptance – Kenya (AFRA-KENYA)
€25,000

AFRA-KENYA is a lesbian, bisexual and queer women's group that provides spaces for its constituency to safely express themselves and their sexuality through different art forms. AFRA aims to build a strong movement of LBQ women in Kenya and at the same time educate society at large about people's rights to determine and express their sexual orientation and gender identity. Through art events and peer groups, AFRA supports the healing process of members who have survived violence based on their sexuality and contributes to ending stigma.

INUA Girls

€15,000

INUA is a group of girls that provides peer-to-peer mentoring and builds leadership skills in secondary schools in the North-Eastern Province of Kenya. Girls can freely discuss issues that are often considered taboo, including gender-based violence and reproductive health, in a safe and friendly space. In an environment where girls are not seen as

autonomous individuals with their own rights, INUA helps girls find their individual and collective voice.

Mexico

Las Reinas Chulas Cabaret y Derechos Humanos AC

€50,000

Las Reinas Chulas Cabaret y Derechos Humanos AC is a group of feminist art activists ('artists') that aims to transform the discriminatory culture prevalent in Mexico, which is characterised by violence and macho attitudes towards women. The group creates political and hilarious cabaret theatre, highlighting the impact of discrimination on women and society as a whole and bringing consciousness-raising to a new level.

Luchadoras

€20,000

Luchadoras is a feminist media and digital activism collective that challenges stereotypes about women and gender that are promoted by mass and social media. The group creates online space to highlight women's contributions as agents of social change. In its weekly internet TV programme and in social media, Luchadoras provides a platform for diverse types of feminist activism and activists to tell their stories. Although it is based in Mexico, Luchadoras' online format allows it to reach across Latin America and beyond.

Nepal

National Indigenous Women Forum

€15,000

National Indigenous Women Forum is a collective of Indigenous women activists that aims to ensure that Indigenous women's rights are respected throughout Nepal. Through awareness-raising, capacity building and advocacy, the National Indigenous Women Forum strives to support Indigenous women in taking the lead to affirm their rights and to hold authorities accountable when they fail to do so.

Philippines

Gay and Lesbian Activist Network for Gender Equality Inc. (GALANG)

€30,000

GALANG is a lesbian-initiated and led group that focuses on the intersection between sexuality and poverty in urban Manila and advocates for policy changes that can address discrimination based on sexual orientation. Through the years, GALANG has supported poor urban lesbians to organise, contributing to the creation of a strong, inclusive and visible lesbian-led movement in the Philippines.

Poland

Trans-Fuzja

€60,000

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

Romania

E-Romnja (Association to Promote Roma Women's Rights)

€25,000

E-Romnja is an organisation created by and for Roma women that works with local Roma communities in Romania. By supporting the local organising of Roma women, E-Romnja works to increase their active participation in democratic processes and to create an inclusive Roma women's feminist movement in the country.

Sweden

Rose Alliance

€35,000

Rose Alliance is a sex worker-led organisation that challenges social stigma and protects the rights of sex workers through outreach and empowerment, advocacy and the promotion of a harm reduction approach to sex work. The group also mobilises sex workers to advocate for the reform of the 'Swedish model' which criminalises clients and increases sex workers' vulnerability to violence.

Thailand

Indigenous Women's Network of Thailand (IWNT)

€20,000

Indigenous Women's Network of Thailand is a self-led network of Indigenous women from ten Indigenous groups in Northern Thailand. The network supports and strengthens these women to claim and protect their rights and the rights of their communities. IWNT's focus is on training women to develop their leadership skills and ability to participate in decision-making processes.

Togo

Femme Plus Togo

€20,000

Association Femme Plus supports women living with HIV/AIDS to build their human rights awareness and advocacy skills. Using workshops and training, the group provides

information to HIV+ girls and women about how to use the court system to ensure respect of existing laws. Association Femme Plus also organises public discussions on topics such as sexual and reproductive rights, inheritance rights and polygamous marriage.

Turkey

5Harfilir

€50,000

5Harfilir is a feminist group of bloggers that works to influence mainstream media's portrayal of women's rights and gender equality in Turkey. 5Harfilir publishes articles on its website, providing a feminist analysis of everyday events, including issues such as science, literature and politics, which are not considered "women's interests". 5Harfilir facilitates the presence of women's voices and experiences on the internet to challenge their exclusion and raises public awareness about sexism in Turkey.

Uganda

Women's Organisation Network for Human Rights Advocacy (WONETHA)

€30,000

WONETHA is a sex workers' rights organisation that raises the awareness of sex workers about their human rights and provides them with leadership training and information about reproductive health. The group also works to promote respect for sex workers' rights through public education and advocacy campaigns that target police officers, healthcare providers and brothel managers.

United Kingdom

Inspire CIC

€30,000

By empowering Muslim women in the UK, Inspire CIC aims to create positive social change resulting in a more democratic, peaceful and fairer country. Inspire CIC believes that all women are key to the development and prosperity of any society, and that extremism thrives in communities when women are denied rights and agency. The group challenges both gender discrimination within Muslim communities and racism towards Muslims in the UK with the aim of ensuring that Muslim women can fully exercise their rights and act as change agents within their communities and in the UK generally.

Mama Cash funds opportunity

Morocco

Fondation YTTO

€53,273

Fondation YTTO fights gender-based violence in all its forms: physical, sexual, economic, political, social, cultural and judicial. In partnership with the Ministry of Education, YTTO works to reintegrate girls who are forced into marriage into the school system. It also gives professional training to girls and young mothers to help them enter the labour market or to create income-generating activities. This grant is the With and For Girls Award received by Fondation YTTO (funded by Mama Cash).

Netherlands

Proefprocessenfonds Clara Wichmann

€16,325

This group of lawyers works on a pro bono basis, supporting women both within and outside the Netherlands in legal proceedings. The cases supported by the fund include legal issues related to pregnancy and labour, marriage and divorce, parental rights, sexual violence, sexual harassment and healthcare access. The group covers all the legal costs and court fees of the cases they litigate. They are investing in a fundraising programme to continue to provide these services.

Stichting Stop Straatintimidatie

€3,400

Stichting Stop Straatintimidatie aims to eradicate street harassment in the Netherlands by raising public awareness, using innovative approaches to connect and support those who have experienced harassment, and lobbying for legal measures against perpetrators.

Women on Waves

€16,325

Women on Waves works globally to challenge restrictive abortion laws, break the taboo surrounding abortion, and create access to safe abortions, including increasing awareness about the availability of medical abortion. The grant enabled Women on Waves to run campaigns in countries with restrictive laws on abortion access and to conduct strategic litigation in Ireland, Poland and Malta to increase local access to the abortion pill misoprostol.

United Kingdom

You Should See the Other Guy

€3,950

You Should See The Other Guy is a non-profit, politically engaged, all-women community theatre company made up of professionals, as well as of young mothers who have faced

homelessness. As theatre makers and London housing campaigners, they are a key member of Focus E15 Campaign and Radical Housing – groups fighting for social housing and housing justice.

International

Association for Women's Rights in Development (AWID)

€40,000

This opportunity grant supported the 13th International AWID Forum. The AWID Forum provided a space for progressive feminist voices and allies to imagine futures free from gendered oppressions, from racial, ethnic, and economic injustice, and from war and violence. The Forum was a space for re-imagining and co-creation – to renew solidarities, create new visions and develop concrete joint action agendas for equality, rights, justice and sustainability.

Mama Cash accompanies movements

South Africa

WoMin

€50,000

The grant supported WoMin, an African alliance that works with national and regional movements of women and mining-impacted communities to address the impact of extractivism on women in Africa, to organise a women's movement building school for activists working on extractives, energy justice, ecological justice and climate justice.

Sri Lanka

Red Flag Women's Movement (RFWM)

€50,000

RFWM organised a convening of women garment workers from South Asia and provided training on how they can use the CEDAW treaty to submit cases of violations of women workers' and human rights. The women garment workers are now working at national levels to file complaints about exploitation in their work environments with the CEDAW committee.

International

Association for Women's Rights in Development (AWID)

€100,000

This grant supported current grantee-partners of Mama Cash to travel to and participate in the AWID Forum 2016 in Salvador, Brazil. The AWID International Forum is a strategic feminist convening that brings together feminist activists from around the world.

Mama Cash supports women's funds

Argentina

Fondo de Mujeres del Sur

€104,400

€5,500 (Amendment)

Fondo de Mujeres del Sur provides grants to women's organisations in Argentina, Paraguay and Uruguay working on sexual and reproductive rights and environmental justice and working to influence local decision-making. The fund also supports an initiative in Bolivia that specifically focuses on environmental justice and support for the work of Indigenous women environmental activists.

Bolivia

Fondo de Mujeres Bolivia (Apthapi Jopueti)

€22,000

The Bolivian women's fund Apthapi Jopueti provides small grants throughout the country to grassroots women's groups engaged in women's rights activities. This grant provides support for a transition process within the fund as it identifies and builds new executive leadership, and as it strengthens its networks with locally based donors and women's rights movements.

€25,500

A second grant contributed to the annual meeting of Prospera member funds based in Latin America. It also contributed to a one-day meeting of the Executive Directors of Latin American women's funds to share lessons learned during a capacity-building project designed to promote organisational sustainability.

Colombia

Fondo Lunaria Mujer

€50,000

€2,500 (Amendment)

Fondo Lunaria runs three small grants programmes to support groups of young women engaged in peacebuilding, ending violence against youth, and activism for environmental justice in Colombia. These groups recognise the links between peacebuilding and young women's rights, violence against youth, political participation and resistance to militarism. The fund supports groups to expand their work and to strengthen their organisational capacities, particularly fundraising. The fund also hosts grantee and ally convenings to foster linkages across movements.

Croatia

Ecumenical Women's Initiative (EWI)

€50,000

The Ecumenical Women's Initiative is a women's fund that provides grants and builds the capacity of women's rights groups working within faith-based communities to build peace and reconciliation in six countries in the Balkans. EWI supports and empowers women as initiators and agents of change to strengthen interfaith and civil dialogue, focusing on the potential of faith in building peace and reconciliation processes.

Democratic Republic of the Congo

Fonds pour les Femmes Congolaises (FFC)

€62,500

Fonds pour les Femmes Congolaises supports women's organisations fighting sexual and gender-based violence, and those promoting women's political participation throughout the Democratic Republic of the Congo (DRC). This grant contributes to building the fund's organisational capacity, as well as to strengthening its work in the emerging focus area of environmental justice and women's rights.

France

Fonds pour les Femmes en Méditerranée

€150,000

This regional fund (based in France) plays a key role supporting feminist and women's movements in the Mediterranean region, including West Asia, North Africa and Southern Europe through grants, strategic convenings and support for organisational development.

Ghana

African Women's Development Fund (AWDF)

€8,000

AWDF, which operates across the continent of Africa (and will expand to West Asia in 2017) provides core and project support to grassroots, medium-sized and large women's rights groups and networks. This grant contributed to supporting AWDF, the South Asia Women's Fund, Fondo de Mujeres del Sur, and FIMI-Ayni in their (successful) bid to manage the new Leading from the South Fund, launched by the Dutch Ministry of Foreign Affairs, and to develop the capacities to manage the new fund.

Kenya

Urgent Action Fund – Africa (UAF-Africa)

€20,000

€24,600 (Amendment)

Urgent Action Fund-Africa plays a unique role in the region by providing emergency grants to women human rights defenders at risk, as well as supporting innovative strategies by coalitions of women and LGBTI persons to advance their rights. UAF-Africa provides financial support and capacity building, while also producing innovative research on important issues affecting women's rights in Africa. This grant contributed to organising the annual meeting of African women's funds that was held in Victoria Falls, Zimbabwe in August. The grant amendment supported 12 women's funds to attend the Global Summit on Community Philanthropy in Johannesburg in December.

Nepal

Tewa, for self-reliant development

€56,000

Tewa is a women's fund in Nepal focusing on women who are socially and economically excluded, including sex workers, Dalit women, women with disabilities and widows. Tewa is a leading women's fund in the area of local fundraising and is a bridge-builder between women's funds and the community philanthropy movement. Tewa is building its organisational infrastructure and capacity to support its grantees to expand their work in the area of environmental justice.

Spain

Calala Fondo de Mujeres

€100,000

€20,000 (Amendment)

Calala provides grants and accompaniment support to feminist groups and collectives in Central America and Spain that advocate for sexual and reproductive rights. Calala also offers grants to Latin American women advocating for their rights as migrants in Spain. The grant amendment supports a collaborative project among a group of European women's funds to strengthen their abilities to access European Union funding.



Women's Fund MONES joined a masked march to bring attention to climate change and pollution in Mongolia. Photo: MONES

Sri Lanka

South Asia Women's Fund (SAWF)
€126,000

The South Asia Women's Fund (SAWF) makes grants and provides capacity support to women's rights and feminist groups in Sri Lanka, Bangladesh, India, Pakistan and Nepal. It also runs a legal fellows programme that gives scholarships to feminist lawyers addressing pressing women's rights issues. The Fund is further engaging in the area of environmental justice. With this support, SAWF was also able to coordinate the 2016 meeting of the Asia Network of Women's Funds.

Tanzania

Women Fund Tanzania - Empowering Local Heroes (WFT)
€108,000

This national fund supports grassroots and national-level groups working for women's rights in Tanzania. WFT supports its grantees through grants, capacity-building and strategic convenings, and also facilitates coalition-building in Tanzania. This grant includes support to build the fund's capacity and the capacities of its grantees in the area of environmental justice.

International

Foro Internacional de Mujeres Indigenas (FIMI)
€106,000

Ayni, the women's fund of the International Indigenous Women's Forum, supports initiatives led by Indigenous women in Africa, Asia and the Americas. Ayni provides groups and initiatives with financial support, opportunities to build their capacity and leadership, and access to international spaces to make their struggles visible. With this grant, Ayni will expand its focus to include issues related to Indigenous women's rights and environmental justice.

FRIDA: The Young Feminist Fund

€100,000

FRIDA supports young (under 30) feminist activists globally with grants and support to strengthen their organisations in areas such as fundraising, leadership and advocacy. It also advocates for funders to take a greater interest in funding rights-based initiatives led by young feminist activists.

Prospera - International Network of Women's Funds

€6,000

Prospera, the International Network of Women's Funds, works to create opportunities and collaboration between its 38 members – international, regional, and national women's funds around the world. Prospera is currently conducting an external evaluation of its contributions and impact in strengthening women's funds. The findings will be used to develop Prospera's next strategic plan.

Grantees of the Red Umbrella Fund

Brazil

Associação Mulheres Guerreiras

€25,000

Associação Mulheres Guerreiras is a group of sex workers in Campinas, Brazil that aim to end police violence and tackle stigma and discrimination against cis and trans women sex workers. The group builds solidarity among sex workers, including sex workers living with HIV, in Jardim Itatinga, one of the largest urban sex worker zones in Latin America. Mulheres Guerreiras mobilises sex workers and supporters using arts and cultural events and engages directly with key decision makers to influence policy and law enforcement.

Cameroon

Association New Way+

€20,000

This organisation is run by and for sex workers on the outskirts of Douala, Cameroon. Association New Way+ works to increase access to quality health care, including HIV services, for women sex workers. Working primarily at the local level, New Way+ works to mobilise sex workers to stand up against stigma and discrimination and provides information, condoms, HIV services and referrals. The group coordinates home visits and nutritional support to people living with HIV.

Chile

Fundación Margen de Apoyo y Promoción de la Mujer

€35,000

Fundación Margen de Apoyo y Promoción de la Mujer is a group that promotes sexual and reproductive health and human rights of women sex workers in Chile. The group reaches around 2,000 sex workers across the country, including many migrant women, through condom distribution, peer education on HIV and human rights, accompaniment of sex workers to health centres and by organising informative workshops. The Red Umbrella Fund grant is enabling the group to expand its efforts to build leadership and advocacy skills of sex workers in different parts of the country.

China

Anonymous

€30,000

Working mainly at the local level, this anonymous organisation advocates for sex work to be recognised as work and decriminalised in China. In a context where condoms are used as evidence for prostitution charges and women sex workers are regularly detained, the group works to end the violence and discrimination experienced by sex workers and ensure sex workers' voices are heard. Most sex workers involved in the organisation are migrants from other parts of the country with very limited access to available HIV and other services. The organisation raises awareness and builds confidence and solidarity among these diverse women through peer support groups, workshops, film production and karaoke.

Colombia

Asociación Nacional de Mujeres Buscando Libertad (ASMUBULI)

€20,000

ASMUBULI unites women sex workers in Colombia in their struggle against injustice, inequality and discrimination. The group builds the capacity of sex workers to engage in advocacy, governance and human rights work and works to improve sex workers' access to health, education, housing and legal services. The group is building a national labour union for sex workers and advocates for the human rights of sex workers at the national level. At the international level, ASMUBULI works with the regional sex worker network RedTraSex.

Ecuador

Coalicion de Organizaciones de Trabajadoras y Trabajadores Sexuales de Quito

€20,000

Known also as La Calle en DisPutta, this new strategic coalition joins together four sex worker organisations that have existed for many years in Quito. The coalition unites sex workers of all genders and gives visibility to sex workers' struggles against police violence and for the protection of their human rights. The coalition advocates for the labour rights of sex workers at the local and national level and aims to create a labour union for sex workers. At the regional level, La Calle en DisPutta is connected to the Plataforma Latinoamericana de Personas que Ejercen Trabajo Sexual (PLAPERTS).

El Salvador

Organización de Trabajadoras del Sexo (OTS)

€20,000

This national sex worker organisation aims to end the discrimination, abuse and violence experienced daily by sex workers at work, within their families, and in society in general. The group provides peer support and information to women sex workers working on the street and in parks, with particular attention to sex workers living with HIV, young sex workers, mothers and elderly sex workers. OTS reaches out to media and builds partnerships with feminist organisations and others to more effectively influence policymakers at local and national levels to improve laws and practices to protect the human rights of sex workers.

Germany

Berufsverband erotische und sexuelle Dienstleistungen e.V (BesD)

€10,000

Berufsverband erotische und sexuelle Dienstleistungen e.V unites sex workers from all backgrounds and regions of Germany. The group engages in public debate around fair and dignified working conditions in sex work. Operating as a professional union, BesD not only amplifies the voices of sex workers in the media and with policymakers, but also fights for improved access to information, training and greater solidarity among the sex worker community.

Guyana

Caribbean Sex Work Coalition (CSWC)

€25,000

Caribbean Sex Work Coalition (CSWC) is a network that brings together sex workers from organisations across the Caribbean with the aim to promote the health and human rights of sex workers of all genders in the region. CSWC trains its members to become peer educators on HIV and human rights, and builds leadership and advocacy skills.

Hungary

Sex Workers' Rights Advocacy Network (SWAN)

€40,000

Sex Workers' Rights Advocacy Network is a regional network that unites sex workers and their allies from 18 countries in Central and Eastern Europe and Central Asia. It provides a

joint advocacy platform for sex workers' voices in regional and national debates on health, labour rights and safety for sex workers of all genders, and exposes violence against sex workers. Through training and a mentorship programme, SWAN builds the capacity of sex workers to use available tools and resources in their community mobilisation and advocacy efforts.

India

Adarsha

€30,000

This organisation aims to increase social acceptance for men and transwomen sex workers and to secure their fundamental rights as citizens of India. Adarsha works primarily at the local level and contributes to national and international advocacy efforts. The group supports sex workers to access health and general social services through peer outreach work and referrals and builds sex workers' leadership skills.

Kenya

African Sex Worker Alliance

€40,000

Created in 2009, this regional network unites 75 sex worker groups from 28 countries and aims to expand its membership to include all countries in Africa. It provides strategic advice, networking opportunities, capacity-building tools and financial support to local groups that work to improve sex workers' access to health services and labour rights. Its membership includes sex workers of all genders. ASWA represents sex workers' interests in regional and international processes and platforms.

Busia Survivors Self Help Group (BSSG)

€20,000

Busia Survivors Self Help Group is an organisation of women and men sex workers that provides health services and advocates for the human rights of sex workers. In the border area of Kenya and Uganda, where this group is active, the HIV rate is high. BSSG conducts peer education and distributes condoms and lubricants among sex workers. By reaching out to local stakeholders such as police officers, health care workers and religious leaders, the group aims to reduce stigma and violence against sex workers.

Kyrgyzstan

Shah-Aiym

€40,000

This network unites sex workers from across Kyrgyzstan and, increasingly, from neighbouring countries to build peer support structures and amplify the voices of sex workers in public and policy debates. Shah-Aiym documents

rights violations and builds the capacity of sex workers in leadership, advocacy and safety and security. In Kyrgyzstan, Shah-Aiym works to protect existing legislation that decriminalises sex work, while speaking out against police violence against sex workers.

Malawi

Malawi Sex Workers Alliance (MASWA)

€20,000

This group of women sex workers was formed in 2014 to advocate for the health and human rights of sex workers. Malawi Sex Workers Alliance reaches out to law- and policymakers and enforcers to improve the way sex workers are perceived and treated in the country. The group documents human rights violations, provides training on human rights to sex workers, and supports sex workers to access justice.

Myanmar

Aye Myanmar Association

€40,000

Aye Myanmar Association is a national membership-based network of sex workers of all genders. The network advocates for legal reform to increase recognition of sex work as work and to protect sex workers from police harassment and other kinds of violence and discrimination. The group supports sex workers in prisons to maintain contact with family and friends, provides legal support, and works with service providers to increase access to treatment and support for sex workers living with HIV. By speaking out in media and organising public events, the group challenges public stigma and discrimination against sex workers.

South Africa

Sisonke - National Sex Worker Movement of

South Africa

€40,000

This national network of sex workers strives for the decriminalisation of sex work and for all sex workers to be treated with respect and dignity. Sisonke fosters solidarity among sex workers and advocates for better access to health services and protection from violence. The group provides HIV and human rights information through peer outreach work, builds capacity of sex workers through training and provides legal services. Sisonke strategically works in partnership with allied organisations to strengthen its influence and participates in relevant government spaces.

Thailand

Asia Pacific Network of Sex Workers (APNSW)

€45,000

This regional network has 36 active organisational members in 28 countries that work together to promote the human rights of sex workers of all genders in Asia and the Pacific. APNSW conducts advocacy with regional inter-governmental bodies and the United Nations. The network provides training and technical support to its members on human rights, quality HIV and health services, setting up sex worker-led legal services and developing advocacy strategies.

EMPOWER Chiang Mai

€30,000

The sex worker organisation Empower Chiang Mai builds leadership capacity among Thai and migrant sex workers and advocates for safe and healthy work conditions. Created in 1985, the group is well-connected nationally and internationally and known for its creative activism. Empower has produced books and films and runs a museum called "This is Us" aimed at educating the public. The group facilitates exchanges between sex workers in the region and campaigns for the decriminalisation of sex work.

Turkey

Red Umbrella Sexual Health and Human Rights Association

€40,000

This organisation works locally and nationally to improve the human rights and well-being of sex workers in Turkey. Red Umbrella Sexual Health and Human Rights Association supports access to sexual health and prevention services for sex workers of all genders and increases visibility and awareness of human rights violations they experience. Red Umbrella monitors and documents violence against sex workers, collaborates with bar associations to train lawyers and provides legal services to sex workers. The group builds alliances with community groups, NGOs, service providers, the United Nations, academia and media to strengthen lobbying towards key decision-makers to improve laws and practices that affect sex workers.

Uganda

Organization for Gender Empowerment and Rights Advocacy

€20,000

Created in 2013, Organization for Gender Empowerment and Rights Advocacy (OGERA) is an organisation of sex workers who are refugee women and lesbian, bisexual and trans women (LBT). OGERA advocates for sex

Mama Cash's contributors in 2016

Individual donors

Mama Cash's 4490 active individual donors supported us with gifts ranging from €1 to €50,000.

In 2016, we received gifts from three legacies, ranging from € 5,000 to €100,000.

Donor advised funds

Anneke van Baalen/De Bonte Was Fund (NL)

Kitty's Green Fund (NL)

Maria Willard Fund (NL)

Foundation, government and corporate donors

AJG Foundation/King Baudouin Foundation United States (USA)

Dutch Ministry of Foreign Affairs/DSO (Social Development Department) (NL)

Dutch Postcode Lottery (Nationale Postcode Loterij) (NL)

Eileen Fisher, Inc. (USA)

Foundation for a Just Society (USA)

French American Charitable Trust (USA)

Levi Strauss Foundation (USA)

MAC AIDS Fund of Tides Foundation (USA)

Oak Foundation (CH)

Sigrid Rausing Trust (UK)

Stars Foundation (UK)

Swedish International Development Cooperation Agency – Sida (SE)

Foundation donors to the Red Umbrella Fund

American Jewish World Service (USA)

Elton John AIDS Foundation (UK)

Ford Foundation (USA)

Levi Strauss Foundation (USA)

Mama Cash (NL)

Oak Foundation (CH)

Open Society Foundations (USA)

Special contributors

(all from The Netherlands)

Noordelijk Initiatief

Stichting BookDifferent

Stichting Pelgrimshoeve

Triodos Bank N.V.

YouBeDo

Women in Financial Services

And other private entities, including local foundations and religious orders.

Many thanks to all our contributors!

Annual Accounts

2016

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 grantee-partners, and that are ethical and in line with the values and mission of the organisation.

Key facts and figures

- In 2016 Mama Cash secured a total income of €13.946 million, representing 105% of our projected budget and 133% of our income last year.
- Our total 2016 expenditures were €13.395 million, representing 96% of our projected expenditures and 164% of our expenditures in 2015.
- Total expenditures related to Mama Cash's strategies were €11.770 million, representing 88% of our overall expenditures.
- Costs for income acquisition were 9% of our total expenditures or €1,261,506 in total, and 9% of our total income over 2016. This represents 85% of the amount budgeted.
- Management and administration costs accounted for 3% of our total expenditures (€363,220 in total), representing 93% of the amount budgeted.

Human resources

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

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

	2016	2015
New employees	13	6
Departing employees	8	8
Number of employees (as of 31-12)	37	32
Average number of FTEs	32.68	28.93
Part-time percentage (as of 31-12)	88%	75%
Percentage of employees who self-identify as women	89%	88%
Number of nationalities (as of 31-12)	15	13
Sickness absence percentage (excluding maternity leave)	3.6%	2.8%

Management Team

Day-to-day management of Mama Cash is the responsibility of the Executive Director together with the other members of the Management Team. The Management Team members are:

Nicky McIntyre	Executive Director
Janet Zeegers	Director of Finance and Operations
Amanda Gigler	Director of Philanthropic Partnerships and Communications
Zohra Moosa	Director of Programmes

Workers' Council

Mama Cash has a Workers' Council (*personeelsvertegenwoordiging, PVT*) consisting of staff representatives. The Workers' Council addresses human resources policies and procedures in regular meetings with the Executive Director and the Human Resources Advisor.

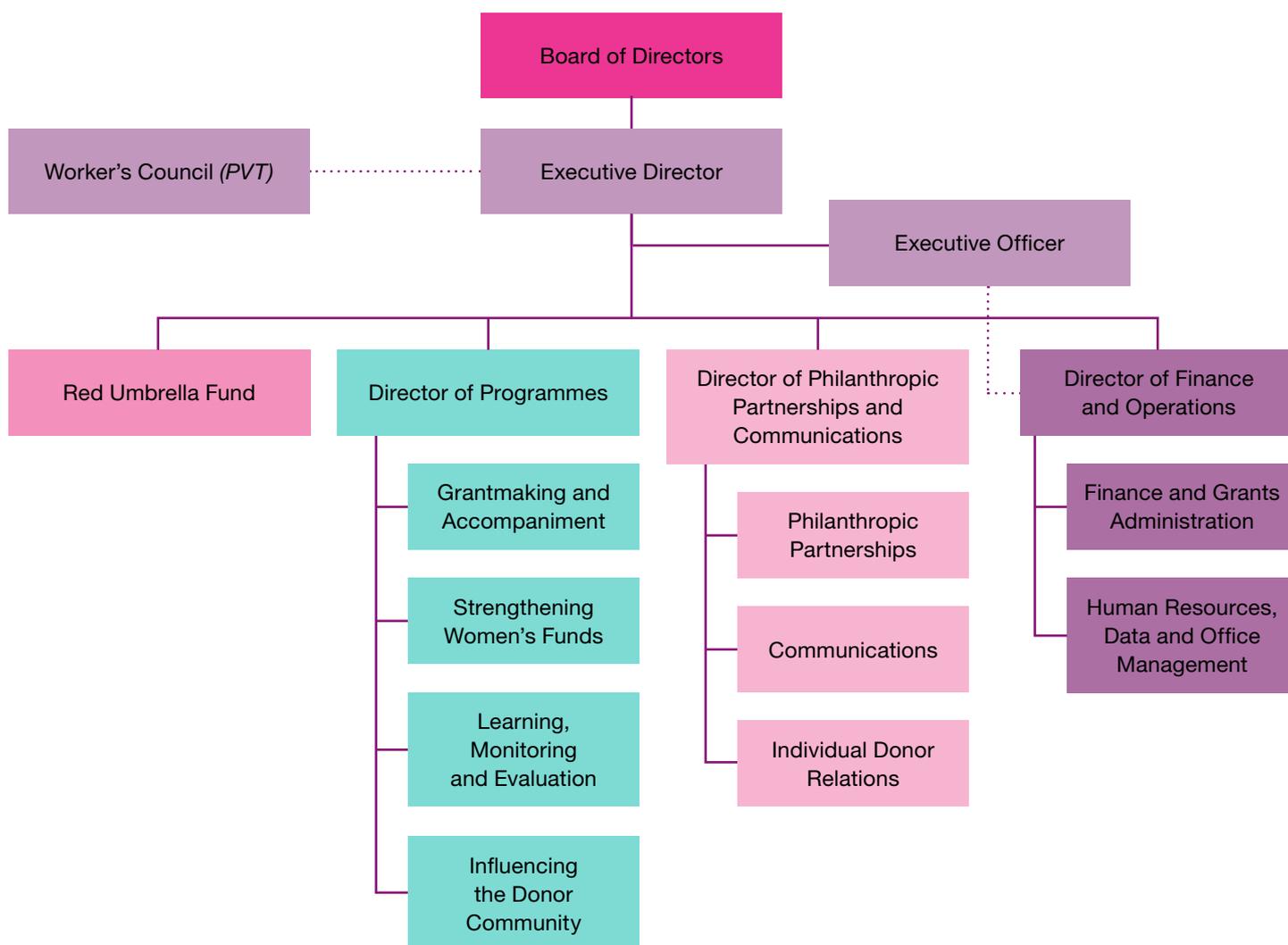
Volunteers

In 2016 11 volunteers worked for Mama Cash to support the Communications Team, the Finance and Operations Team, the Red Umbrella Fund and the Programmes Team. On average, volunteers worked twelve hours a week. The time they dedicated to Mama Cash equals 2.9 FTEs.

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

The Programmes Team is building an international Advisory Network of 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 2016, bringing the total number to 32.

Mama Cash's organisational structure



Pensions

Since January 2010 Mama Cash has had two types of pension contracts. One is a defined contribution contract for new personnel that allows for sustainable investments, flexible employee contribution levels, and a reduced risk for Mama Cash on incoming 'value transfers'. The other is a defined benefit contract that extended the existing pension contract. Both pension contracts were renewed for a period of five years starting from 1 January 2015.

ISO

Mama Cash has implemented a quality management system consisting of ISO 9001:2015 certification and Partos 9001:2015. In November 2016 Mama Cash received a positive recommendation and official ISO certification. The aim of the quality management system is to work efficiently together, manage

external and internal opportunities and risks, and contribute to optimal efficiency of the organisation. The system ensures that we work methodically and evaluate processes, systems and knowledge of employees regularly. It also ensures that we identify opportunities to improve our work. We encourage staff to have an active role in this process.

Database

Since 2013 Mama Cash has used a customer relationship management system (CRM) which also facilitates fundraising and grantmaking administration and processes. In 2016 we started preparing for an update of our CRM system, which will take place in March 2017.



Mama Cash staff.

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 seven months.

Designated funds, including donor advised funds and named 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.

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 will follow 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 respect labour rights 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.

Sustainability principles

Mama Cash is committed to promoting an organisational culture that recognises the importance of sustainable practices. Mama Cash abides by the following Environmental Sustainability Principles (adopted in 2015):

- Reduce energy consumption.
- Reduce, recycle and re-use products.
- Include in our selection criteria for suppliers their performance on Corporate Social Responsibility (CSR) including respect for labour rights, environmental impact/concern, including animal welfare, and, if applicable, the advancement of women's, girls' and trans people's economic participation/independence.
- Create internal and external awareness of and commitment to implementing our Environmental Sustainability Principles.

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.

Mama Cash identifies the following risk categories:

- *Compliance risk*: the risk of fines and other regulatory penalties for such offences as failure to remit payroll deductions, violation of privacy laws, incorrect use of earmarks, etc.
- *External risk*: the risk of becoming irrelevant, losing the support of the public and funding sources and failing to respond to economic, demographic and other trends.
- *Financial risk*: the risk of fraud, financial failure and decisions based on inadequate or inaccurate information.
- *Governance risk*: the risk of ineffective oversight and poor decision-making.
- *Information technology risk*: the risk that the information technologies used in the organisation may not provide dependable service and accurate, secure information that is available when needed, and that data about grantees or donors can be improperly accessed.
- *Operational or programme risk*: the risk of poor service delivery, day-to-day crisis, and misuse or neglect of human capital and other resources.
- *Reputational risk*: the risk of losing goodwill, status in the community, and the ability to raise funds and appeal to prospective donors.
- *Strategic risk*: the risk of inappropriate or unrealistic programmes and initiatives, and failure to keep the organisation strong and relevant.

Mama Cash identifies its risks in a risk inventory, indicating the likelihood, impact and overall risk. The inventory indicates who is responsible for monitoring this risk, and what mitigation is taking place to reduce the risk. The risk inventory is discussed in the Management Team twice per year. The inventory is also shared with the Board Finance Committee twice per year before the Board meeting. A separate risk register is maintained in which actual risk-related events that take place are registered. All staff members can register encountered events. This risk register is discussed by the Management Team at the same time as the risk inventory. The risk inventory indicates which parts of the risk register will be shared with the Board. Examples of risks and measures taken include:

• Financial risks

Income from institutional donors can fluctuate as policies of governments and the international philanthropic community change. The number of non-governmental organisations based in the Netherlands and international women's funds is

increasing, resulting in greater competition. Mama Cash deals with these risks 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 Dutch *Centraal Bureau Fondsenwerving* regulations for charities) that is adequate to maintain obligations for at least seven months, so that core activities can continue even if sources of income are lost. At the moment, Mama Cash's continuation reserve is at 68% of our annual operational expenses.

• Operational risks

Mama Cash has an ambitious strategic plan and committed staff working to implement that plan. This could lead to excessive work pressure on staff. 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 further simplified.
- Mama Cash operates with an emergency response team (ERT) and ensures that enough staff members have received first aid training.

• Reputational risks

Negative media attention could seriously affect Mama Cash's reputation, regardless of the validity of the allegations. 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.

Mama Cash conforms to the laws and regulations that apply to Dutch fundraising organisations. Dubois & Co conducts annual audits, checking Mama Cash's administrative procedures and assessing internal control systems. Mama Cash was awarded the Netherlands' Central Bureau of Fundraising (*Centraal Bureau Fondsenwerving*) Hallmark in 1998. We are a member of the Dutch Charities Association (*Goede Doelen Nederland*, previously called *Vereniging Fondsenwervende Instellingen*) and we follow the Good Governance Code for Charities (*Code Wijffels*).

Board report

Accountability statement from the Board

This accountability statement from the Board of Mama Cash highlights the main issues relating to governance and management control measures insofar as they impact on the achievement of the objectives of Mama Cash.

Mama Cash upholds three general principles of the Good Governance Code for Charities (*Code Wijffels*).

1. 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. The Executive Director is responsible for the day-to-day running of the organisation, as described in the *Mandate of Executive Director*. 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 Board reflects the diverse and international character of Mama Cash and our stakeholders. Board members are recruited based on their competencies and expertise, such as knowledge of grantmaking, programming, communications or finance. The Board follows a nomination protocol for recruiting, selecting and appointing new members. The Board carries out an annual internal evaluation of how it and its members function and discusses recommendations about improving its functioning in an executive session.

2. Optimisation of the effectiveness and efficiency of expenditure

Mama Cash's use of funds is guided by multi-year strategic plans and budgets. The 2015-2020 strategic plan, *Funding Feminist Activism*, was approved by the Board in April 2015. Mama Cash produces annual plans including: activities, intended results, responsibilities, resources and timelines. The Board approves plans and monitors progress via semi-annual meetings and quarterly financial income and expense reports. The Management Team discusses progress and forwards these reports to the Finance Committee and the Board.

Potential grantee-partner 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, as well as through direct contact (via skype, telephone or in person) and support for organisational development. Mama Cash reports on progress toward programmatic outcomes to institutional donors and other stakeholders.

Mama Cash is audited annually by Dubois & Co. The auditor reports back to the Board through the *Audit Report*. The auditors, the Executive Director and members of the Board's Finance Committee discuss the audit findings and report annually to the Board.

3. Communication with stakeholders

Through our communications, we are accountable to our stakeholders. We stimulate donors and policymakers to become allies of women's movements, facilitate learning, and increase donor giving and loyalty. 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 and cultural awareness and how we respond to complaints. This policy is available upon request.

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

Stakeholders	How we interact
Grantee-partners	Written agreements (work plans, budgets and contracts), regular individual communication, and convenings.
Individual donors	Regular updates on progress, fundraising and spending, donor meetings.
Foundations, governments and third parties	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.
General public	Research reports and campaigns.

Board activities in 2016

In 2016 one Board phone meeting was held in January and two-day face-to-face meetings were held in May and October. Executive Committee meetings were held in July and December. At the meetings, the Executive Director reported on progress, activities and finances in the context of the 2016 annual plan. The 2015 annual report, the 2015 annual accounts, the *Audit Report* from the auditors and the 2015 annual plan were approved in accordance with the *Articles of Association*.

At the May and October 2016 face-to-face meetings, the Board devoted significant time to discussing its role in the implementation of the strategic partnerships with the Dutch

Ministry of Foreign Affairs, CMI! (which Mama Cash leads) and GAGGA (in which Mama Cash is a member). It further discussed the funding situation and fundraising strategies to prepare for after 2020, the year in which the two strategic partnerships will come to an end. Finally, the Board discussed its governance structure, taking into consideration responsibilities, legal obligations, the monitoring of risks and daily managerial tasks. The Board also evaluated its own activities and performance. In October 2016 the Board selected a Transition Committee to organise and lead the recruitment process for a new Executive Director.

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 two times in 2016. The full Board receives all Executive Committee documentation prior to Executive Committee meetings and can raise questions by contacting the Co-chairs.
Finance Committee	Advises the Board on budgets, annual accounts, management letters from the auditor and financial policies. This committee met two times in 2016. It met with the auditor to discuss the audit findings.
Governance Committee	Leads the review and updating of the Board's responsibilities and the expectations of individual Board members. Initiates periodic assessment of the Board's performance and the Board's practices regarding member participation, conflicts of interest and confidentiality. Nominates new Board members. The committee communicates via email.
Programme Committee	Advises the Board about programmatic policies, the ratification of large and multi-year grants and on the ratification of formal advisors. This committee met twice in 2016 and also communicates via email.
Communications Committee	Reviews and recommends communications policies and strategies. Ensures that the communication strategy is strong, current and based on the organisation's vision and current strategic plan. The committee met once in 2016 and communicates via email.
Transition Committee	Advises the Board on the transition process for the recruitment of the Executive Director.

Composition of the Board in 2016

At the end of 2016, the Board had eight 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 three three-year terms.



Mama Cash Board.

Changes to the Board

In 2016, two new Board members, Anna Kirey and Nita Wink, were appointed. At the October 2016 Board meeting, Jo Andrews resigned from the Board as her new professional role created a conflict of interest. She served the Board for almost four years. Treasurer Jacqueline Castellijns notified the Executive Committee in June 2016 that she would not apply for a second term on the Board. Her term ended in December 2016 at which time Ms. Wink replaced her as treasurer. Board Member Perla Vazquez informed the Board in October 2016 of her decision to resign, as it was no longer possible for her to combine her work for the Board with her activist work. She served on the Board for a year and a half. The Board thanked the departing Board Members for their time and commitment to Mama Cash.

Composition of the Board of Mama Cash as of December 2016

Name	Function	Board member since	Affiliation/Profession	Additional functions
Marieke van Doorninck	Co-chair	<ul style="list-style-type: none"> September 2012 Co-chair since October 2014 Reappointed September 2015 	Policy Advisor Migration and Refugee Protection at Oxfam Novib, the Netherlands	<ul style="list-style-type: none"> Board member of ASKV/Amsterdam Support Committee for Refugees, the Netherlands Board member of BADT/Support for homeless people in Amsterdam, the Netherlands
Khadijah Fancy	Interim Co-chair	<ul style="list-style-type: none"> December 2011 Reappointed November 2014 Interim Co-chair since October 	Independent gender and women's rights consultant, United Kingdom	
Nita Wink	Treasurer	<ul style="list-style-type: none"> October 2016 Treasurer since December 2016 	Independent executive coach and facilitator, the Netherlands	<ul style="list-style-type: none"> Board member What Matters 2U Chair/founder Skateistan NL (established in 2017) Advisor to Skateistan International
Myra ter Meulen	Member	<ul style="list-style-type: none"> March 2008 Reappointed March 2011 Reappointed April 2014 	Independent consultant on the prevention of child abuse and youth policy, the Netherlands	<ul style="list-style-type: none"> Co-chair of Women's Wallet, the Netherlands Member of Vrouwen Tegen Uitzetting, the Netherlands
Femke Bos	Member	<ul style="list-style-type: none"> September 2012 Reappointed September 2015 	Fund Manager at Triodos Investment Management, the Netherlands	<ul style="list-style-type: none"> Board member of ACLEDA Bank, Cambodia Board member of Open Circles Foundation, the Netherlands Board member Dawn Microfinance, Myanmar
Farah Salka	Member	<ul style="list-style-type: none"> January 2013 Reappointed January 2016 	Co-founder and General Coordinator of Anti-Racism Movement, Lebanon	<ul style="list-style-type: none"> Involved with the Migrant Community Center(s), Lebanon Human rights education teacher and trainer
Tracey Tully	Member	<ul style="list-style-type: none"> March 2015 	Community Organiser and Technical Adviser for Burunga Widjung Aboriginal Justice Group, Australia	<ul style="list-style-type: none"> Human rights trainer Representative of organisations in government bodies Lobbyist for policy change to minimise the incarceration rate of Aboriginal people Sex worker activist and support to sex workers in Asia & Pacific
Anna Kirey	Member	<ul style="list-style-type: none"> October 2016 	Deputy Director for Campaigns for Russia and Eurasia at Amnesty International, United Kingdom	

Board expenses

Board members are not remunerated, but may claim compensation for reasonable expenses. In 2016 the Board expenses were €18,871. This amount covers travel and hotel expenses for face-to-face Board meetings and conference calls for committee meetings and task force meetings and insurances.

Management

In 2016 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. From February through April 2016, Ms. McIntyre was granted a paid sabbatical. During this period she was replaced by Zohra Moosa, Director of Programmes.

Remuneration of the Executive Director and Interim 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*).

As of January 2016, Dutch law on remuneration of executives of public and semi-public sectors applies to Mama Cash. The law is known as *Wet Bezoldiging Topfunctionarissen publieke en semipublieke sector (WNT)*. The report presented here is in line with the applicable WNT regulations for Mama Cash in 2016.

According to the WNT, in 2016 the maximum remuneration for executives working full-time for Mama Cash is €168,000. In 2016 the Executive Director and the Interim Executive Director worked full-time. Their salaries were below the WNT maximum. For members of the Supervisory Board, the WNT stipulates a maximum of 15% (Chairperson) and 10% (other Board members) of the full executive salary. Mama Cash Board members do not receive any remuneration for their Board duties.

The numbers presented below for 2015 have been recalculated according to the WNT guidelines.

Table: Executive Director and Interim Executive Director salary in 2016

	2016	2016
Name	N. McIntyre	Z. Moosa
Function	Executive Director	Interim Executive Director
Period	January - December 2016	February - April 2016
Hours	36	36
Part-time percentage	100%	100%
Former senior official	No	No
National employment relationship	No	No
Individual WNT maximum	168,000 per year	168,000 per year
		42,000 per 3 months
Remuneration	112,303	25,102
Taxable expense allowance	-	-
Provision post-employment benefits	12,355	800
Sub-total	124,657	25,903
Minus undue payments	-	-
Total remuneration 2016	124,657	25,903
Justification if exceeding	n.a.	n.a.
	2015	
Name	N. McIntyre	
Period	January - December 2015	
Hours	34	
Part-time percentage	94.44%	
Remuneration	99,461	
Taxable expense allowance	-	
Provision post-employment benefits	10,510	
Sub-total	109,971	
Minus undue payments	-	
Total remuneration 2015	109,971	
Individual WNT maximum 2015 (based on part-time percentage)	153,944	

In 2016, the Executive Director served on the Governing Council of the European Foundation Centre, was a Board member of Prospera (previously called the International Network of Women's Funds) and joined the Centre on Research on Multinational Corporations (Stichting Onderzoek Multinationale Ondernemingen, SOMO) as a Board member. She did not receive remuneration for these functions.

Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending 31 December 2016 truly and fairly reflect the financial position and operations of Mama Cash. The 2016 annual report gives a true and fair reflection of the programmes, activities and results achieved in 2016, based on what was agreed upon in the 2016 annual plan.

The Board is pleased with the 2016 implementation of the 2015-2020 strategic plan and with the organisational development that has taken place.

Financial report 2016

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Balance as of 31 December 2016

(after appropriation of results)

All amounts are in Euros

(The numbers in parentheses refer to the Explanatory Notes on pages 63-67.)

	31-12-2016	31-12-2015
Assets		
Tangible assets (1)	94,806	99,397
Intangible assets (2)	84,650	96,649
Receivables (3)	4,459,743	2,553,493
Investments (4)	4,121,935	3,999,549
Liquidities (5)	7,350,511	5,334,761
Total assets	16,111,645	12,083,849
Liabilities		
Reserves		
- Continuation reserve (6)	2,447,529	1,878,832
Funds		
- Asset management fund (7)	179,455	196,046
- Designated funds (7)	662,401	668,035
- Donor advised and named funds (8)	1,562,527	1,558,694
Total funds	2,404,383	2,422,775
Long-term liabilities (9)	114,786	167,092
Short-term liabilities (10)	11,144,947	7,615,150
Total liabilities	16,111,645	12,083,849

Statement of income and expenditures as of 31 December 2016

	Actuals 2016	%	Budget 2016	%	Actuals 2015	%
INCOME						
Income for Alliance Partners¹ (13 & 15)	4,391,361	32%	4,330,000	32%	1,155,450	12%
Income from own fundraising²						
Private individuals (12)						
- Individual donors	1,011,041		830,000		1,016,622	
- Income from inheritances / legacies	119,670		110,000		2,338,832	
- Donor advised funds	75,033		60,000		70,085	
Total private individuals	1,205,744	9%	1,000,000	8%	3,425,539	34%
Foundations (13)						
- Foundations	2,548,790		2,379,611		2,496,090	
Total foundations	2,548,790	19%	2,379,611	18%	2,496,090	25%
Total income from own fundraising	3,754,534	27%	3,379,611	25%	5,921,629	59%
Income third parties (14)						
- Dutch Postcode Lottery	900,000		900,000		1,589,550	
Total income third parties	900,000	7%	900,000	7%	1,589,550	16%
Income governments (15)						
- Governments	4,648,224		4,680,250		1,362,617	
Total governments	4,648,224	34%	4,680,250	35%	1,362,617	14%
Total income fundraising	13,694,119	100%	13,289,861	100%	10,029,246	100%
Result on investments (16)						
- Interest on liquidity	17,929		20,000		23,010	
- Result on investments	223,009		30,000		369,724	
Total result on investments	240,938		50,000		392,734	
Other profits and losses (17)						
- Other profits and losses	10,468		0		29,713	
Total other profit and losses	10,468		0		29,713	
TOTAL INCOME	13,945,525		13,339,861		10,451,694	
% of budget		105%				136%
% of last year		133%				139%

¹ Income for Alliance Partners consists of income from Foundations (13) and from Governments (15). The exact division can be found in the detailed overviews on pages 69-70.

² The category 'income from own fundraising' is used to comply with the accounting guidelines for fundraising institutions (directive 650) of the Dutch Accounting Standards Board (DASB). The guidelines distinguish between income generated from 'own fundraising' (eigen fondsenwerving), income generated by fundraising done by 'third parties', and income from governments.

Statement of income and expenditures as of 31 December 2016 (continued)

	Actuals 2016	%	Budget 2016	%	Actuals 2015	%
EXPENDITURES RELATED TO STRATEGIES (18)						
Payments to Alliance Partners (13 & 15)	4,316,361	32%	4,330,000	31%	1,155,450	14%
Grantmaking and accompaniment						
- Body portfolio	1,004,643		995,000		706,000	
- Money portfolio	1,225,000		1,245,000		693,000	
- Voice portfolio	861,868		900,000		702,500	
- Opportunity grants	133,273		100,000		23,000	
- Accompaniment grants	200,000		150,000		425,400	
- Spark fund	0		20,000		0	
- Red Umbrella Fund (19)	725,000		700,000		338,000	
Total direct grantmaking	4,149,784	31%	4,110,000	29%	2,887,900	35%
- Grantmaking and accompaniment implementation costs	1,432,892	11%	1,673,144	12%	1,089,710	13%
Total grantmaking and accompaniment	5,582,676	42%	5,783,144	41%	3,977,610	49%
Strengthening women's funds						
- Women's funds direct grantmaking	1,147,000		1,060,000		739,000	9%
- Strengthening women's fund implementation costs	285,744		333,238		198,051	
Total strengthening women's funds	1,432,744	11%	1,393,238	10%	937,051	11%
Influencing the donor community						
- Influencing the donor community collaborations						
- Influencing the donor community implementation costs	438,713		605,761		469,674	
Total influencing the donor community	438,713	3%	605,761	4%	469,674	6%
TOTAL EXPENDITURES RELATED TO STRATEGIES (including Alliance Partners)	11,770,494	88%	12,112,143	87%	6,539,785	80%
(as percentage of total income)		84%		91%		63%
Income acquisitions costs						
- Direct costs fundraising	303,018		362,283		411,157	
- Running costs fundraising	719,253		953,163		690,875	
- Costs obtaining government grants	216,655		131,595		194,280	
- Costs investments	22,580		30,000		28,258	
Total income acquisition costs	1,261,506	9%	1,477,041	11%	1,324,570	16%
(as percentage of income from fundraising)		9%		11%		13%
Management and administration						
- Costs management and administration	363,220	3%	392,024	3%	298,647	4%
TOTAL EXPENDITURES (20)	13,395,220	100%	13,981,208	100%	8,163,002	100%
% of budget		96%				101%
% of last year		164%				108%
RESULT	550,305		-641,347		2,288,692	
Result allocation						
Asset management fund	-16,591				-72,657	
Designated funds	-5,634		-659,000		250,367	
Donor advised funds	3,833				1,528,281	
Continuation reserve	568,697		17,653		582,701	
RESULT	550,305		-641,347		2,288,692	

Overview grantmaking and contributions to Alliance Partners

	Actuals 2016	% of total expenditures (incl. Alliance Partners)	% of total expenditures (excl. Alliance Partners)	Budget 2016	% of total expenditures (incl. Alliance Partners)	% of total expenditures (excl. Alliance Partners)
Total expenditure (incl. payments to Alliance Partners)	13,395,220			13,981,208		
Total expenditure (excl. payments to Alliance Partners)	9,078,859			9,651,208		
Direct grantmaking and payments to Alliance Partners	9,613,145	72%		9,500,000	68%	
Direct grantmaking	5,296,784	40%	58%	5,170,000	37%	54%

Cash flow statement

	2016	2015
Cash flow from operational activities (1)		
Continuation reserve	568,697	582,701
Mutation in funds	-18,392	1,705,991
Result	550,305	2,288,692
Adjustments for:		
- Depreciation of tangible fixed assets	37,956	40,335
- Depreciation of intangible fixed assets	66,449	59,391
- Changes in the value of investments	-133,747	-263,088
	-29,342	-163,362
Changes in working capital:		
- Receivables	-1,906,249	-1,835,079
- Short-term liabilities	3,529,797	3,334,170
	1,623,547	1,499,090
Cash flow from operational activities	2,144,510	3,624,420
Cash flow from investment activities (2)		
Investment in:		
- Tangible assets	-33,365	-2,869
- Intangible assets	-54,450	-24,200
Investments/divestments in:		
- Investments/divestments in equity and bonds	11,362	152,468
Cash flow from investment activities	-76,453	125,399
Cash flow from financing activities (3)		
Adjustments in long-term liabilities	-52,307	-22,535
Cash flow from financing activities	-52,307	-22,535
Increase / decrease in liquidities	2,015,751	3,727,284
Liquidity movements		
Cash and cash equivalents as of 1 January	5,334,761	1,607,478
Increase in cash and cash equivalents	2,015,751	3,727,284
Cash and cash equivalents as of 31 December	7,350,511	5,334,761

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 converted into Euros using the exchange rate valid on the transaction date.

In 2016, the cash and cash equivalents increased by €2,015,751. This increase can be explained as follows:

1) Changes in cash flow from operational activities

Mutation in designated, donor advised and named funds

The change in funds is largely accounted for by the use of designated, donor advised and named funds commitments which were earmarked for specific projects (see also note 7 and 8: Funds, page 65).

Changes in working capital

The changes in value are related to pre-payments made for the Count Me In! and Global Alliance for Green and Gender Action partnerships which run from 2016 – 2020 and for which funds were received in advance.

Changes in the value of investments

The changes in the value of investment can be explained by unrealised investment results on the sustainable investment portfolio.

Short-term liabilities

Changes in short-term liabilities are mainly due to the category 'funds received in advance'. This includes instalments for the Count Me In! and Global Alliance for Green and Gender Action partnerships for activities in 2017 (see also note 10: Short-term liabilities, page 66).

2) Changes in cash flow from investment activities

In 2016, investments were made to further upgrade the customer relation management system (see also note 2: Intangible Assets, page 63). In addition, Mama Cash invested in computer and server equipment.

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 2017 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. The Hallmark designation for Mama Cash was renewed in July 2016 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 in the Netherlands. 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 2016. 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. Office refurbishment costs have been depreciated through the end of the rental contract (March 2020), which is approximately 10% of the costs per year. The other assets and liabilities are reported at nominal value.

The following percentages are used:

- 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 seven months (60%).

Designated funds, including donor advised funds and named 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 and accompaniment, strengthening women's funds, influencing the donor community, income acquisition costs, 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 2016. The total number of FTEs includes replacement as a result of pregnancy and care leave.

Costs are allocated as follows:

Type of cost	Allocation
Board	100% Management and administration
Executive Director	20% Management and administration 25% Income acquisition 55% Influencing the donor community
Grants- and donor administration	35% Grantmaking 65% Income acquisition
Data management	40% Grantmaking and accompaniment 20% Influencing the donor community 40% Income acquisition
Financial administration and human resources	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 2016
Grantmaking and accompaniment	9.12
Red Umbrella Fund	3.39
Strengthening women's funds	3.09
Influencing the donor community	4.30
Income acquisition	9.79
Obtaining government grants	0.79
Management and administration	2.20
Total	32.68

Pension

Since 1 January 2005, Mama Cash has had a defined benefit 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 defined benefit pension scheme to function as if it were a defined contributions pension scheme in accordance with options offered to small-scale legal entities. The premiums payable are accounted 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.

Since 1 January 2010, Mama Cash has made a defined contribution 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 amount of income to be received can be established with a reasonable degree of certainty. 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 and accompaniment

In addition to the grants issued to women's, girls' and trans people's organisations, grantmaking expenses also include the costs for monitoring the progress of grant activities. The expenses for accompaniment 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 are also related to monitoring and evaluation, including the collection of grantee data from the field, the creation of learning tools, the production and dissemination of impact reports and evaluation. Other expenses are related to sharing best practices with stakeholders, the organisation of regional and thematic convenings for our grantees, and building international communities of practise.

Expenses for strengthening women's funds

Grants and accompaniment support to strengthen the architecture of women's funds are included in the expenses for strengthening women's funds.

Expenses for influencing the donor community

The expenses for influencing the donor community 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.

Income acquisition costs

The income acquisition costs concern all costs of activities that are directly or indirectly initiated to persuade individuals and institutions to donate money to Mama Cash. It further relates to costs related to the management of the investment portfolio.

Expenses for management and administration

The expenses for management and administration include personnel costs as well as indirect costs necessary to manage the organisation.

Expenses of the Board of Directors

Mama Cash has an international Board of Directors. Board members do not receive remuneration. Expenses of the Board of Directors are included in the management and administration costs. These expenses are mainly 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.

Table: Tangible assets

	Inventory	Office equipment	Hardware	Refurbishment	Total 2016	Total 2015
Acquisition value						
Balance as of 1 January	92,002	54,056	72,841	163,177	382,076	379,207
Purchasing	716	0	32,649	0	33,365	2,869
Balance as of 31 December	92,718	54,056	105,490	163,177	415,441	382,076
Depreciation						
Balance as of 1 January	86,735	50,939	62,359	82,646	282,679	242,344
Depreciation	3,094	2,506	13,407	18,949	37,956	40,335
Balance as of 31 December	89,829	53,445	75,766	101,595	320,635	282,679
Book value as of 31 December	2,889	611	29,724	61,582	94,806	99,397

2. Intangible assets

Intangible assets investments are primarily software acquisitions to upgrade the IT system in the office. Investments were related to the further development and implementation of the customer relation management system.

Table: Intangible assets

	Total 2016	Total 2015
Acquisition value		
Balance as of 1 January	199,348	425,144
Purchasing	54,450	24,200
Divestment	0	-249,996
Balance as of 31 December	253,798	199,348
Depreciation		
Balance as of 1 January	102,699	293,304
Depreciation	66,449	59,391
Divestment	0	-249,996
Balance as of 31 December	169,148	102,699
Book value as of 31 December	84,650	96,649

3. Receivables

The receivables are short-term assets. Gifts to be received are commitments from a legacy which have not yet been received at the end of 2016. Prepaid costs are costs related to expenses for 2017 paid in advance. It includes €4,225,000 to Alliance Partners for Count Me In! activities in 2017. Funds to support these payment have been received in advance. Grants to be received are commitments made by institutional donors which have not yet been received at the end of 2016. Other receivables mainly relate to funds received through a fiscal sponsor which have not yet been transferred to Mama Cash.

Table: Receivables

	Total 2016	Total 2015
Gifts to be received	36,626	154,323
Prepaid costs	77,098	39,298
Prepaid costs Alliance Partners	4,225,000	2,047,500
Coupon interest	0	19,717
Sick pay to be received	6,330	0
Interest to be received	5,258	10,616
Grants to be received	67,097	260,290
Pension	0	14,245
Other receivables	42,334	7,504
Balance as of 31 December	4,459,743	2,553,493

4. Investments

Responsible investment is a priority for Mama Cash (see also page 47). Shares and bonds are invested in line with our responsible investment criteria. In 2014 Mama Cash received stocks and bonds as part of a legacy. These have not yet been brought in line with our responsible investment criteria.

Table: Value of investments

Bonds and shares	Total 2016	Total 2015
Balance as of 1 January	3,999,549	3,888,930
Purchasing	204,214	481,746
Divestment	-215,576	-634,214
Realised investment value differences	-11,916	-15,446
Unrealised investment value differences	145,664	278,533
Balance as of 31 December	4,121,935	3,999,549

5. Liquidities

For multi-year grant commitments Mama Cash reserves the full commitment in the year in which these grants are awarded and pays the grant in instalments based on the approved progress report. As a result, committed funds are kept in savings accounts. The increase in liquidities can be explained by the prepayments received for the Count Me In! and Global Alliance for Green and Gender Action programme activities in 2017.

Table: Liquidities

	Total 2016	Total 2015
Cash	5,297	4,255
Current and savings accounts	7,345,214	5,330,506
Balance as of 31 December	7,350,511	5,334,761

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 Charities Netherlands (*Goede Doelen Nederland*, previously called the Dutch Fundraising Institutions Association *Vereniging Fondsenwervende Instellingen, VFI*). The guidelines allow an organisation to reserve a maximum of 1.5 times the annual costs of the 'operational organisation'. The operational organisation is defined according to the Charities Netherlands 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. In December 2015, the Finance Committee of the Board advised Mama Cash to aim for a reserve of at least seven months (or 60%) the annual operational costs. In 2016, an addition of €568,697 (€16,591 + €552,106) was made to the continuation reserve. The contributions came mainly from investment results and inheritance income. This has made it possible to increase the continuation reserve to €2,447,529, 68% of the budgeted annual operational costs of Mama Cash in 2017.

Table: Continuation reserve

	Total 2016	Total 2015
Balance as of 1 January	1,878,832	1,296,131
Transfer to/from designated funds	16,591	72,657
Additions	552,106	510,044
Balance as of 31 December	2,447,529	1,878,832

7. Funds

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

Table: Funds

	Designated funds assets	Designated funds	Donor advised funds	Named funds	Total 2016	Total 2015
Balance as of 1 January	196,046	668,035	15,498	1,543,196	2,422,775	716,784
Additions	0	662,401	75,033	0	737,434	2,281,316
Withdrawals	-16,591	-668,035	-71,200	0	-755,826	-575,325
Balance as of 31 December	179,455	662,401	19,331	1,543,196	2,404,383	2,422,775

8. Donor advised funds and named funds

Table: Donor advised funds and named funds

	Donor advised funds			Named funds	Total 2016	Total 2015
	Maria Willard Fund	Anneke van Baalen/De Bonte Was Fund	Kitty's Green Fund	Francien Vriesman Fund		
Balance as of 1 January	9,088	6,410	0	1,543,196	1,558,694	30,413
Additions	15,000	10,000	50,000	0	75,000	1,613,196
Additions interest previous years	0	33	0	0	33	85
Withdrawals	-9,200	-12,000	-50,000	0	-71,200	-85,000
Balance as of 31 December	14,888	4,443	0	1,543,196	1,562,527	1,558,694

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 2016	Total 2015
Balance as of 1 January	9,088	22,088
Additions	15,000	10,000
Withdrawals	-9,200	-23,000
Balance as of 31 December	14,888	9,088

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 2016	Total 2015
Balance as of 1 January	6,410	8,325
Additions	10,033	10,085
Withdrawals	-12,000	-12,000
Balance as of 31 December	4,443	6,410

Kitty's Green Fund

In 2014 Kitty's Green Fund was established to support women's, girls' and trans groups that are working on environmental justice.

Table: Balance Kitty's Green Fund

	Total 2016	Total 2015
Balance as of 1 January	0	0
Additions	50,000	50,000
Withdrawals	-50,000	-50,000
Balance as of 31 December	0	0

Named funds

Francien Vriesman Fund

In 2015 the Francien Vriesman Fund was established to support the work of Mama Cash in general.

Table: Balance Francien Vriesman Fund

	Total 2016	Total 2015
Balance as of 1 January	1,543,196	0
Additions	0	1,543,196
Withdrawals	0	0
Balance as of 31 December	1,543,196	1,543,196

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 or an undetermined period of time. No interest is paid on these loans. One loan was converted to a donation. Loans that will expire in 2017 have been accounted for as short-term liabilities (see also note 10: Table “Loans contracted” below).

Table: Long-term liabilities

	Total 2016	Total 2015
Balance as of 1 January	167,092	189,628
New loans	2,500	6,731
Extensions of loans	16,269	53,534
Loans < 1 year transfer to short-term liabilities	-71,076	-37,422
Loans to donations	0	-45,378
Balance as of 31 December	114,786	167,092

10. Short-term liabilities

‘Allocated grants’ concern grants that have been approved, but not yet paid to grantees. 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 2017, 14% of the allocated grants were paid out.

‘VAT to be paid’ are funds reserved to pay VAT on invoices from creditors outside the Netherlands who had not charged Mama Cash VAT and will submit revised invoices to correct this omission.

‘Funds received in advance’ are contributions from institutional, government and individual donors which were received in 2016, but are intended for use in 2017. It includes funds for

the Count Me In! and Global Alliance for Green and Gender Action programmes. In accordance with the Collective Labour Agreement, as of 1 July 2015 a reservation of 1.5% of the gross monthly salary per employee is made which can be used by the employee for individual training. In line with the Collective Labour Agreement, as of 2016 Mama Cash provides employees with a ‘benefits budget’ (*individueel keuzebudget*). Once a year, employees can indicate when they want to receive their benefits budget, which includes a holiday allowance and end-of-year benefit. Unless employees decide otherwise, the holiday allowance and end-of-year benefit are paid out in December each year. Benefits may not be paid in advance. Therefore no reservations for holiday allowance are included for 2016.

Table: Short-term liabilities

	Total 2016	Total 2015
Allocated grants	1,715,407	967,968
Other creditors	164,234	77,296
Accrued liabilities to be paid	183,226	1,434,953
VAT to be paid	77,571	83,175
Funds received in advance	8,676,759	4,797,883
Tax and social security premiums	142,882	108,136
Holiday allowance	0	70,651
Leave day entitlements	47,031	26,480
Payable personnel costs	32,171	0
Pension	13,357	0
Reservation training budget	21,233	11,186
Loans contracted	71,076	37,422
Balance as of 31 December	11,144,947	7,615,150

Loans contracted that will expire in 2017 have been accounted for as short-term liabilities. In total, six loans expired in 2016. Two of them were extended by the supplier of the loan. The other loans were paid out, or either partly paid out and partly converted to a donation, or partly extended and partly converted to a donation. One new loan was established.

Table: Loans contracted

	Total 2016	Total 2015
Balance as of 1 January	37,422	60,113
Additions	71,076	37,422
Extensions	-16,269	-53,534
Loans > donation	-4,750	-2,734
Loans paid back	-16,403	-3,845
Balance as of 31 December	71,076	37,422

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 €321,500 (price level 2016).

Mama Cash has a leasing contract for three photocopying and printing machines for five years ending in 2020. The lease obligation through the end of the contract is valued at €20,089 (price level 2016).

Mama Cash has a subscription contract for a customer relationship management system for a period of five years ending in 2019. The subscription obligation through the end of the contract is valued at €61,638 (price level 2016).

Explanatory notes for the statement of income and expenditures

12. Private individuals

In 2016 the income derived from fundraising was a total amount of €13,694,119, representing 103% of Mama Cash's total budget. Donations from private individuals amounted to €1.21 million or 9% of total fundraising income, 121% of the anticipated budget. Income from individuals included a large individual donor gift (€192,280) for the Red Umbrella Fund. One-time, regular, and periodic gifts remained more or less the same in comparison to 2015.

In 2016 three new legacies were received and four legacies were partly or fully financially settled. Legacy income was 108% of the 2016 budget from inheritances/legacies. In 2015 Mama Cash received a large legacy after a successful appeal with the French Tax Authorities. This explains the large difference between 2015 and 2016 legacy income.

Table: Private individual income

	Actuals 2016	%	Budget 2016	Actuals 2015	%
Individual donors					
Individual donations (one-time)	453,480		271,000	448,259	
Regular gifts	193,452		206,000	197,811	
Periodic gifts (notary acts)	364,109		353,000	370,552	
Total individual donors	1,011,041	84%	830,000	1,016,622	30%
% of last year		99%			116%
Donor advised funds					
Anneke van Baalen/De Bonte Was Fund	10,033		10,000	10,085	
Maria Willard Fund	15,000		0	10,000	
Kitty's Green Fund	50,000		50,000	50,000	
Total donor advised funds	75,033	6%	60,000	70,085	2%
% of last year		107%			77%
Inheritances and legacies	119,670	10%	110,000	2,338,832	68%
% of last year		5%			223%
Total private individuals	1,205,744	100%	1,000,000	3,425,539	100%
% of total fundraising income		9%			34%
% of last year		35%			170%
% of budget		121%			220%

13. Income from foundations

Donations from foundations totalled €2.61 million or 19% of total fundraising income. Part of the funds received are for disbursement to Alliance Partners. These are separately mentioned. Grants were received from thirteen different 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 narrative and financial reports to these foundations.

Almost €683,000 or 26% of foundation income was specifically raised for the Red Umbrella Fund. For more information about the Red Umbrella Fund, see page 71.

Table: Foundations

	Actuals 2016	%	Budget 2016	Actuals 2015	%
Foundations					
Income for Alliance Partners	61,361			339,450	
Foundations Red Umbrella Fund	682,526		611,000	497,759	
Foundations Mama Cash	1,866,263		1,768,611	1,998,332	
Sub-total foundations	2,548,790		2,379,611	2,496,090	
Total foundations including Alliance Partners	2,610,151		2,379,611	2,835,540	
% of total fundraising income		19%			25%
% of last year		102%			107%
% of budget		107%			94%

14. Income from third parties

Income from third parties relates to the contribution made by the Dutch Postcode Lottery. Mama Cash has received an annual grant since 2009. In 2013 this grant was renewed for five years and increased to €900,000 per year. In 2015 Mama Cash received an additional two-year grant of €1.55 million from the Dutch Postcode Lottery, specifically earmarked for Women Power Fashion, a programme that is implemented

together with the Clean Clothes Campaign. Contributions from the Dutch Postcode Lottery specifically received for our partner have been included under income for Alliance Partners. This amount was paid in full in 2015, at the start of the programme. Income from third parties contributed 7% of total fundraising income.

Table: Third parties

	Actuals 2016	%	Budget 2016	Actuals 2015	%
Third parties					
Income for Alliance Partners	0		0	816,000	
Dutch Postcode Lottery	900,000		900,000	1,589,550	
Total third parties	900,000		900,000	2,405,550	
% of total fundraising income		7%			24%
% of last year		37%			267%
% of budget		100%			115%

15. Income from governments

In 2016 Mama Cash received three grants from governments, amounting to 66% of total fundraising income. The amount received from governments was in line with the budget and is 659% of the actual amount received from governments in 2015. This is the result of two new partnerships with the Dutch

Ministry of Foreign Affairs and the renewal of the contract with the Swedish International Development Agency/Sida. Part of the funds received are for disbursement to CMI! Alliance Partners. These are separately mentioned.

Table: Governments

	Actuals 2016	%	Budget 2016	Actuals 2015	%
Governments					
Income for Alliance Partners	4,330,000		4,330,000		
Ministry of Foreign Affairs of the Netherlands/DSO				831,107	
Count Me In Consortium (CMI!), including €300,000 for RUF	2,080,250		2,080,250		
Ministry of Foreign Affairs of the Netherlands/DSO					
Global Alliance for Green and Gender Action (GAGGA)	1,600,000		1,600,000		
Swedish International Development Cooperation Agency/Sida	967,974		1,000,000	531,510	
Sub-total governments	4,648,224			1,362,617	
Total governments including income for Alliance Partners	8,978,224		9,010,250	1,362,617	
% of total fundraising income		66%			14%
% of last year		659%			65%
% of budget		100%			100%

16. Result on investments

The interest from investments decreased by 22% in comparison to 2015 due to lower interest rates. The total results of coupon interest and dividends decreased by 15% in comparison to 2015. The total results on investment decreased by 39% in

comparison to 2015, mainly due to a decrease of non-realised investment result of €145,664 and a decrease of coupon interest and dividends received. The average result on investment over the period 2012 – 2016 is 8%.

Table: Result on investments

	Actuals 2016	Budget 2016	Actuals 2015	Actuals 2014	Actuals 2013	Actuals 2012
Interest	17,929	20,000	23,010	19,478	36,518	88,054
Coupon interest and dividends received	77,345	30,000	91,192	41,869	29,721	55,673
Unrealised investment result	145,664		278,533	116,111	160,245	91,423
Result on investments	240,938	50,000	392,735	177,457	226,484	235,150
Commission and expenses	-22,580		-28,258	-15,718	-10,320	-3,879
Total result on investments	218,358	50,000	364,477	161,739	216,164	231,271
% of budget	437%		911%	185%	360%	
% of last year	60%		225%	75%	93%	
Net result on investment	5%		9%	7%	9%	21%
Average result 2012 - 2016 (%)	8%					
Average result 2012 - 2016 (amount)	238,402					
Result on liquidities	0.2%		0.4%	1%	2%	2%

17. Other profits and losses

Other profits and losses mainly include the return of funds from a grantee-partner which have been regranted in 2016.

Table: Other profits and losses

	Actuals 2016	Budget 2016	Actuals 2015
Other profits and losses			
- Other profits and losses	0	0	29,713
- Result previous year	10,468	0	0
Total other profits and losses	10,468	0	29,713
% of last year	35%		307%

18. Sources of income and allocation to activities for 2016

See table on page 74.

19. Red Umbrella Fund

	Actuals 2016	% of actual	Budget 2016	% total budget	Actuals 2015	% of actual
Income						
From designated funds previous financial year	26,825	2%	26,825	3%	22,572	4%
Results previous year	10,468	1%			16,000	3%
Individual donors	192,280		55,000		250	
Foundations	682,526		600,532		497,759	
Government (CMI! through Mama Cash)	300,000		300,000			
Total	1,174,806	97%	955,532	97%	498,009	93%
Total income + designated funds	1,212,100	100%	982,357	100%	536,580	100%
Expenditures						
<i>Programme costs</i>						
Grants to sex workers' groups	725,000	72%	700,000	70%	338,000	61%
Programme salary costs	105,595		122,000		103,382	
Peer review grantmaking	32,259		22,000		17,019	
Influencing philanthropy and communications	11,926		15,000		6,595	
Learning, Monitoring and Evaluation (LME)	7,583		15,000		4,754	
Total programme costs	882,363	87%	874,000	87%	469,751	85%
<i>Fund management costs</i>						
Fund coordination salary costs	64,720		70,000		24,605	
Governance (ISC meeting, translations)	21,957		22,000		15,398	
Total fund management costs	86,677	9%	92,000	9%	40,003	7%
Costs of hosting (Mama Cash operational costs)	40,000		40,000		40,000	7%
Grand total	1,009,040	4%	1,006,000	4%	549,755	100%
Contribution Mama Cash	40,000		40,000		40,000	
Funds carried forward to next financial year	243,060				26,825	

20. 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 61). The distribution key is based on the number of FTEs per department. In 2016 a total amount of €5,296,784 was spent on grants as part of our grantmaking and accompaniment strategy. Payments

to Alliance Partners (€4,316,361) was categorised as contributions in the strategy of influencing the donor community. In total this was 99% of what was budgeted and 72% of the overall expenses. Other direct and operational expenses have been monitored closely. In total, expenditures were 96% of the budgeted amount.

Table: Distribution of expenses

	Costs related to strategies			Costs incurred to obtain income				Management and administration	Total actuals 2016	Budget 2016	% of 2016 budget	Total actuals 2015
	Grantmaking and accompaniment	Strengthening women's funds	Influencing the donor community	Fundraising and campaigns	Obtaining government grants	Investment						
Direct programme costs	4,149,784	1,147,000						5,296,784	5,346,474	99%	3,626,900	
Payments to Alliance Partners			4,316,361					4,316,361	4,330,000	100%	1,155,450	
Other direct costs	327,280	13,049	58,685	303,018			168,731	870,763	984,850	88%	882,460	
Personnel costs	946,737	233,510	325,418	615,896	185,522		166,542	2,473,625	2,775,174	89%	2,067,628	
Accommodation costs	55,189	13,612	18,970	35,903	10,815		9,708	144,197	189,650	76%	130,029	
Office and general costs	63,727	15,718	21,904	41,457	12,488	22,580	11,210	189,084	238,260	79%	200,810	
Depreciation costs	39,959	9,855	13,736	25,996	7,830		7,029	104,405	116,800	89%	99,725	
Total	5,582,676	1,432,744	4,755,074	1,022,270	216,655	22,580	363,220	13,395,219	13,981,208	96%	8,163,002	
% of total expenditures	42%	11%	35%	7.6%	1.6%		3%	100%				

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 9% of total expenditures (see page 57) 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%. The costs for management and administration increased from €298,647 in 2015 to €363,220 in 2016. This represents 3% of the overall costs, which is well below our standard (see page 57).

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. The CAO was renewed in 2016 and covers the period 1 April 2016 through 31 March 2017. In line with the agreements in the CAO, in June 2016 employees

received a salary increase of 1% and a one-off benefit of €87.50 gross (full-time) was paid. In line with the 2016 CAO, Mama Cash now provides employees with a 'benefits budget' (*individueel keuzebudget*). Once a year, employees can indicate when they want to receive their benefits budget, which includes a holiday allowance and end-of-year benefit. Unless employees decide otherwise, the holiday allowance and end-of-year benefit are paid out in December each year. Benefits may not be paid in advance. Due to this change in the CAO, in 2016 a total of 19 months of holiday allowance was paid (7 months from 2015 and 12 months from 2016). Mama Cash contributes approximately 7% towards the pension scheme. Other personnel costs include commuting expenses, personnel insurance, and training.

The average number of FTEs increased from 28.19 in 2015 to 32.68 in 2016 as a result of the implementation of the two strategic partnerships, CMI! and GAGGA.

Table: Specification of personnel costs

	2016 Actuals	2016 Budget	2015 Actuals
Gross salaries	1,556,119		1,344,581
End-of-year payments	140,345		120,597
Holiday allowance	111,917		105,983
Employer's part social security contribution	289,758		235,646
Employer's part pension contribution	142,050		95,808
Other personnel costs (e.g. commuting, personnel insurances, training)	233,436		165,013
Total personnel costs	2,473,625	2,775,174	2,067,628

Other information

No transaction related to the financial year 2016 took place after closure of the accounts.

18. Table: Sources of income and allocation to activities for 2016

	Individual donors	Individual donors RUF	Donor advised funds	Foundations Mama Cash	Foundations RUF	TOTAL Foundations	Third parties	Sida	GAGGA	CMII	Other income	TOTAL 2016
From designated funds 2015			11,088	300,709	26,825	327,534	340,500					679,122
Income for Alliance Partners												
Actual income 2016	938,319	192,280	75,144	1,927,624	692,995	2,620,619	900,000	967,974	1,600,000	4,330,000	240,938	4,330,000
Total actual income 2016	938,319	192,280	75,144	1,927,624	692,995	2,620,619	900,000	967,974	1,600,000	6,410,250	240,938	13,945,524
Total income + designated funds	938,319	192,280	86,232	2,228,333	719,820	2,948,153	1,240,500	967,974	1,600,000	6,410,250	240,938	14,624,646
Expenditures												
Payments to Alliance Partners				61,361		61,361				4,255,000		4,316,361
Direct grantmaking												
Body portfolio	16,000		10,200	432,073		432,073	181,727			364,643		1,004,643
Money portfolio	11,207		50,500	25,000		25,000	331,093		550,000	257,200		1,225,000
Voice portfolio	103,368			298,438		298,438	271,905			188,157		861,868
Opportunity grants	40,000			7,916		7,916	85,357					133,273
Accompaniment grants							150,000		50,000			200,000
Red Umbrella Fund				265,507		265,507	39,918		450,000			725,000
Women's funds	391,575											1,147,000
Total direct grantmaking	562,150		60,700	1,028,934	725,000	1,753,934	1,060,000		1,050,000	810,000		5,296,784
Direct implementation costs				3,307	25,135	28,442	1,268	54,082	9,646	56,305		151,743
Total programme costs	562,150		60,700	1,093,602	750,135	1,843,737	1,061,268	54,082	1,059,646	5,123,305		9,764,888
Operational costs												
Other direct programme costs	4,951		2,102	196,087	41,633	237,720	49,271	2,690	111,446	310,840		719,020
Personnel costs	17,034		7,230	725,964	170,565	896,529	84,450	608,383	365,087	494,911		2,473,625
Accommodation costs	993		421	38,321	13,178	51,499	4,901	38,722	21,300	26,361		144,196
Office costs	1,302		553	50,507	23,987	74,494	7,062	18,960	26,743	59,970		189,084
Depreciation costs	719		305	27,745	9,542	37,287	3,548	26,905	15,778	19,863		104,405
Total operational costs	24,999		10,611	1,038,624	288,905	1,297,529	149,232	695,660	540,354	911,945		3,630,330
Total expenditures	587,149		71,311	2,132,226	1,009,040	3,141,266	1,210,500	749,742	1,600,000	6,035,250		13,395,218
Actual income minus expenditures	351,170		3,833	-204,602	-316,045	-520,647	-310,500	218,232	300,000	300,000	240,938	550,305
CMII: funds for Red Umbrella Fund					300,000	300,000				-300,000		0
Total income minus expenditures	351,170		14,921	96,107	10,780	106,887	30,000	218,232	75,000	75,000	240,938	1,229,428
Income to designated fund next financial year			14,921	96,107	50,782	146,889	30,000	218,232	75,000	75,000		677,322
Mama Cash contribution to Red Umbrella Fund					40,000	40,000					-40,000	
Added to continuation and designated reserves	351,170										200,938	552,106



INDEPENDENT AUDITOR'S REPORT

To: the Board of Stichting Mama Cash.

A. Report on the audit of the financial statements 2016 included in the annual report

Our opinion

We have audited the financial statements 2016 of Stichting Mama Cash based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Mama Cash as at 31 December 2016 and of its result for 2016 in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2016;
2. the statement of income and expenditures for 2016; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Mama Cash in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the board's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the Board for the financial statements

The Board] is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT). Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.





Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit 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 company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 21 April 2017

Dubois & Co. Registeraccountants

Signed on original: G. Visser RA



Budget 2017 – 2018

Overview Mama Cash projected income 2017-2018

	2017 Budget	2018 Budget
Income for Alliance Partners	4,330,000	4,330,000
Income from individual donors	1,121,000	1,121,000
Income from institutional and government donors		
Foundations	2,773,987	2,195,000
Third parties	900,000	900,000
Governments	4,730,250	4,773,000
Sub-total institutional and government donors	8,404,237	7,868,000
Other income	50,000	50,000
Sub-total income	13,905,237	13,369,000
Funds carried forward	563,686	591,250
TOTAL AVAILABLE INCOME	14,468,923	13,960,250
growth indicator in comparison to previous year	104	96

Overview Mama Cash projected expenditures 2017-2018

	2017 Budget	2018 Budget
Payments to Alliance Partners	4,330,000	4,330,000
Expenditures related to strategies		
Grantmaking and accompaniment		
Direct grantmaking	4,025,000	4,075,000
Grantmaking and accompaniment implementation costs	1,826,466	1,650,000
Total grantmaking and accompaniment	5,851,466	5,725,000
Strengthening women's funds		
Women's funds direct grantmaking	1,317,000	1,125,000
Strengthening women's funds implementation costs	416,208	420,000
Total strengthening women's funds	1,733,208	1,545,000
Influencing the donor community		
Influencing the donor community collaborations	0	50,000
Influencing the donor community implementation costs	508,532	515,000
Total influencing the donor community	508,532	565,000
Sub-total expenditures related to strategies	8,093,206	7,835,000
Income acquisition costs	1,558,849	1,315,000
Management and administration	467,880	465,000
TOTAL EXPENDITURE MAMA CASH (excl. payments to Alliance Partners)	10,119,936	9,615,000
TOTAL EXPENDITURE MAMA CASH (incl. payments to Alliance Partners)	14,449,936	13,945,000
RESULT	18,987	15,250

Mama Cash's institutional donors



SIGRID RAUSING TRUST



EILEEN FISHER

LEVI STRAUSS FOUNDATION



MAC AIDS FUND



FORD FOUNDATION



See also the overview of Mama Cash's contributors on page 43.

Credits

Credits

Text and coordination

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Design

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Our vision

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