



**Annual**

**Report**

**2018**

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Since 1983, Mama Cash has awarded €66,294,955 to women's, girls', trans and intersex people's groups worldwide.

## we have a **vision** ...

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

## we are on a **mission** ...

Courageous women's, girls', trans and intersex 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', trans and intersex people's human rights organisations, and helps to build the partnerships and networks needed to successfully defend and advance women's, girls', trans and intersex 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', trans and intersex 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', trans and intersex people's lives and to inspire others to join us in this work and contribute to it financially.



Khadijah Fancy



Myra ter Meulen



Zohra Moosa

# Because feminist activism works

## An introduction from Board Co-Chairs Khadijah Fancy and Myra ter Meulen and Executive Director Zohra Moosa

Mama Cash is proud to be a pioneering, feminist fund that provides critical support and resourcing to feminist activists and movements around the world. In this role, we often focus on the future: both on the vision of the world we want and on the routes we must take to get there. But sometimes it is important to look back before you take the next step forward. To that end, Mama Cash conducted a midterm review of our current strategic plan (2015-2020) this year. We reflected on our strategies and our achievements over the previous three years, and collected valuable feedback from grantee-partners and stakeholders.

What we learned was both encouraging and useful. The review affirmed that our core work is strong. Mama Cash has succeeded in providing crucial funding and accompaniment support to groups of feminist activists worldwide. Our grantmaking increased from €3.6 million in 2015 to €6.3 million in 2018, a growth of 74%. We were also pleased to learn that our efforts to influence the donor community – which was first articulated as a distinct Mama Cash strategy in 2015 – have proved to be critically important and merit more intensity and focus going forward.

Most importantly, we learned that our grantee-partners were extremely positive about the relevance of Mama Cash to their work. As part of our regular effort to listen

closely to the groups and communities we serve, and as input for the midterm review, we commissioned the Center for Effective Philanthropy to conduct a survey of grantee-partners and applicants. We were delighted that grantee-partners rated us in the top 10% of all funders in relation to our impact on their organisations and on the field in general. We also received strong ratings on the extent to which our funding improves grantee-partners' ability to sustain their work. Mama Cash will continue to do what we do well: boldly champion feminist activism, and inspire others to do so as well.

The midterm review highlighted several global trends affecting our work. In many countries around the globe, nationalism is on the rise and institutionalised patriarchy along with it. Feminist activists must contend with intensified repression, which can be seen in everything from restrictions on funding, to digital threats, to increased state surveillance. Finally, there remains a considerable lack of funding for feminist movements to face these challenges.

Taken together, these trends could seem crushing. Yet day in and day out, the work continues. Social change, both big and small, is constantly happening. In make-shift meeting rooms and theatres, in online platforms and government offices, in hospitals and in the streets, women, girls, trans and intersex people are



FemFund supports women's rights and feminist communities in Poland by mobilising flexible resources.

growing their movements, resisting violence, advancing human rights and demonstrating in countless ways that feminist activism works. Grantee-partner Rural Women's Assembly is confronting extractive industries, land grabs and increased repression head-on by strengthening rural women's leadership in nine countries across Southern Africa. The group organises annual trainings and a popular feminist school where rural women can deepen their analysis and understanding of the issues they face, including how land access issues are linked to racism, patriarchy and capitalism. Rural Women's Assembly is also working to advance food sovereignty and sustainable rural livelihoods.

The bravery and perseverance of feminists in rural Africa is matched by their sisters in Poland who are currently facing an extreme backlash against women's rights. In November 2017, in the midst of an incredibly hostile climate, three young feminist activists launched FemFund, the first and only women's fund in the country. Mama Cash was honoured to support this crucial initiative by making a grant to FemFund in 2018. FemFund is providing flexible small grants through a participatory grantmaking model, and encouraging feminist philanthropy at both community and national levels. The fund has already recruited a solid base of individual donors and is helping make feminist movements in Poland more resilient and resistant to attacks on human rights.

Mama Cash is also pleased to be part of the feminist activism at work here in the Netherlands. We were thrilled to make a second round of grants from our new Spark portfolio, which focuses on Dutch feminist activism, and to support a visit by the venerable activist-scholar Angela Davis as part of a week-long programme in Amsterdam on activism, art and education. At a time when nationalists are demanding that we forsake global humanity, sponsoring this cross-border and inter-generational learning exchange allowed us to add Mama Cash's political voice to the chorus of resistance against racism, homophobia, xenophobia and patriarchy.

Mama Cash was also delighted to support the Amsterdam premiere of the Sex Worker's Opera. In two weeks of sold-out performances, sex workers took to the stage to tell their own stories in their own words. It was a powerful example of how feminist activists are using their creativity and artistic expression to provoke and inspire, to move us and give us hope. We were pleased to boost our support for 'artivism' this year with the launch of the CreatEquality! initiative, a special project generously supported by the Dutch Postcode Lottery. Through art, feminists worldwide are reaching new audiences, changing people's minds and rousing them to think and act in support of gender equality. It is just one of the many exciting ways that feminist activism works to bring about radical change and create a more peaceful, joyous, just and sustainable world.



# Grantmaking and accompaniment

Mama Cash's grantmaking and accompaniment is driven by the conviction that giving the right kind of support to the collective action of intersex and trans people, girls and women will effect profound social and environmental change – change that is urgently required for a just and joyous world.

## Our approach

Mama Cash knows that feminist activism works. We support both emerging and established groups to build strong feminist movements to advance the rights of intersex and trans people, girls and women. We fund groups that are self-led and working on under-addressed and contested issues. Our grantee-partners include activists most affected by injustice – girls and young women, Indigenous women, women with disabilities, lesbian and bisexual women, trans people, sex workers, intersex people and many others. They are resisting oppression in their lives, holding the line to protect hard-won gains and transforming our world by building the realities they envision and reach for every day.

To support bold, creative and resilient groups, Mama Cash provides funding that is core, flexible and longer-term – what we refer to as 'better funding'. Better funding enables groups to plan ahead, respond to new challenges and opportunities, and set their own agendas. It allows grantee-partners to direct their funding where they decide it is needed based on their experience, knowledge and assessment of their situations. Core, flexible and longer-term funding is responsive to the demands of the feminist movements we support, and is particularly critical at this moment of heightened violence and repression of progressive social movements.

## Our impact

When groups of people who are affected by an issue come together to collectively address that concern, the impact of their work is much stronger. The groups we support are organising their communities to understand and assess their reality, strategise about possible actions and then work to build the political change they long for. The impact of the work of our grantee-partners is seen on different fronts. They are changing the common beliefs, practices and behaviours of their communities so that the lives and leadership of intersex and trans people, girls and women are valued, protected and respected. They are working to change laws and policies so that their rights are protected and promoted. They are resisting attempts to repeal good laws or to enact new laws that violate their rights and freedoms. The guiding principle of all of our grantee-partners is to transform the ways in which power is organised and shared so that more intersex and trans people, girls and women can enjoy free lives filled with love, community and beauty. (Please read about examples of our and our grantee-partners' impact in the section 'Mama Cash's contribution to change' on page 53.)

## Grantmaking

Most of our grants are made through three thematic portfolios – Body, Money and Voice – and as part of our strategy to strengthen women’s funds. In addition, we provide accompaniment grants to strengthen the skills, knowledge and networks of our grantee-partners and the movements we support. We also make opportunity grants to respond to requests that reflect our values and fit our vision, mission, and theory of change, but do not meet other grantmaking criteria.

We also make grants through our newest portfolio, Spark. Grants in the Spark portfolio aim to back and bolster the activism of intersex and trans people, girls and women in the Netherlands. The Spark portfolio uses a participatory decision-making model: decisions about funding are made by a steering committee of feminist activists working in the Netherlands. The Spark portfolio celebrates Mama Cash’s roots in Dutch activism and the positive impact made by this model of funding on local, grassroots activism in the Netherlands.

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

## Accompaniment

Mama Cash does more than give money in support of women, girls’, trans and intersex people’s work. We also provide resources that complement our core funding and support groups to reach their goals and fulfil their mission. We call this type of support ‘accompaniment’. Accompaniment is about supporting grantee-partners to sharpen their skills, knowledge and networks in 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 support. Accompaniment happens through:

- Financial support to cover the strengthening of skills and knowledge, 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.

- 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.

In 2018 we launched a new Pathways tool that will allow us to better understand the accompaniment needs of our grantee-partners and plot how we can together meet these identified needs.

## Grantmaking key facts and figures

- The total amount granted increased by 8% compared to 2017.
- Of the 170 grants, 101 (59%) were renewal grants to existing grantee-partners. Renewals represented 76% of our total grantmaking budget.
- Another 63 grants – 49 awarded by Mama Cash and 14 by the Red Umbrella Fund – were to groups we have not previously funded.
- In total, 87 grants were single-year grants and 77 were multi-year grants. Multi-year grants accounted for 54% of our total 2018 grantmaking budget.
- Six grants were amendments to open grants.\*
- All 29 of the grants given by the Red Umbrella Fund were multi-year grants, 14 of which were first-time grants.

For more details about our grantmaking, see ‘2018 at a glance’ on the next page. Please note: In the ‘Meet our grantee-partners’ sections that follow, we list only grantee-partners that were awarded grants in 2018. The lists do not include grantee-partners with open grants awarded in previous years.

\*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 if additional funding becomes available.

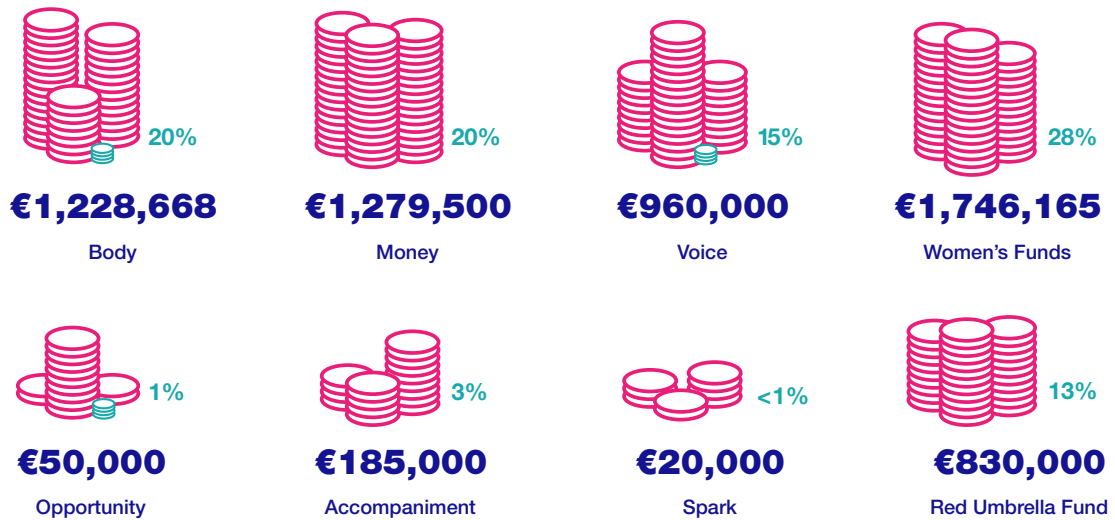
# 2018 at a glance

grants | **170**

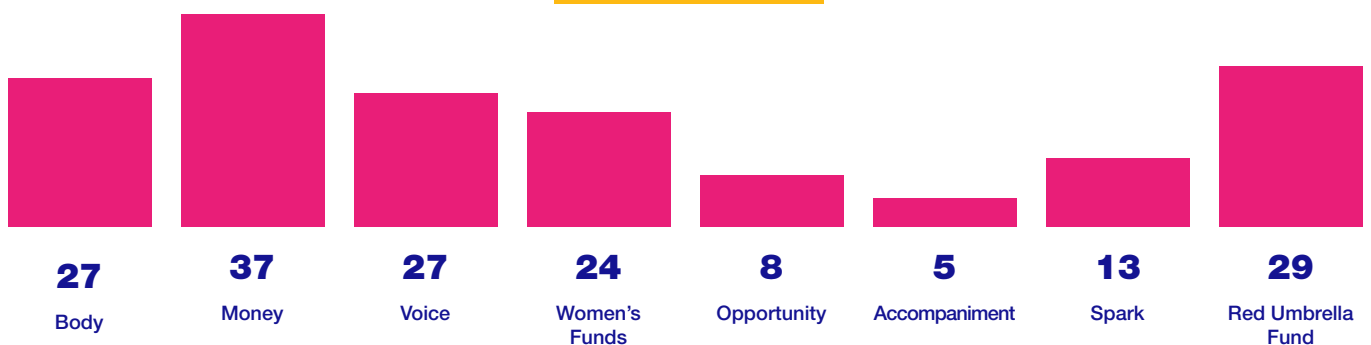
women's, girls', trans and intersex people's groups & women's funds | **161**

countries worldwide | **65**

## Total grant amounts and percentage of grant expenditure per portfolio



## Grants per portfolio





# Body portfolio

Number of grants | **27\*** Total amount granted | **€1,228,668** Average amount per grant | **€45,506**

## We celebrate our bodies and choices

**Mama Cash supports women, girls, trans and intersex people who are celebrating and defending control over their own lives, bodies, identities and sexualities. They are challenging practices, social norms and policies that limit their freedom to be themselves.**

### Body in 2018

Gender-based violence and women's right to bodily autonomy were much talked-about topics around the globe this year. After decades of relentless activism, voters in the Republic of Ireland agreed to amend the country's constitution and make way for the possibility of abortion rights legislation. In December the Irish President signed a new law granting women access to abortion in the first 12 weeks of pregnancy, and beyond 12 weeks under some circumstances. Uruguay saw its first conviction for femicide under a new law, adopted in 2017, which codified gender-based violence against women as a particular form of violence. There were also gains for trans people in 2018. Pakistan's parliament passed a law guaranteeing basic rights for trans people, including employment rights, access to health care, inheritance rights and more. Several European countries – including Portugal and Luxembourg – adopted legislation that emphasises the right of trans people to self-determination. The laws eliminated degrading restrictions, such as the need for a mental disorder diagnosis to access health care or change identity documents.

In 2018 Mama Cash funded groups and coalitions working to challenge violence, advocate for reproductive justice, and transform social norms related to gender, sex and sexuality. Sentra Advokasi Perempuan Difabel dan Anak (SAPDA) advocates for the rights of disabled

women in Indonesia, with a focus on ensuring that they have access to services and resources. SAPDA worked closely with government departments and municipal officials this year to expand their support to disabled women in new cities and districts. SAPDA also worked with different state bodies to draft legislation and policies on a wide range of issues of importance to disabled people, including support for survivors of violence and improved physical accessibility in state-owned facilities. SAPDA's feminist activism is working: disabled women and girls are gaining access to health care, counselling and legal services.

Mama Cash also supported Women's Health and Equal Rights (WHER) Initiative, which advocates for the rights of sexual minority women in Nigeria. WHER is active in regional and international advocacy forums, including the United Nations and the African Commission for Human and People's Rights (ACHPR). At the ACHPR sessions, WHER presents information on the rights of women, including its own research. In 2018, as a result of the group's efforts, the Nigerian government was for the first time openly challenged by ACHPR Commissioners in relation to the treatment and protection of women from sexual minorities. Through its advocacy, WHER has been able to shift the conversation in regional governance spaces and encourage states to hold their peers accountable for ensuring the rights of their citizens.

\*Includes 7 first-time grants and 20 renewals.



## Meet our grantee-partners

### Anonymous group

€15,000

This queer feminist organisation supports lesbian, bisexual and trans people in embracing their own identities through workshops, training and counselling. The group also educates the media and other human rights organisations about sexuality and gender diversity.

### Anonymous group

€36,000

This group is the only self-organised and self-led lesbian, bisexual and trans collective in Central Asia. It works to build the LBT community and to mobilise LBT people through capacity building, awareness-raising and direct counselling support to its community members.

### Anonymous group

€25,000

This group of trans men, and lesbian, bisexual and queer women advocates for the recognition of their rights in society and in other human rights movements where they are not visible. The group provides safe spaces for people to meet and share their experiences, learn about their rights and support LGBTQ people to access health care.

### Bangladesh

### Anonymous group

€25,000

This group works for the human rights of girls, women and trans people.

### Bulgaria

### Bilitis Resource Center Foundation

€50,000

An organisation of lesbian and bisexual women, and trans and intersex people, Bilitis plays a leading role in LGBTI activism in Bulgaria. The group is an important advocate for broadening hate crimes legislation to include LGBTI people as targets of hate crimes and for registered partnership regardless of the gender of the partners. It also engages in strategic litigation for legal gender recognition and organises Sofia Pride in collaboration with other Bulgarian organisations.

## Colombia

### Colectiva Polimorfis

€40,000

Colectiva Polimorfis 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'. The group works to make visible the violence that women with functional diversity face and collectively organises to resist this violence. Colectiva Polimorfis 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.

## El Salvador

### Mujeres de Xochilt

€72,168

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.

## Germany

### Internationale Vereinigung Intergeschlechtlicher Menschen – Organisation Intersex International Germany

€25,000

This intersex rights group advocates for the self-determination and bodily integrity of intersex people, and de-medicalisation and de-pathologisation. The group raises awareness of intersex people's lives and experiences through research, advocacy and media communications, and brings intersex people together for peer support and information-sharing.

## India

### RAHI (Recovering and Healing from Incest) Foundation

€60,000

RAHI (Recovering and Healing from Incest) 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.

## Indonesia

### Sentra Advokasi Perempuan Difabel dan Anak (SAPDA)

€69,000

This organisation 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 to ensure that the rights of disabled women and disabled girls are respected, and works to end violence against them.

### Talita Kum

€45,000

Talita Kum is an organisation of lesbian, bisexual, trans and queer people in Surakarta and greater Central Java. The group creates spaces for LGBTQ people to engage in dialogue, support their peers and experience self-acceptance. The group offers counselling and assistance to survivors of violence. This grant supports Talita Kum to work closely with Qbukatabu, another Indonesian LGBTQ group. Qbukatabu brings a feminist and queer political perspective to online platforms, including social media, and provides information about sexuality, gender and identity to LGBTQ people. Both organisations aim for LGBTQ people to be recognised as authorities over their own lives and as citizens with rights.

## Kyrgyzstan

### Nazyk Kyz

€30,000

A disabled women's group in Bishkek, Nazyk Kyz advances the rights of women with disabilities, with a particular focus on ending violence and promoting reproductive justice. The group's strategies include raising public awareness about the rights of disabled women, providing women with information and training on human rights and leadership skills, and advocating for improved state policies related to disabled women, including health care and education.

## Lebanon

### The A Project

€50,000

The A project is challenging norms about bodily autonomy, reproduction, identity and sexual pleasure in Lebanon. The group does this by running sexuality hotlines and support groups. It also produces multimedia that approaches reproduction and sexuality from a feminist perspective, documents personal narratives, and contributes to the body of research on sexuality in Lebanon.

### Kohl: a Journal for Body and Gender Research

€70,000

Kohl Journal is a progressive, feminist journal on gender and sexuality in the Middle East, South West Asia and North Africa. It provides a platform to promote independent knowledge produced by feminist scholars and activists in the region. The journal aims to challenge and change the norms governing sex, sexuality and gender, and to ensure that women and trans people from the region play a central role in defining, or redefining, their own realities and challenges in the areas of sexuality and gender.

## Malawi

### **African Sexuality, Disability and Rights Coalition**

€70,000

African Sexuality, Disability and Rights Coalition advocates for the rights of people with disabilities to control their own sexuality and reproductive lives – a perspective that is often absent in mainstream sexual and reproductive health and rights and disability rights activism. The coalition addresses this gap by engaging with African disability rights and sexuality rights movements, encouraging broader recognition of how issues of disability, gender and sexual rights intersect. 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.

## Mexico

### **Fondo de aborto para la justicia social (Fondo MARIA)**

€60,000

Fondo MARIA has supported and advocated for abortion access in Mexico since 2009, when Mexico City decriminalised abortion. The fund supports women seeking legal abortion services and advocates for changes to laws that restrict reproductive autonomy in Mexico. Fondo MARIA also supports 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)**

€45,000

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

## 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. The group works to de-normalise and end the violence that is part of daily life for girls and young women in communities ruled by gangs and patriarchal norms. MOMUNDH uses research and documentation to raise awareness about violence against women, and supports young women and girls to use media and creative expression to raise awareness of the violence that they face.

## Nigeria

### **Women's Health and Equal Rights (WHER)**

€120,000

Women's Health and Equal Rights provides a platform for the promotion of the well-being and protection of sexual minority women in Nigeria through advocacy, education, empowerment and psycho-social support. The group works to increase the visibility and participation of women in Nigeria.

## Russia

### **Silver Rose**

€52,500

This group of sex workers in Russia developed from a peer support group in St. Petersburg to a national organisation with representation in several different cities. Silver Rose engages in advocacy to ensure that sex workers can lead safe and self-determined lives, and that their human rights are recognised. The group lobbies for the decriminalisation of sex work in Russia. Through peer groups, Silver Rose provides sex workers with a safe place to find support. The group also offers psychological counselling and legal support.

## Slovenia

### **Institute TransAkcija**

€20,000

Institute TransAkcija is a transfeminist organisation created by and for trans people. The group challenges Slovenian society's beliefs about gender and sexuality through films and articles about the lives of people in the transfeminist community. The group raises the visibility of trans people in society and in other human rights movements, and advocates for state recognition of the rights of trans people.

## South Africa

### **One in Nine Campaign**

€40,000

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

### **Transgender and Intersex Africa (TIA)**

€65,000

TIA advocates for the rights of Black trans and intersex people in South Africa. By providing safe spaces and peer support, and conducting research and advocacy aimed at health-care institutions and governmental bodies, TIA improves recognition and protection for the rights of trans and intersex people. The group raises awareness of trans and intersex rights by engaging the media and publishing articles online.



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: Lisette Sonsonate*

## Venezuela

### Feministas en Acción Libre y Directa por la Autonomía Sexual y Reproductiva (Faldas-R)

€15,000

This feminist collective in Venezuela works to influence the public debate about abortion and advance women's right to make their own reproductive choices. Faldas-R deconstructs myths about abortion, aiming to overcome religious and conservative ideologies. The collective gives women information about abortion and reproductive health, runs a support hotline for women, organises events and workshops, and works with other organisations to build a common agenda for reproductive justice in Venezuela and the region.

## Regional: East, South and Southeast Asia, and Oceania

### Intersex Asia

€25,000

Intersex Asia is a collective of intersex people from South, East and Southeast Asia that focuses on promoting respect for bodily integrity and freedom from violence and discrimination. The collective also advocates for the de-pathologisation of intersex people and engages with decision-makers at national, regional and international levels to ensure that laws and policies protect the rights of intersex people.

## Regional: Africa and West Asia

### Sanabel Queer Collective

€20,000

The Sanabel Queer Collective is a network of activists who want to give a political voice to queer women and trans peo-

ple in North Africa and the Middle East. Through art, radio and film, the collective uses language and ideas that resonate with Arabic-speaking communities. The group challenges norms about gender binaries and sexuality, and uses old, new and emerging language and concepts about love, wellness, health and rights to give voice to the lives and experiences of queer women and trans people.

## Regional: Europe, and Central and North Asia

### The Trans\* Coalition in the post-Soviet Space

€54,000

This coalition of trans people works with trans organisations in countries in the former Soviet Union. Through advocacy, community building and documentation, the Trans\* Coalition is working to improve the quality of life of all trans people in the region.

# Money portfolio

Number of grants

**37\***

Total amount granted

**€1,279,500**

Average amount per grant

**€34,581**

## We fight for economic and environmental justice

**Mama Cash supports groups and movements to advance labour rights and environmental justice for women, girls, trans and intersex people.**

### Money in 2018

Grantee-partners in the Money portfolio are demonstrating the diverse ways that feminist activism works to bring about transformative social change. Some are building alliances, establishing solidarity networks and participating in demonstrations to shape public opinion about the labour of women, girls, trans and intersex people. Others are at the frontlines of struggles to resist environmental injustice, fighting for their right to participate fully in decision-making about the environment and building alternatives to unjust, unsustainable social systems.

Aprosex is a self-led group of sex workers in Spain that is countering stigma and discrimination against sex workers and demanding recognition of sex work as work. In 2018 members of Aprosex founded the first all sex worker union in Spain, OTRAS (*Organización de Trabajadoras Sexuales*) against the backdrop of an anti-sex worker political climate. The public announcement of the union was met with a severe backlash from conservative members of the public and from the government. OTRAS responded with a massive show of strength, holding rallies, demonstrations and several public meetings with members and allies. The actions marked an important turning point for sex worker visibility in Spain.

Women's Labor and Employment Initiative, known as KEIG, is a platform of 32 activist and women's organisations from across Turkey. KEIG is the only network working on women's economic empowerment in the country. It too is working in a repressive context, with women's departments being undermined at all levels of government. In 2018 KEIG developed its response to the

government's strategy and rhetoric around cooperatives, which the current government has promoted as the solution for women's low participation in the workforce and for reducing the country's reliance on exports. KEIG is looking more deeply at women's cooperatives to determine when and how they can play an economically transformative role for women. KEIG has cultivated partnerships between women's cooperatives, both inside and outside of the network, and municipal bodies that play an important role in supporting local cooperatives. With the support of researchers and labour lawyers, KEIG has published research on the experiences of their members, the role of cooperatives in achieving economic justice, and some of the pitfalls that could further entrench injustice and patriarchy in the economic system. KEIG's work has been widely referred to in the media and has strengthened the women's cooperative movement in Turkey.

BAI Indigenous Women's Network is a national network of Indigenous women's organisations and Indigenous women leaders in the Philippines. The network campaigns for Indigenous women's right to land, resources and self-determination, and resists development aggression and militarisation in the country. BAI believes that building a strong network led by and working for Indigenous women is necessary for effective advocacy, and to strengthen and ensure Indigenous women's participation in decision-making on policies and programmes that affect them and the environment. BAI puts forward the demands of Indigenous women and communities in government consultations on human rights, development projects and social service policies.

\*Includes 10 first-time grants and 27 renewals.



# Meet our grantee-partners

**Anonymous group**  
€25,000

This organisation for and by sex workers works for the socio-economic well-being of sex workers in oil producing states. They work to empower and strengthen the voices of sex workers, and advocate for their health, social and human rights, including the rights of sex workers living with HIV. They do this through collaborations, networking, outreach, empowerment, advocacy and the promotion of a harm reduction approach to sex work.

**Anonymous group**  
€35,000

This self-led sex worker organisation works to strengthen the 'self-recognition', or self-esteem, of women sex workers, helping them to eliminate internalised feelings of guilt about their work. The

group also works to change the views that society has of sex work, with the overarching message that sex work is work and should be treated as such.

**Anonymous group**  
€36,000

This collective promotes Indigenous women's leadership in local leadership structures and advocates for their involvement in decisions about land use and access to natural resources. The group supports the development of Indigenous women's knowledge, leadership and advocacy skills so they are better equipped to participate in decision-making at the community level, with a specific emphasis on Indigenous women's right to land.

**Anonymous group**  
€45,000

This women-led resource centre strengthens Indigenous and marginalised women's organisations that are campaigning for gender equality and women's rights to land and natural resources. The group particularly focuses on mining-affected communities.

**Anonymous group**  
€40,000

This organisation strengthens women garment workers individually and collectively. The group supports women garment workers to bargain for better conditions at the household, community and factory levels.

### **Anonymous group**

€50,000

This network of sex worker organisations envisions a world where sex work is recognised as work. The network uses a number of strategies to realise this vision, including: strengthening the voices of sex workers at local, national and international forums to fight violence and oppression; promoting cross-movement dialogue; seeking an end to state impunity; and, enabling access to justice and public entitlements.

### **Argentina**

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

€10,000

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 a common political agenda.

#### **Asociación de Mujeres Meretrices de la República Argentina (AMMAR)**

€20,000

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.

#### **YoNoFui ('It wasn't me')**

€20,000

YoNoFui operates as a non-hierarchical collective. It is made up primarily of women who were formerly incarcerated. The group works with women who have been released

from prison and women under probation, who face stigma and discrimination in accessing the job market. Using creative techniques like working with arts and crafts, the group helps women redefine their identities and find decent work.

### **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, 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**

€30,000

This group of women from various collectives in Altamira, Brazil, is building a women's coalition to mobilise for direct action and policy advocacy to oppose the building of hydroelectric dams in the Xingu River (Amazon Basin). Despite the large social movement opposing the Belo Monte dam, this is the only group that is focusing on the impacts of such large-scale development projects on women in particular.

### **Burundi**

#### **Cadre de Concertation des Associations des Veuves du Burundi (CCA VB)**

€10,000

CCA VB is a self-led collective of ten associations of widows based in Bujumbura, Burundi. The group defends women's rights, particularly the right of widows to own land and have access

to livelihoods. The group provides legal assistance to widows who have been dispossessed of their lands, and trainings on economic rights and conflict resolution on land management. CCA VB also lobbies and advocates to change laws and policies in Burundi.

### **Dominican Republic**

#### **Organización de Trabajadoras Sexuales (OTRASEX)**

€25,000

OTRASEX works on promoting the human rights of cis-women and trans sex workers. The group focuses on labour rights, sexual and reproductive health, promoting self-care, and addressing stigma and discrimination against the sex worker community. OTRASEX also provides training and workshops to sensitise the military, the police force and health centre professionals about the rights of sex workers.

### **El Salvador**

#### **Grupo Semillas de Libertad**

€20,000

Grupo Semillas de Libertad is a self-led organisation of young women and girls in San Salvador. In addition to its work to protect the environment, the group promotes the rights of young women and girls through trainings, networking and alliance building with other youth and environmental activists. The group also advocates to change and improve policies on access to food, land and water.

### **Fiji**

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

€45,000

DIVA for Equality is a feminist collective of lesbians, bisexual women, transgender men, transmasculine, and gender non-conforming women and people 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 LGBTIQI+ people. They mobilise their communities around social, economic and environmental issues.



Their activism and support include 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.

### Guatemala

#### Consejo de Mujeres Indigenas y Biodiversidad (CMIB)

€40,000

CMIB is a network of 16 Indigenous women's organisations in Guatemala that focuses on lobbying and advocacy in local, national and international spaces on climate change, agriculture, food sovereignty and biodiversity. The network focuses on valuing ancestral knowledge and the conservation of 'Mother Earth'. In its national and international advocacy, CMIB reclaims the rights of Indigenous women to represent the land they live on and to resist the violence they experience as women and as Indigenous people.

### Honduras

#### Grupo Artemisa Honduras

€10,000

Grupo Artemisa is a feminist, self-led organisation of young women, lesbian and bisexual women in Tegucigalpa, Honduras. The group engages in awareness raising, alliance building and advocacy on sexual and reproductive health and rights, environmental justice, and human rights and access to justice. Artemisa strives for gender equality in Honduras.

### 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

This group unites low-income, single women in the state of Rajasthan. Association members claim their rights to land and property, and access to government entitlements. ASWA's members, through the activities of the association, fight for their right to live in dignity and become active citizens and community leaders.

### Indonesia

#### SERUNI (Serikat Perempuan Indonesia – Indonesian Women's Organization)

€45,000

This grassroots women's organisation advocates for gender equality and women's rights in Indonesia. The group works on environmental justice issues, women's access to services, gender-based violence, and labour rights. SERUNI's work in the area of environmental justice includes advocacy and campaigning for women's land rights, and against land grabbing and environmental degradation, such as haze pollution and unsafe water.

### Kenya

#### Daughters of Mumbi Global Resource Center

€14,000

The Daughters of Mumbi Global Resource Center is a membership organisation based in Gitaru, Kenya that focuses on gender justice, food sovereignty, human rights and dignity. The group engages in advocacy on food sovereignty and participates 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.

### Kyrgyzstan

#### Public Association Shah-Aiym

€15,000

This network 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. 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.

### Malaysia

#### Persatuan Sahabat Wanita Selangor (PSWS) – Friends of Women

€60,000

This women workers' organisation gives empowerment and leadership trainings on labour organising to women workers so they can take up leadership positions in existing labour unions or organise new unions. PSWS trains employees of electronics, garment and agriculture companies, as well as home-based workers, domestic workers and contract cleaning workers. In cooperation with women's rights and labour organisations in Malaysia, PSWS also advocates for improved national legislation and implementation of existing laws on issues such as minimum wage, sexual harassment in the workplace and migrant workers' rights.

### 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's campaigns target employers and raises awareness to promote the notion that domestic work is work and that working conditions should improve.

## Mexico

### **Agua y Vida: Mujeres, Derechos y Ambiente** €25,000

Agua y Vida is a self-led eco-feminist organisation composed of Indigenous, migrant and Black women in Chiapas, Mexico. The group promotes women's rights to water, land, territory, food and a healthy environment through knowledge sharing, awareness-raising campaigns and participatory research.

## Nigeria

### **Wanel-aedon 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 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 to defend their rights and to stand against the use of their land for the construction of the Cross River super highway.

## Pakistan

### **Da Hawwa Lur** €30,000

Da Hawwa Lur, an organisation working for the rights 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.

## Philippines

### **AMIHAN Northern Mindanao Region (NMR)** €70,000

AMIHAN NMR organises, supports and builds the capacities of community-based peasant women's groups fighting for their

land and human rights. With a membership of 62 groups representing over 12,000 women workers and farmers, AMIHAN NMR has campaigned against the expansion of corporate plantations and supports women human rights defenders who are speaking out against evictions, destruction of property and confiscation of community lands. As communities in this region often contend with natural disasters, AMIHAN is prioritising a climate change response programme.

### **BAI Indigenous Women's Network** €34,000

This national network of Indigenous women's organisations and leaders advocates and campaigns for Indigenous women's rights to land, resources and self-determination. BAI believes that building a strong network of Indigenous women in the Philippines is necessary for strong advocacy. The group is focused on strengthening the capacities of network members to articulate their agendas and participate in decision-making spaces.

### **SABOKAHAN – Unity of Lumad Women** €12,500

SABOKAHAN is an Indigenous women-led membership organisation of Lumad women in Mindanao, Philippines. SABOKAHAN works to protect Lumad women from violence, implement sustainable community-based livelihood programmes, and defend Indigenous lands from land grabbing, corporate plunder and deterioration caused by large-scale corporate mining, logging, dam construction projects and monocrop plantations.

## Senegal

### **And Soppeku** €30,000

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.

## South Africa

### **Rural Women's Assembly (RWA)** €35,000

RWA is a self-led regional network of rural women active in the land rights movement in Southern Africa. RWA builds connections and strengthens organising by rural women involved in defence of the commons. They also work on increasing the visibility of rural women, mobilising and advocating for food sovereignty, climate and environmental justice, and sustainable rural livelihoods. RWA operates in nine countries in Southern Africa – Lesotho, Namibia, Malawi, Mauritius, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe.

## Spain

### **Asociación Mujeres con Voz** €25,000

This feminist collective of migrant women in the Basque country works for the empowerment and autonomy of migrant women in the region, particularly those engaged in domestic and care work. The collective aims to organise migrant women and provide them with tools to critically assess their position in society and come up with strategies for change.

## Sri Lanka

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

Red Flag Women's Movement 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.



SABOKAHAN (Unity of Lumad Women) at a protest against martial law in the Philippines.

### Turkey

**Women's Labor and Employment Initiative Platform (KEIG)**  
€50,000

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

### Uganda

**Organization for Gender Empowerment and Rights Advocacy**  
€25,000

Organization for Gender Empowerment and Rights Advocacy is a registered membership organisation for lesbian, bisexual, queer and trans sex workers, and refugee sex workers living and working in Uganda. The group works to ensure that sex work is seen as work, and that LBT and refugee sex workers are visible within the sex worker and queer movements in Uganda. The group also conducts research about sex workers' experiences and produces documentation on how to meet the needs of LBT and refugee sex workers.

### United Kingdom

**English Collective of Prostitutes**  
€80,000

This group of former and current sex workers informs sex workers about their rights and provides legal counsel and advice. The only collective of women and trans sex workers in the UK, this group is a leader in the Global Convening of Commonwealth Countries on Campaigning for the Decriminalisation of Sex Work. The group promotes the economic rights of sex workers through advocating for decriminalisation.

# Voice portfolio

Number of grants

**27\***

Total amount granted

**€960,000**

Average amount per grant

**€35,556**

## We make our voices heard and heeded

**Mama Cash supports women, girls, trans and intersex people who are advancing their right to self-determination, self-representation and artistic expression, and bringing their stories and knowledge to the centre of public discussions.**

### Voice in 2018

Although the repression of organising intensified around the world, feminist activists were persistent in demonstrating that their activism, when funded, can work against all odds. Voice grantee-partners worked relentlessly this year to ensure that their voices were elevated rather than shut down. They asserted that their voices have the power to shape the narratives that influence our understanding of the world – and they raised questions about who is allowed to produce knowledge and art, to determine what is newsworthy, and to hold decision-making positions.

Despite the election in 2018 of an openly sexist, homophobic and racist right-wing president in Brazil, Fundação AzMina managed to stay positive and continue to successfully advance feminist social change in the country. Since its founding three years ago, this association of feminist journalists has contributed to an increased presence of feminism in public debates and women's magazines. Fundação AzMina is building on its successes and working to become an even stronger voice against patriarchy, sexism, queer-antagonism and racism in Brazil.

Thanks to its relentless advocacy, Anjali-Mental Health Rights Organisation has been successful in bringing the needs of women with psycho-social disabilities to the fore in India. Women in the government hospitals where

Anjali operates have been empowered to take part in decision-making processes affecting their daily lives. Anjali has also been able to reclaim the voting rights of former mental health patients, which is essential for them to participate equally in decision-making and make their voices heard.

In Serbia, new grantee-partner Femix-Network of Female Creativity has shown us that resistance and change can also be fun and pleasurable. The group is challenging the sexist and stereotypical approach to gender roles in popular culture and defending the artistic freedom of expression of girls and women, particularly in music. Moved by the belief that changes in pop culture can trigger wider changes in society, Femix supports the creation of feminist role models for girls. The network works with stakeholders in the music and culture sectors to help them recognise sexism and inspire them to take action against it. Femix is showing the world that feminist activism not only works, it *rocks!*

\*Includes 8 first-time grants, 17 renewals and 2 amendments.

Femix in Serbia organises Girls Rock Camps to help raise a generation of girls who will not only make music, but will make themselves heard.



# Meet our grantee-partners

## Anonymous group

€10,000

This association of women living with disabilities aims to empower women and to build up a feminist community in their country. Through workshops and events, they address issues of domestic violence, sexual harassment and lack of access to public spaces. By documenting their realities and communicating through social media, they speak out and create awareness about the diversity in and values of their community.

## Anonymous group

€20,000

This queer, feminist, grassroots, community-run group believes that embracing diversity is the key to solving social issues. The group promotes mindful learning within its community by bringing together

people of different backgrounds and with different skills to learn, challenge, discuss and create with each other. The group's key activities include research and education, innovation and design, art for social change and community building.

## Anonymous group

€40,000

This feminist media platform focuses on educating young people about feminism and developing a feminist consciousness among them. The platform serves as a young feminist portal for resource and documentation on anything related to feminism, and it gives space to people, particularly young women, to break the silence on their experiences of sexism and raise their voices.

## Armenia

### Women in Black Armenia

€40,000

This anti-militaristic, feminist group advocates peace and democratic values in Armenia by encouraging and supporting young women's activism. Women in Black Armenia organises workshops and public actions on feminism, peace and activism with the aim of bringing more young women into the movement and challenging 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 the movement with the energy and motivation of a younger generation of activists.

## Bangladesh

### Women with Disabilities Development Foundation (WDDF)

€60,000

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

## Botswana

### Rainbow Identity Association

€40,000

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.

## Ecuador

### Asociación Silueta X

€40,000

This self-led trans group advocates for the rights of trans people to access education, health care and employment. The group organises trans people in the Guayas province and has conducted research that highlights 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 to build the advocacy skills of the trans community in Ecuador.

## Egypt

### Ikhtyar for Gender Studies and Research

€40,000

'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.

## Georgia

### Young Feminists

€20,000

This girl-led feminist collective from Georgia works towards the creation of a strong feminist network across the country, both on- and off-line. The collective promotes women's rights and feminism, and supports girls and young women's active involvement in public and political life, challenging gender stereotypes and harmful cultural practices.

## Germany

### International Women Space

€60,000

This refugee and migrant-led women's group works to change the legislative framework in Germany that regulates the status of asylum seekers. The group advocates that gender-based persecution be recognised as a basis for women to be granted asylum. The group provides a safe space for women to meet and tell their stories, and raises awareness that gender-based persecution is political.

## India

### All India Dalit Mahila Adhikar Manch

€70,000

This campaign, which operates across seven states in India, supports Dalit women who are organising to advocate for their rights. Through legal training and the documentation of human rights violations, the campaign contributes to developing Dalit women's leadership in their communities. It supports the emergence of a strong and self-led Dalit women's movement that challenges violence and exclusion resulting from gender- and caste-based prejudice.

## Indonesia

### Aceh Women for Peace Foundation

€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 AWPFF brings women's human rights into political discourse and promotes women's involvement in the public life of Aceh province.

## Kenya

### INUA girls

€5,000

This group of girls provides peer-to-peer mentorship and leadership skills building in secondary schools in the North-Eastern Province of Kenya. The group offers girls a safe and friendly space to freely discuss issues that are often considered taboo, including gender-based violence and reproductive health. INUA helps girls find their individual and collective voice in an environment where girls are not seen as autonomous individuals with their own rights.

## Lebanon

### Knowledge Workshop

€30,000

Comprised of three main components, a Public Feminist Library, the Feminist School and the Storytellers (Women's Oral History) Project, this group organises local and regional events to teach feminism and document women's leadership in Lebanon. Knowledge Workshop makes affordable feminist resources and tools available and documents women's stories. It ensures that the feminist movement is interconnected by supporting and empowering community organisation and political participation of women's groups across Lebanon. The group is mainly composed of queer, refugee and rural women living in Beirut.

## Madagascar

### Association des Femmes Handicapées de Madagascar (AFHAM)

€60,000

This national network of women living with physical disabilities trains its members to develop leadership skills and knowledge of their human rights. AFHAM engages in advocacy toward local and national authorities for adoption and implementation of policies that respect the human rights of women living with disabilities. Through public education efforts and initiatives, AFHAM promotes greater inclusivity in the communities in which it works.

## Mexico

### Las Reinas Chulas Cabaret y Derechos Humanos AC

€50,000

This group of feminist art activists (“artists”) aims to transform forms of discrimination prevalent in Mexican culture, which are characterised by violence and macho attitudes towards women. The group creates political and comic cabaret theatre, highlighting the impact of discrimination on women and society as a whole and bringing consciousness-raising to a new level.

### Proyecto Intersexual

€15,000

Proyecto Intersexual is the only intersex group in Mexico (and possibly the world) that focuses its activism on the value of art as a tool to bring change in the world and support individuals’ sense of self-worth and self-care. Proyecto Intersexual uses creative ways to share the stories of intersex people and raise awareness about the effects of unnecessary surgeries on intersex babies and children. Through photography and other mediums, the group make visible the kinds of bodies that the medical establishment structurally tries to erase.

## Nicaragua

### Agrupacion de Mujeres Trans y Culturales (AMTC)

€20,000

AMTC is a self-led group of young

cis-gendered women and trans people dedicated to advocating for women and trans people’s human rights. Based in Managua, where few groups of women and trans people are working on issues of bodily integrity, sexual and reproductive rights, AMTC provides an important space for reflection and organising.

## Nigeria

### Women Action for Gender Equality (WAGE)

€10,000

This membership-based group brings together predominantly Muslim lesbian, bisexual and queer women, and trans people in northern Nigeria. WAGE provides LBQT people with a platform to exchange experiences, network and create a community in the challenging context of their region. WAGE is also involved in research on the LBQT community of northern Nigeria, and advocacy and awareness-raising.

## Paraguay

### Aireana Grupo por los derechos de las lesbianas

€40,000

This group advocates for the human rights and greater social visibility of lesbians. Addressing discrimination in a politically conservative context, Aireana works from a feminist and cross-movement perspective. The group runs a feminist cultural centre and a radio programme to provide safe spaces for lesbians to speak out and share their experiences, and also provides a toll-free line that offers counselling to LBGTI people on legal and psychological issues.

## Peru

### Chola Contravisual

€10,000

This collective of young feminist communicators aims to provide (young) women and LGBTQI people with the tools to tell their own stories and re-build narratives. They push back against oppressive power structures in Peru both by the collective creation of audio-visual material and the

establishment of physical spaces where young women and LGBTQI people can meet to exchange skills and knowledge.

## Poland

### Trans-Fuzja

€80,000

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.

## Serbia

### Femix Network of Female Creativity

€10,000

This group from Serbia challenges the sexist and stereotypical approach to gender roles in popular culture and pushes for an increase in the participation of girls, young women and female performers in the artistic world, particularly music. Femix supports and encourages girls, young women and female artists to oppose gender stereotypes in music and see themselves as role models for the new generation of female musicians. Moved by the belief that change in pop culture can trigger wider changes in society, Femix works also with stakeholders in the music and cultural production world to make them recognise the existing sexism and inspire them to take action against it.

## Thailand

### Backyard Politics

€25,000

Backyard Politics works with women and feminists in diverse social justice organisations to cultivate an interconnected feminist movement in which individual members are happy, healthy, inspired and supported. Backyard Politics addresses the need to visibilise and challenge gender biases and forms of violence that are often not recognised. The group focuses on the well-being and self-care of feminist



Chola Contravisual at a demonstration for access to safe and legal abortion in front of the Argentine Embassy after a bill to decriminalise abortion narrowly failed.

activists and the creation of safe spaces for them to relax and confront experiences of gender-based discrimination in their private lives as well as in their activist circles.

#### Tunisia

**Chouf**  
€30,000

This collective of audio-visual activists is building an intersectional feminist space by and for women and trans people who are questioning gender roles and challenging patriarchal norms. Chouf supports the LBT community in Tunisia by creating safe spaces, organising knowledge building workshops and self-defence trainings. Chouf also organises the International Feminist Art Festival, Chouftouhonna, which draws queer feminist artists from all around the world.

#### Turkey

**5Harfliler**  
€50,000

5Harfliler is a feminist group of bloggers that works to influence mainstream media's portrayal of women's rights and gender equality in Turkey. 5Harfliler 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'. 5Harfliler facilitates the presence of women's voices and experiences on the internet to challenge their exclusion and raises public awareness about sexism in Turkey.

#### Regional: Europe, and Central and North Asia

**Trans Mreža Balkan (TMB, Trans Network Balkan)**  
€25,000

This self-led regional network for trans, intersex and gender variant people operates in eight countries (Bosnia and Herzegovina, Croatia, Montenegro, Serbia, Kosovo, Macedonia, Slovenia and Albania) to amplify the voices of, and create safe spaces for, the communities it represents. Trans Network Balkan supports the activism and artistic expression of its members with an intersectional and inclusive approach based on the 'nothing about us, without us' principle.



# Opportunity portfolio

Number of grants

**8\***

Total amount granted

**€50,000**

Average amount per grant

**€6,250**

## We act in solidarity

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

### Opportunity grants in 2018

Mama Cash created opportunity grants in 2015 to enable us to support feminist initiatives that are consistent with our mission and values but do not fit our usual criteria. Opportunity grants are an important mechanism that allow us to be responsive to important requests for support from a range of feminist initiatives.

For example, an opportunity grant supported the Sex Worker's Opera to stage its show in Amsterdam's Red Light District on the occasion of the 2018 International AIDS Conference, held in July. The AIDS Conference provided the Opera an excellent opportunity to amplify sex workers' voices before an audience of human rights advocates and public health professionals. The Sex Worker's Opera is a show created and performed by sex workers and their friends. Through theatre, music, dance and multimedia, the performers break through stereotypes and stigma, offering an honest, human portrayal of sex workers' experiences around the world. This grant enabled the performance group to hire a Dutch press officer and hold a video conference with sex workers from South Africa. The opera was featured in numerous national newspapers and on radio and TV programmes throughout the Netherlands, and the show was sold out for its entire two-week run. Stories of sex workers from South Africa were included in the show, underlining the importance of sisterhood and solidarity across countries and continents.

Another grant responded to the tsunami that hit the east coast of Central Sulawesi, Indonesia, in September, causing many deaths and displacing tens of thousands of people. Two of Mama Cash's current grantee-partners in Indonesia, Aceh Women for Peace Foundation (AWPF) and SERUNI, received opportunity grants for their emergency relief and recovery support, particularly for the women and girls affected. Together with other women's organisations, they provided everything from baby formula, food and safe drinking water to diapers, menstrual pads and mattresses for people in several districts in Central Sulawesi.

The Grassroots Women Initiative Network (GRAWINET) in Kenya received an opportunity grant for a campaign to stop violence against women and girls, part of the international '16 Days of Activism Against Gender-Based Violence' campaign organised annually from 25 November to 10 December. GRAWINET's campaign, 'I am someone', focused attention on femicide in post-independence Kenya, where patriarchy, nationalism, military domination and repression are on the rise. GRAWINET shared information on disappeared and murdered girls and women in Kenya, and held a national vigil for all murdered women. The network called on the Attorney General and the Director of Public Prosecution to ensure investigation of the crimes and prosecution of perpetrators.

\*Includes 6 first-time grants and 2 renewals.

With support from Mama Cash, the Sex Worker's Opera came to Amsterdam for its first international run.



# Meet our grantee-partners

## Indonesia

**Aceh Women for Peace Foundation (AWPF)**  
€5,000

This grant to current Mama Cash grantee-partner AWPF supported the purchase and dissemination of emergency relief goods to displaced women and girls in Central Sulawesi in the wake of the September tsunami.

**Serikat Perempuan Indonesia (SERUNI)**  
€10,000

This grant to current Mama Cash grantee-partner SERUNI supported the purchase and dissemination of emergency relief goods to displaced women and girls in Central Sulawesi in the wake of the September tsunami.

## Kenya

**Grassroots Women Initiative Network (GRAWINET)**  
€3,500

This grant contributed to 'I AM SOME-ONE', a campaign that ran during the 16 Days of Activism against Gender-Based Violence. The campaign, which included research, organising a march and a national vigil, raised awareness about cases of femicide in Kenya since independence.

## Netherlands

**Amsterdamse Hogeschool voor de Kunsten/Academie voor Theater en Dans**  
€7,500

This grant contributed to the series of events titled Moving Together: Activism, Art and Education – A Week with Angela

Davis in Amsterdam in May 2018, organised by SNDO (School for New Dance Development). The programme brought together Black scholarship, art and activism with a specific focus on intersectional, feminist, trans and queer perspectives, and created cross-cultural conversations between Dutch-based activists and Davis.

**Sex Worker's Opera**  
€5,000

Sex Worker's Opera is an award-winning repeat sell-out show created and performed by sex workers and friends. Breaking through stigma and stereotypes using music, theatre, dance and multimedia, it offers an unflinchingly honest, upliftingly human portrayal of sex workers' experiences locally and around the world. This grant supported the Sex Worker's Opera's performances in Amsterdam.



**The Ubele Initiative  
(Working on our Power programme)**  
€5,000

This grant supported a nine-month leadership training programme for women, non-binary and trans activists of colour in Europe. The programme aims to contribute to the preconditions of an effective and flourishing movement for systems change, in which womxn of colour lead social change organising. (Note: Working on our Power uses the spelling ‘womxn’ to denote, in their words, ‘an inclusive term to include non-binary, trans, gender fluid and cis women because we recognise that we all suffer under patriarchy’.)

**Regional: Africa and West Asia**

**Initiative for Strategic Litigation  
in Africa (ISLA)**  
€4,000

This grant contributed to ISLA’s work in collaboration with other organisations in response to the attacks on the independence of the African Commission on Human and People’s Rights. ISLA aims to strengthen African human rights systems toward the development of human rights standards with a focus on women’s human rights and sexuality.

**Regional: Latin America  
and the Caribbean**

**Network of Afro-Latin American,  
Afro-Caribbean and Diaspora Women**  
€10,000

This grant supported the organising of the international forum titled ‘Scope and Challenges of the Observatory of the Political Platform of Afro-Descendant Women’, held in Cali, Colombia in October 2018. This forum was an opportunity for Afro-descendant women in Latin America and the Caribbean to exchange experiences and strategies for visibility and social change envisioned before, during and beyond the Decade of Afro-descendant peoples.

# Accompaniment portfolio

Number of grants	<b>5*</b>	Total amount granted	<b>€185,000</b>	Average amount per grant	<b>€37,000</b>
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## We strengthen activism

**Mama Cash supports grantee-partners and women's, girls', trans and intersex rights movements to strengthen their skills, knowledge and networks.**

### Accompaniment grants in 2018

Accompaniment grants provide funding for grantee-partners to learn from and connect with others so that they can build the just and free societies they envision. This grants category allows Mama Cash to provide support that contributes to building the skills, knowledge, networks and connections that are crucial to advancing feminist activism around the world.

For example, this year, Mama Cash provided financial support for a five-day Gender and Technology Institute organised by Tactical Tech – an organisation working at the intersection of technology, human rights and civil liberties. Held in Uruguay, the Institute drew 70 women land rights defenders, Indigenous community leaders and environmental activists from across Latin America, including several grantee-partners of Mama Cash. Many of the activists are facing extreme criminalisation and repression. The Institute provided a forum for them to exchange and learn from their peers and tech experts about digital and holistic security – information vital for them to sustain their activism. Topics included the management of sensitive data, tracking of cell phones, and campaigns designed to discredit and spread 'fake' news. Participants brought their learning back to their organisations. Several organisations developed a follow-up plan to increase security in their local contexts. The grant covered assistance by Tactical Tech's technical experts to help them in this process.

Another accompaniment grant supported the pre-conference of lesbian, bisexual and queer (LBQ) women that took place before the Botswana meeting of the Pan Africa ILGA, the largest membership-based LGBTI organisation on the African continent. Although the situation in Africa is mixed, with progress on LGBTI rights in some countries and deterioration in others, LBQ women in all contexts continue to be a particular target of violence, and are less visible in feminist and LGBTI movements. The LBQ women's pre-conference brought together trans and cis LBQ women so they could exchange experiences and collectively prepare for the main conference, 'Empowering LGBTI Youth: Uniting for an Inclusive Future'. Mama Cash's support enabled LBQ women from across Africa, including some grantee-partners, to participate in the pre-conference.

\*Includes 3 first-time grants and 2 renewals.

A workshop on ancestral knowledge and techniques at the Gender and Technology Institute organised by Tactical Tech.  
Photo: Tactical Tech



# Meet our grantee-partners

## Regional: Africa and West Asia

### Pan Africa ILGA €35,000

This grant covered costs related to the LBQ pre-conference that was held in advance of the Pan Africa ILGA meeting in Gaborone, Botswana in May and June. It also enabled seven Mama Cash grantee-partners to attend both the LBQ pre-conference and the Pan Africa ILGA meeting.

## Regional: Latin America and The Caribbean

### III Encuentro Venir al Sur - Las Reinas Chulas €45,000

This grant supported the 3<sup>rd</sup> 'LesBiTransInter' feminist meeting for Latin American and Caribbean activists in

November in Mexico City. The meeting's goal was to strengthen the voices of activists who are 'othered' in the regional feminist movement, including lesbians, bisexual women, trans and intersex people, and to contribute to transforming the movement.

### Mujeres al Borde €40,000

This grant contributes to the participation of activist representatives of 15 grantee-partners of Mama Cash in a Self-Care and Collective Protection workshop planned for February 2019 in Colombia. The grant also covers the costs of ensuring the space is fully accessible for activists with disabilities.

### Tactical Tech's Gender and Tech Institute €20,000

This grant covered the travel costs of six of Mama Cash's grantee-partners to the Gender and Tech Institute in June in Uruguay. The grant also covered the costs of the follow-up activities for the participating grantee-partners.

## International

### Stars Foundation €45,000

This grant supported the With and For Girls Collective to strengthen girl activists' leadership and enable their participation in donor spaces. The With and For Girls Collective, of which Mama Cash is a member, is an initiative of funders that aims to support girl-led and girl-centred organising globally.

# Spark portfolio

Number of grants

**13\***

Total amount granted

**€20,000**

Average amount per grant

**€1,538**

## We back activist visions

**Spark grants support the local, grassroots activism of girls, women, trans and intersex people in the Netherlands.**

### Spark grants in 2018

In honour of the feminist movement from which we emerged, Mama Cash launched the Spark portfolio in 2017. This new small grants initiative celebrates the ongoing importance of feminist activism in the Netherlands. The work funded through the Spark portfolio in 2018 includes a wide range of social justice causes in the Netherlands. It included initiatives to counter racism and islamophobia, facilitate feminist art production and expression, and promote the rights of lesbian and bisexual women, trans people, migrants and incarcerated women.

In the first year of the Spark portfolio, Mama Cash invited groups to apply for a grant, in consultation with an advisory committee. In 2018 a steering committee of local feminist activists in the Netherlands was established, facilitated by Mama Cash staff. In response to the first open call for applications this year, the Spark portfolio received over 100 proposals. The steering committee decided which initiatives to fund and the amounts to be granted. In the future, we aim to involve past recipients of Spark grants, as well as applicants, in decision-making about the grants. In this way, by centring activists' voices, the Spark portfolio will move toward operating as a more participatory grants mechanism for feminist activism in the Netherlands.

\*Includes 12 first-time grants and 1 renewal.

Daughters of Ivory works to make the LGBTQI scene in the Netherlands more inclusive.



# Meet our grantee-partners

## **Abortion Network Amsterdam**

€1,000

Abortion Network Amsterdam (ANA) is a network that provides support to women who do not have access to safe abortion services. For example, they offer accommodation, assistance with making an appointment at a clinic, translation services, an escort to the clinic and, when possible, loans in order to pay for the appointment.

## **Black Lesbians**

€750

Black Lesbians is a project that aims to increase the representation of the Black LGBTQ community in the Netherlands and break the stereotypes, taboos and stigmas regarding Black lesbian women in particular. This grant will go towards developing an online platform to provide

space for discussing issues relevant to the Black lesbian community.

## **Climate Liberation Bloc**

€1,000

Climate Liberation Bloc (CLuB) was founded in 2017 with the idea of making organised interventions in the current Dutch climate movement, particularly to introduce and push for a feminist, decolonial and intersectional perspective. Based on the conviction that nobody lives single-issue lives, CLuB aims to restore our relationship to the earth and each other by working through difference and strengthening cross-movement collaborations.

## **Daughters of Ivory**

€1,607

A group of queer Black women in Am-

sterdam, Daughters of Ivory is inspired by 'Sister Outsider', a book club for queer Black women organised in the 1980s by Gloria Wekker. They organise activities that focus on issues faced by Black queer and trans women, ranging from actions and demonstrations to safe spaces focused on self-care and healing.

## **FWD: Gher Space**

€2,000

FWD: Gher Space is an Amsterdam-based platform that organises a space for a growing community of womxn, queer and femme identifying DJs. The platform works with music lovers with investments in diverse musical traditions, as well as with VJs, dancers, and artists with different experiences, cultural backgrounds and gender identities in divergent projects and venues.

**FOS'TEN**

€1,607

FOS'TEN, established in 1997, pools knowledge and experience from Surinamese women, age 50 and older, in order to strengthen their positive self-image. Based on the viewpoint that information plays an important role in emancipation and empowerment, FOS'TEN devotes itself to knowledge transfer and the transfer of Surinamese cultural heritage. The group also prepares the older generation of migrant women for the future, for example through digital skills trainings.

**Man.ish Cave**

€1,429

Man.ish Cave developed out of the desire and need to provide a safe and inclusive space for trans masculine individuals on the FTM spectrum, in particular people of colour and refugees. Especially for non-Dutch speakers, adequate support for trans masculine people of colour and refugees is lacking in the Netherlands. Man.ish Cave aims to provide a space where this community can feel free to express their gender identity/expression and sexuality, and support one another.

**Marokkaanse Vrouwen Vereniging Nederland (MNVN) (Netherlands Association of Moroccan Women)**

€2,000

The Marokkaanse Vrouwen Vereniging Nederland was established in 1982 in order to strengthen the social position of Moroccan women. In order to achieve this goal, the MNVN works on the basis of the concrete life experience of women. These are shared during the group's open office hours. By analysing the problem areas that cause (legal) inequality, the MNVN tries to exert influence on policy to improve the lives and protect the rights of Moroccan women.

**Mil Colores (One Thousand Colours)**

€1,500

Already active for 18 years, Mil Colores strives for an inclusive society and, in particular, for the equality, visibility and social acceptance of bicultural LBT

women. Sometimes in collaboration with other organisations, they organise activities and events for this group, which otherwise receives little recognition in the LGBTQI+ world. At the same time, Mil Colores works to create visibility and acceptance for LBT issues in the bicultural community.

**Olave Talks**

€1,500

Olave Talks is a video series (a.k.a. vodcast) in which host Olave Basabose interviews critical LGBTQIAP+ thinkers, doers and creators with the aim of highlighting the knowledge production, strategies and tools developed by intersectional queer feminists. Olave Talks both creates an accessible and living archive of the knowledge, insights and perspectives of marginalised voices, and provides a safer space for guests to share and test their ideas as well as key information pertinent to struggles of the communities they represent and serve.

**Stichting DoVo**

€2,000

Stichting DoVo provides services to Antillean women who are or have been jailed in the Netherlands, especially legal support on a range of issues, such as domestic violence, housing, and education. The group also aims to train previously incarcerated women to enable them to carry out the organisation's activities themselves. This grant supports a series of sessions between Dutch politicians and Antillean women in The Hague to discuss their issues and to come to political solutions.

**Stichting Tempu**

€1,607

When the regular meeting place for the LGBTQ+ community in Zeeland closed last year, Stichting Tempu initiated the project 'Queer in de stad' ('Queer in the city'). The project provides queer people in Zeeland a mobile meeting place – a safe place for the queer community to gather, share experiences and information with one another – and the opportunity to organise workshops.

**Vrouwen Collectief Tegen Islamofobie (Women's Collective Against Islamophobia)**

€2,000

Vrouwen Collectief Tegen Islamofobie is a group that seeks to raise awareness about the position of Muslim women, and to mobilise Muslim women so that they have more backing and support in order to assert their rights. To that end, the collective aims to create a platform in which they foster collaborations and discussions between Muslim women and other allies, for example feminists, anti-racism activists and women's organisations.



Number of grants

**24\***

Total amount granted

**€1,746,165**

Average amount per grant

**€72,757**

# Strengthening women's funds

**We strengthen and sustain women's funds – a key resource base for women's, girls', trans and intersex people's activism around the world.**

## A key role for women's funds

Women's funds are a key resource base for feminist activism and feminist movements. By working nationally, regionally and at the global level, women's funds respond to the needs articulated by local feminist activists and their movements. Through resource mobilisation, women's funds support vital initiatives across a broad range of populations and themes that are often overlooked by broader social justice movements and funders. Mama Cash provides funding and accompaniment support to women's funds so they can engage in their own transformative grantmaking and fundraising.

Ayni, the women's fund of the Foro Internacional de Mujeres Indigenas (FIMI), is the only women's fund dedicated to supporting Indigenous women's groups on a global scale. Ayni supports initiatives led by Indigenous women in Africa, Asia and the Americas, providing them with financial support and opportunities to build their skills and knowledge on different topics, such as leadership and advocacy. The fund brings together Indigenous women activists, leaders and human rights promoters from different parts of the world to coordinate agendas, build unity, and develop leadership and advocacy skills. Ayni works to increase Indigenous women's role in international decision-making processes and in advancing women's human rights, and also to ensure that Indigenous women can make their struggles and activism visible.

## Supporting girl-led organising

Girls and young women are organising everywhere around the world. Although their work is crucial to social movements, their activism is often overlooked. Mama Cash was pleased to collaborate with FRIDA, The Young Feminist Fund, in the publication of the report *Girls to the Front*, the first research initiative to engage girl advisors at every step of the research and reporting process. The report explores the creative and impactful ways girls are bringing about social justice in their communities.

Women's funds – with long trajectories in the field of women's and girls' rights – are well-placed to support girl-led organising, not only financially but also in organisational growth and development processes. Other women's funds, such as Fondo Lunaria in Colombia, the Women's Fund in Georgia, Filia in Germany and Fondo Centroamericano de Mujeres in Central America, all include support of girls' and young women's activism as part of their core commitment. As women's funds develop crucial relationships of trust with the girls' groups they support, they are creating spaces for intergenerational dialogue that helps strengthen the feminist movement. The Women's Fund in Georgia, Ukrainian Women's Fund and Filia have all created spaces to establish a more open line of communication between younger and older feminists.

\*Includes 3 first-time grants, 17 renewals and 4 amendments.



Women's Fund Georgia honours women human rights defenders during its annual Kato Mikeladze Award ceremony.  
*Photo: Women's Fund Georgia*

# Meet our grantee-partners

## Brazil

**ELAS – Fundo de Investimento Social**  
€30,000

Founded in 2000, ELAS – Fundo de Investimento Social is dedicated to investing exclusively in women's leadership and rights to create social impact and change. ELAS works to strengthen women's groups and movements across Brazil with the aim of building a country with gender equity and social justice. This grant was used to support the security of activism in Brazil.

## Bulgaria

**Bulgarian Fund for Women**  
€40,000

The Bulgarian Fund for Women is working to support feminist activism and build

feminist philanthropy in Bulgaria. The fund aims to advance girls' and women's rights, to achieve gender equality, to raise awareness about and eliminate gender stereotypes, all forms of discrimination and gender-based violence. This grant provided core support to the fund.

## Democratic Republic of Congo

**Fonds pour les Femmes  
Congolaises (FFC)**  
€85,000

This national fund supports grassroots women's groups focusing on women's economic empowerment, sexual and gender-based violence, and women's political participation throughout the DRC. This grant contributes to building FFC's organisational capacity and to strengthening its networks and grantmaking in the area of environmental justice.

## Georgia

**Women's Fund in Georgia**  
€116,000

Women's Fund in Georgia supports women's rights groups – particularly LBT groups and groups of young women, girls and disabled women – and raises awareness about the need for other donors to financially support civil society groups to affirm women's rights. In recent years, WFG has created a thematic grantmaking programme focused on environmental justice. This grant supports them to strengthen their work in this area.

## Hong Kong

### HER Fund

€40,000

HER Fund is the only community women's fund in Hong Kong to advance gender equality through grantmaking and capacity building. This grant continued to support HER Fund to implement a new organisational structure and to support the new Executive Director in her role.

## Mongolia

### Mongolian Women's Fund (MONES)

€125,000

The Mongolian Women's Fund supports women's rights activism in several programmatic areas, including: gender equality and discrimination; women for good governance, accountability and transparency; strengthening the women's movement and participation in decision-making; and empowering girls and young women. The fund also actively works on women's rights, climate change and environmental justice, which has become an increasing focus of its grantmaking. This grant supports MONES's work with women's organisations, including capacity building of its own staff and grantee-partners, in the area of environmental justice.

## Nepal

### Tewa, for self-reliant development

€60,000

This national community women's fund supports women's rights groups in Nepal, with a focus on marginalised and rural women. This grant supports Tewa in its grantmaking and the building of local philanthropy in Nepal, specifically in the area of environmental justice.

## Poland

### Feminist Fund (FemFund)

€50,000

Based in Poland, FemFund was established and registered in November 2017 and started making grants in January 2018. FemFund's mission is to empower women's rights and feminist communities

in Poland by mobilising flexible resources for their activism and distributing resources via a participatory grantmaking model. This grant provides FemFund with crucial core support to establish itself and develop its work.

## Serbia

### Reconstruction Women's Fund

€20,000

Reconstruction Women's Fund supports feminist activism in Serbia through core support and rapid response grants to activist groups and stipends to individuals to build feminist knowledge. This grant supported the fund in a strategic opportunity: the second and consolidating year of a national campaign to build feminist philanthropy in Serbia focused on reaching out to, and fostering community, among women and people from outside of the feminist movement in Serbia.

## Tanzania

### Women Fund Tanzania – Empowering Local Heroes (WFT)

€125,000

This national fund provides grants to women's rights groups focused on gender-based violence, economic rights, networking, coalition building and political participation. This grant supported Women Fund Tanzania's grantmaking, movement building and core costs, with a specific focus on the fund's work at the nexus of environmental justice and women's rights.

## Regional: Africa and West Asia

### African Women's Development Fund (AWDF)

€60,932 (Leading From the South Accompaniment Initiative)

The African Women's Development Fund is a regionally operating women's fund supporting women's rights initiatives across the continent of Africa. In its role as a manager of the Leading From the South Fund (LFSF), AWDF also supports organisations in West Asia. This grant is part of a larger accompaniment initiative to support the four women's funds that are managing the Leading

from the South Fund to strengthen their individual and collective capacities in the areas of monitoring, evaluation and communications to enable the funds to effectively manage the LFSF.

## Urgent Action Fund Africa

€125,000

UAF-Africa plays a unique funding role in Africa by providing rapid response grants to women human rights defenders who identify strategic and time-sensitive opportunities to advance women's rights in Africa and by supporting new strategies by coalitions of women and LGBTI people affirming their rights. UAF-Africa provides financial support and capacity building, while also producing innovative research on issues affecting women's rights in Africa. This grant focuses on the fund's work to support grantees to engage in lobby and advocacy for women's rights to environmental justice and to respond to increasing repression due to shrinking space.

## XOESE – Fonds pour les Femmes Francophones

€50,000

This newly established fund aims to support women's rights organisations in Francophone countries in the Global South, but will initially focus on grantmaking in a few countries in Francophone Africa. This grant supports XOESE to strengthen itself institutionally and begin making grants.

## Regional: Europe, and Central and North Asia

### Ecumenical Women's Initiative (EWI)

€60,000

This fund operates in the West Balkans, providing grants to women's groups and individual women theologians engaged in peace-building and inter-religious dialogue. EWI's mission is to support women as initiators and agents of change in faith-based communities and in society. The fund supports and connects individuals and groups working in the fields of women's rights, peace-building and reconciliation in Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia.

## Regional: Latin America and the Caribbean

### **ELAS - Fondo de Inversión Social** €25,000

This grant contributed to the annual regional meeting of Latin American members of Prospera, International Network of Women's Funds, which took place in June in Rio de Janeiro, Brazil.

### **Fondo de Mujeres del Sur (FMS)** €124,730 (Leading From the South Accompaniment Initiative)

This Argentina-based fund provides grants to women's organisations in Argentina, Paraguay and Uruguay working on sexual and reproductive rights, environmental justice and influencing decision-making at the local level. As a manager of the Leading from the South Fund, FMS is also supporting organisations in the broader Latin American and Caribbean region. This grant is part of a larger accompaniment initiative to support the four women's funds that are managing the Leading from the South Fund (LFSF) to strengthen their individual and collective capacities in the areas of monitoring, evaluation and communications to enable the funds to effectively manage the LFSF.

### **Sociedad Mexicana Pro Derechos de la Mujer (Semillas)** €60,000

Semillas provides women's groups and organisations in Mexico with economic resources, capacity building and accompaniment. This grant will contribute to the first year of a three-year joint initiative of the Latin American Alliance of Women's Funds, a regional network of eight women's funds. The initiative aims to strengthen the member funds' individual and collective knowledge and capacities on lesbian, bisexual and trans activism, and includes development and execution of a joint regional LBT programme to raise the visibility of and strengthen the LBT movement in Latin America.

## Regional: East, South and Southeast Asia, and Oceania

### **Mongolian Women's Fund (MONES)** €25,000

This grant contributed to the preparation and organisation of the Prospera Asia Pacific Regional Convergence, which will take place in July 2019 and is being organised by Prospera members based in the Asia Pacific region. The Convergence will bring together activists, women's funds, donors and other stakeholders to highlight the critical role of feminist philanthropy in supporting women's rights agendas in the region.

### **Women's Fund Asia (WFA)** €125,000

Women's Fund Asia is a regional women's fund committed to supporting women and trans people-led interventions to enhance and strengthen respect for women's and trans people's human rights. The fund's work was originally focused in South Asia and has recently re-launched itself to cover the broader Asia region. This grant provides core support to WFA as it strengthens and expands across Asia, with a particular focus on strengthening the fund's work in the thematic field of environmental justice.

### €64,654 (Leading From the South Accompaniment Initiative)

This grant is part of a larger accompaniment initiative to support the four women's funds that are managing the Leading from the South Fund (LFSF) to strengthen their individual and collective capacities in the areas of monitoring, evaluation and communications to enable the funds to effectively manage the LFSF.

## International

### **Calala Fondo de Mujeres** €60,000

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. This grant continued to support Calala's core work and institutional growth.

### **Foro Internacional de Mujeres Indígenas (FIMI)** €125,000

Ayni, the women's fund of the Foro Internacional de Mujeres Indígenas, supports initiatives led by Indigenous women in Africa, Asia and the Americas, providing them with financial support, opportunities to build their capacity and their leadership, and opportunities to access international spaces to make their struggles and activism visible. This grant supports Ayni's core work, particularly in the area of environmental justice for Indigenous women.

### €59,849 (Leading From the South Accompaniment Initiative)

This grant is part of a larger accompaniment initiative to support the four women's funds that are managing the Leading from the South Fund (LFSF) to strengthen their individual and collective capacities in the areas of monitoring, evaluation and communications to enable the funds to effectively manage the LFSF.

### **FRIDA, The Young Feminist Fund** €90,000

FRIDA supports young feminist activists (under the age of 30) globally with grants and other forms of support to strengthen their organisations in areas such as fundraising, leadership and advocacy. FRIDA also advocates for funders to take a greater interest in funding rights-based initiatives led by young feminist activists. This grant specifically supports FRIDA's work in the area of environmental justice.



# Influencing the donor community

**Mama Cash uses our knowledge, experience, visibility and credibility within the donor community to leverage more and better funding for women’s, girls’, trans and intersex people’s rights.**

## Sharing knowledge and experience

Mama Cash partnered with FRIDA, The Young Feminist Fund, to launch new research and case studies on where and how girls are organising around the world. The report, *Girls to the Front*, examined how girl-led organising is different from adult models of activism and the implications of this for funding and advancing girl-led activism. The participatory, feminist, intersectional research methodology placed girls at the centre, making them partners of the study. The participation of girl advisors brought invaluable input to the table.

In the briefing, *My Body Is Mine*, we discussed our approach to supporting activism for reproductive justice. We shared some of the stories of our grantee-partners who are doing brave and visionary work to challenge restrictive and punishing social norms, and to create new norms centred on pleasure, freedom and choice.

We also launched an online infographic of LBQ (lesbian, bisexual and queer) movement highlights that emerged from consultations held with LBQ activists. These consultations were coordinated by Mama Cash and Astraea Lesbian Foundation for Justice in the first phase of a longer-term initiative to document the priorities, experience and funding needs of LBQ movements.

## Collective efforts with funders and allies

As part of the Count Me In! Consortium (CMI!, see page 43), Mama Cash hosted activists and funders to strategise about the future of resourcing feminist movements and social change globally. The Money and Movements Convening, held in Naivasha, Kenya, brought together 100 participants, including activists from around the world and funders from a variety of sectors. The convening helped build collective understanding of good practice and priorities for resourcing feminist movements. As part of CMI!, Mama Cash also engaged in collective advocacy around the EU/UN Spotlight Initiative, a €500 million commitment to end violence against women globally.

Mama Cash joined and co-sponsored the launch of the Indigenous Women’s Funders Working Group, hosted by the International Funders for Indigenous Peoples (IFIP). This new working group engages in awareness-raising, peer learning and networking in order to improve funder coordination and strategies.

We also organised and participated in various sessions at funder events, and facilitated activist participation in them. In one example, Mama Cash enabled twelve girl activists to participate in the 2018 Human Rights Funders Network convening. During a plenary session, the girls spoke directly with funders about supporting girl-led activism. Their participation was made possible through an accompaniment grant to the With and For Girls Collective.

Number of grants

29

Total amount granted

€830,000

Average amount per grant

€28,621

# Special Initiative

# Red Umbrella Fund



**The Red Umbrella Fund is a unique global fund operated in a participatory way by and for sex workers. Launched in 2012, the fund is hosted by Mama Cash.**

## Money to the movement

The Red Umbrella Fund disbursed over seventy per cent of its annual budget through direct grants to sex worker-led groups and networks active at local, national and international levels. Red Umbrella Fund grantee-partners come from all regions of the globe and include sex workers of all genders. Almost half of 2018 grants were made to new grantee-partners.

In 2018, all Red Umbrella Fund grants provided flexible, multi-year, core funding. This type of funding allows community organisations to determine their own priorities and strategies, and adapt to changing circumstances and emergencies as needed. Longer-term support from the Red Umbrella Fund has enabled the male and transgender sex worker group Adarsha, in India, to strengthen its organisational and democratic processes, build its members' leadership skills and expand its advocacy partnerships with other organisations. Fundación Margen de Apoyo y Promoción de la Mujer in Chile, which had previously focused on women sex workers in the capital city of Santiago, successfully expanded the organisation across the country, increased its outreach to migrant sex workers and fostered their local leadership.

Most sex workers work in a context of criminalisation that contributes to stigma, discrimination and violence against them. Criminalisation creates huge barriers to sex worker organising: some Red Umbrella Fund grantee-partners are not able to register their organisations or open a bank account, others have difficulty finding or retaining an office space because landlords refuse to rent to them. In this context, the Red Umbrella Fund's flexible support has been critical.

## Shifting power

The Red Umbrella Fund collaborates with philanthropic peers and feminist organisations to positively influence funding for sex workers' activism. In 2018, following several years of preparatory dialogue, we were pleased to co-launch the new Sex Work Donor Collaborative, which provides a platform to catalyse philanthropic support of sex worker organising and sex workers' rights.

As part of the Count Me In! Consortium, we co-organised the global Money and Movements Convening, which brought together activists and funders to discuss and strategise about feminist movement building. In the words of Phelister Abdalla, a member of the Red Umbrella Fund's International Steering Committee: 'Sex workers are feminists too. We belong in the feminist movement. My body, my business!'

Through collaboration with the Global Alliance Against Traffic in Women (GAATW), the Network of Sex Work Projects (NSWP) and others, we facilitated conversations between activists, funders and other stakeholders about the impact of anti-trafficking measures on sex workers and the types of effective responses that sex workers are already implementing.

The Red Umbrella Fund has also contributed to increased interest in and momentum behind shifting decision-making power around funding to the communities served. The Red Umbrella Fund shared its knowledge and experience to help develop several GrantCraft resources on participatory grantmaking, including the new funder guide *Deciding Together: Shifting Power and Resources Through Participatory Grantmaking*.



Adarsha mobilises sex workers and allies in India to improve laws, policies and practices around sex work.

# Meet our grantee-partners

## Anonymous

€20,000

Working mainly at the local level, this anonymous organisation advocates for sex work to be recognised as work and decriminalised. 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. Most sex workers involved in the organisation are migrants. The group raises awareness and builds confidence and solidarity among these diverse women workers through peer support groups, workshops, film and karaoke.

## Bangladesh

### Sex Workers Network of Bangladesh (SWNOB)

€20,000

This national network unites 29 member organisations representing sex workers of all genders and different localities in Bangladesh. The group aims to strengthen its member organisations by building their leadership capacities. SWNOB works with community leaders and the media to raise awareness about the human rights of sex workers, and takes action against brothel evictions and violence from law enforcement institutions. SWNOB advocates at the national level for the inclusion of sex workers in the country's social security strategy.

## Brazil

### Coletivo Rebu

€20,000

This group was established in 2015 to benefit cis, trans and transvestite sex workers working on the streets and in hotels in the state of Minas Gerais in Brazil. Coletivo Rebu organises conversation circles with sex workers in hotel venues, conducts outreach work, distributes condoms and lubricants, and gives information regarding health prevention and sexual and reproductive rights of sex workers. The group advocates at the city, regional and state levels for the rights of sex workers.

## Canada

### **Butterfly Asian and Migrant Sex Workers Support Network** €50,000

This sex worker-led organisation based in Toronto provides support to and advocates for the rights of Asian and other migrant sex workers in several cities in Canada. Butterfly builds leadership skills and capacities of migrant sex workers through a peer-to-peer programme. Its members visit migrant sex workers in detention centres, prisons and court. The group provides legal support and interpretation services, assists with arranging bail and supports deported workers. Butterfly advocates for changes in anti-trafficking policy and immigration laws to make them less harmful for migrant sex workers.

## Chile

### **Fundación Margen de Apoyo y Promoción de la Mujer** €40,000

This group promotes the sexual and reproductive health and human rights of women sex workers in Chile. Fundación Margen reaches around 2,000 sex workers across the country, including many migrant women, by distributing condoms, providing peer education on HIV and human rights, offering accompaniment of sex workers to health centres, and organising informative community workshops. The Red Umbrella Fund grant supports the group to expand its efforts to build local leadership and advocacy skills of sex workers in different parts of the country.

## 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, and actively contributes to the building of a national sex worker union. The group defends and promotes sex workers' human rights and aims to create choices and tools that allow

sex workers to achieve a better quality of life. ASMUBULI builds the capacity of sex workers in advocacy, governance, democracy, gender and human rights, and implements projects that improve sex workers' access to health, education, housing and legal services. The group strategically builds partnerships to conduct more effective advocacy at the national level.

## El Salvador

### **Organización de Trabajadoras del Sexo (OTS)** €25,000

This national sex worker organisation in El Salvador 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 to more effectively influence policymakers, and improve laws and practices in order to protect the human rights of sex workers.

## Germany

### **Berufsverband Erotische und sexuelle Dienstleistungen (BesD)** €32,000

This group unites sex workers from all backgrounds and regions of Germany to engage in the public debate around fair and dignified working conditions in the sex industry. Operating as a professional union, BesD amplifies the voices of sex workers in media, public debates and conversations with policymakers. The group provides information to sex workers and works to build greater solidarity among sex worker communities. In response to a recent law requiring mandatory registration for sex workers, the group is supporting migrant sex workers in Germany who are most affected by the change.

## India

### **Adarsha** €40,000

This organisation works to increase social acceptance for men and transwomen sex workers in India, and to secure their fundamental rights as citizens. Adarsha is active at the local level in Mysore and other districts in the state of Karnataka, and contributes to national 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. Adarsha mobilises sex workers and allies to improve laws, policies and practices around sex work, homosexuality and gender identity.

### **Sramajibi Mahila Sangha (SMS)** €20,000

This group in West Bengal advocates for the rights of sex workers at local and national levels in India. SMS has been actively opposing a harmful new anti-trafficking bill. The group interacts with government departments to ensure access to social entitlements for sex workers and to secure their participation in advisory and decision-making bodies that address issues relevant to them and their families. The group runs 20 Self-Regulatory Boards, an effective community-led anti-trafficking mechanism that has been endorsed by the Supreme Court of India.

## Jamaica

### **Jamaica Sex Workers Coalition (SWAJ)** €23,000

This group of sex workers works to change laws that criminalise aspects of sex work in Jamaica. SWAJ promotes the rights of sex workers and aims to reduce stigma through outreach to the general public and videos that show the human face of sex work. The group organises workshops with police officers to sensitise them about how to interact with sex workers, especially street workers who are the most vulnerable to police harassment. SWAJ plans to organise a conference where sex workers will share their experiences with law enforcement.



## Kenya

### Bar Hostess Empowerment and Support Programme (BHESP)

€35,000

This Kenyan national sex worker-led organisation was created in 1998. BHESP runs three community-led clinics providing free and comprehensive health and legal services to sex workers. The group successfully reaches street sex workers who are considered particularly vulnerable. This organisation identifies county laws oppressing sex workers across Kenya and works to repeal them through legal actions, demonstrations, media campaigns and petitions. BHESP works closely with other sex worker groups in the country and region.

## Kyrgyzstan

### Public Association Shah-Aiym

€20,000

This network unites sex workers from across Kyrgyzstan and neighbouring countries (mainly Tajikistan and Russia) 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 on leadership, advocacy, safety and security. In Kyrgyzstan, Shah-Aiym aims to protect existing legislation that decriminalises sex work while speaking out against police violence against sex workers. In Tajikistan, Shah-Aiym builds the capacity of sex workers to enable the creation of an independent national organisation.

## Malawi

### Community Health Rights Advocacy (CHeRA)

€30,000

This young community network advocates for the rights of male sex workers in Malawi, who face a double stigma related to homosexuality and sex work. It conducts outreach throughout the country to expand its reach. CHeRA is building a network of friendly health-care providers by training health workers in five districts of Malawi on the health needs and rights of sex workers.

## Myanmar

### Aye Myanmar Association (AMA)

€30,000

This national network of sex workers in Myanmar has 25 member organisations as well as individual members. AMA 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 the media and organising public events the group challenges stigma and discrimination against sex workers.

## Nepal

### Jagriti Mahila Mahasangha (JMMS)

€20,000

This network unites 27 community-based organisations of women sex workers in 22 districts of Nepal. JMMS raises awareness among sex workers about HIV and works to end violence against sex workers perpetrated by police, institutions, clients and intimate partners. The network provides legal counselling to sex workers and supports them with filing complaints with the police. At the national level, JMMS engages in CEDAW reporting processes and advocates against laws and policies that discriminate against sex workers and criminalise them.

## Nigeria

### Nigeria Sex Workers Association (NSWA)

€45,000

This national network of sex workers in Nigeria provides trainings to build the capacity of its 24 member organisations. This group particularly works on reducing violence from the police by educating sex workers on how to document abuse when they face it and by organising workshops with police officers on respect for human rights. NSWA provides trainings to sex workers to build self-esteem and public-

speaking skills so that sex workers can speak out more effectively in national and international forums.

### Papua New Guinea Friends Frangipani Incorporated

€17,000

This sex worker group in Papua New Guinea was formed in 2005 in response to a police raid in a brothel in the capital city Port Moresby. Friends Frangipani now has branches all over the country and promotes the human rights of sex workers by increasing opportunities for their voices to be heard, and expanding their knowledge and skills. The group organises sensitisation workshops with police, health-care providers and media professionals to improve services to sex work and media coverage of sex work.

## Peru

### Asociación de Trabajadoras Sexuales Mujeres del Sur

€24,000

This organisation led by women sex workers in southern Peru offers support and training to its members to develop public speaking and leadership skills. Mujeres del Sur works to address police harassment, economic exploitation and violence against sex workers in the work place. The group builds alliances with other sex worker and allied organisations at local, national and international levels. It advocates with local governments for sex work to be recognised as work and for sex workers to be able to access quality health and social services.

### Asociación de Trabajadoras Sexuales Sarita Colonia

€20,000

This women sex worker-led organisation is based in Iquitos, a remote city in the Amazon area of Peru. Sarita Colonia reaches sex workers of different generations as well as Indigenous sex workers. The group conducts peer education among sex workers and organises workshops to build knowledge of sex workers on human rights and HIV. Sarita Colonia works to influence local policies and laws, including regional ordinances, that impact the lives of sex workers.

## Senegal

### And Soppeku

€35,000

And Soppeku (meaning ‘together for a change in behaviour’) is a ten-year-old sex worker organisation that 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 women sex workers who live and work in the suburbs of Dakar and in the regions of Thies, Kaolack and Sédhiou.

## Tanzania

### Waremba Forum

€24,000

This community-based organisation advocates for the rights and emancipation of sex workers in Tanzania by raising awareness among parliamentarians and advocating for better policies on sex work. Waremba Forum conducts outreach work among women and transgender sex workers in different types of venues and offers legal trainings to sex workers to inform them about their rights. By running a telephone hotline, the group is able to document rights abuses and provide sex workers with appropriate referrals to legal support and other services.

## Uganda

### Kabarole Women Health Support Initiative (KWHI)

€12,000

This recently formed group from the rural district of Karambole in Uganda advocates for sex workers’ rights and against violence targeting women sex workers in this region. KWHI works on prevention of sexually transmitted infections (STIs) and supports sex workers living with HIV to overcome barriers of distance and stigma so they can access adequate health. The group raises awareness about human rights through workshops with local stakeholders, such as law enforcers and cultural and religious institutions, to reduce discrimination against sex workers.

## Transgender Equality Uganda (TEU)

€33,000

This transgender sex worker group in Uganda works in a context where human rights are denied by law and practice for both sex workers and transgender people. The group builds the health and human rights knowledge of transgender women sex workers in particular through workshops and dissemination of educational materials. TEU raises awareness among health workers, religious leaders and police officers to address stigma and discrimination against transgender sex workers. The group advocates for the decriminalisation of sex work at the national level.

## United States

### New Jersey Red Umbrella Alliance (NJRUA)

€15,000

This alliance of sex worker activists promotes the human rights of sex workers living and working in New Jersey. In the context of rising criminalisation, NJRUA provides community support and campaigns for better policies. The group conducts outreach to street sex workers and organises community activities in various cities throughout the state of New Jersey, informing sex workers about their rights, distributing condoms and expanding its network among sex workers.

## Regional: Africa and West Asia

### African Sex Worker Alliance (ASWA)

€50,000

Created in 2009, this regional network based in Kenya unites 100 sex worker groups from 33 countries in Africa and aims to expand its membership to include all countries of the continent. ASWA 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 the interests of sex workers in regional and international debates and platforms.

## Regional: Europe, and Central and North Asia

### International Committee on the Rights of Sex Workers in Europe (ICRSE)

€40,000

This sex worker-led network unites 103 organisations from 32 countries in Europe and Central Asia with the aim to increase the visibility and influence of sex workers at the European level. ICRSE advocates against the criminalisation of sex work, and conducts research and advocacy on rights violations against sex workers. The network organises training opportunities for sex workers on advocacy and human rights, and builds partnerships with other movements such as human rights, LGBT and migrant organisations.

### Sex Workers’ Rights Advocacy Network (SWAN)

€40,000

This regional network unites sex workers of all genders and their allies from 18 countries in Central and Eastern Europe, and Central Asia. SWAN provides a joint advocacy platform for the voices of sex workers in regional and national debates on health, labour rights and safety for sex workers. The network exposes violence against sex workers. Through training and a mentorship programme, SWAN builds the capacity of sex workers to effectively use available tools and resources in their community mobilisation and advocacy efforts.

## Regional: Latin America and the Caribbean

### Plataforma Latinoamericana de Personas que Ejercen Trabajo Sexual (PLAPERTS)

€30,000

This regional network, created in 2013 and based in Ecuador, unites 28 member organisations of sex workers of all genders in seven countries of Latin America. PLAPERTS offers trainings to its members to develop strategies and conduct political advocacy for the recognition of the labour and other human rights of sex workers. PLAPERTS reinforces local leadership and shares tools among its members to denounce the violations of sex workers’ rights in the challenging context of rising conservatism and violence in Latin America.



Participants in the Money and Movements Convening in Kenya in April.

# Count Me In! Consortium

**Led by Mama Cash, the Count Me In! Consortium (CMI!) shares a vision of ‘counting in the voices of women, girls and trans people to advance gender equality and respect for their human rights’.**

## Bringing activists’ voices to the fore

CMI! works in strategic partnership with the Dutch Ministry of Foreign Affairs towards securing respect for women’s rights and social justice globally. CMI! consists of member organisations Mama Cash, including the sex worker-led Red Umbrella Fund, the Association for Women’s Rights in Development (AWID), CREA, Just Associates (JASS) and the Urgent Action Sister Funds [Urgent Action Fund (UAF), Urgent Action Fund Africa (UAF-Africa) and Urgent Action Fund Latin America and Caribbean (UAF-LAC)]. The Dutch gender platform WO=MEN is CMI!’s lobbying partner. CMI! was granted a total of €32 million (€6.4 million annually) for a five-year period (2016-2020).

CMI! members and partners are actively mobilising and resisting in response to rising fundamentalism, fascism, right-wing populism and xenophobia. In many countries, hate, lies and violence against certain groups of people (LGBTI people, sex workers, immigrants, refugees, etc.) are becoming more ‘normal’ and extreme, and anti-rights actors are making headway in their assault on human rights frameworks, civil society participation in decision-making and gender justice. While these trends make feminist organising more limited and dangerous, there are also encouraging changes and exciting opportunities that confirm the importance and effectiveness of CMI!’s investment in building strong and inclusive women’s rights movements.



Malawi Human Rights for Women and Girls with Disabilities - Malawi

In 2018 CMI! provided resources and solidarity, supported networking and skill-building, and leveraged access to key decision-making spaces to amplify the voices of women, girls, trans people and their movements. As part of CMI!, Mama Cash made grants to feminist groups that are fighting to end gender-based violence, demand economic justice and equal access to resources, and insisting that their voices be counted in at decision-making tables. They included a disability rights group in Bangladesh, an Egyptian group of researchers and activists who are developing knowledge about gender and sexuality dynamics in Arabic, and a collective of girls and young women organising against violence and advocating for sexual and reproductive rights in El Salvador.

### Money and Movements: feminist activists and funders dialogue

Recognising the need for funders to listen to and be led by the needs of feminist movements, CMI! brought together more than 100 activists and funders in Kenya in April. The Money and Movements convening created a forum for participants to strategise together about the future of resourcing feminist movements and social change globally. The convening involved funders from

a variety of sectors – including governments, the UN, public and private foundations and women’s funds – and activists working on diverse issues around the world. One of the key conclusions of the convening was that funders and activists alike must be creative, agile and connected in order to make the case for ample, new and better types of funding for feminist movements. Funders were called upon to use their own power to shift the funding landscape by transforming their own institutions, influencing peers working in areas such as environment, health and humanitarian aid, and advocating that other funders boost and improve funding for women’s rights and gender justice.

### Midterm review

CMI! conducted a midterm review this year to assess its progress and reflect on its approach for the remaining two years. The review provided valuable insights and confirmed that CMI’s support has enabled grassroots movement building by CMI! members and partners in core thematic areas. Findings from the review have informed planning and activities for the coming two years, and CMI!’s reflections on the midterm review have been shared with Ministry of Foreign Affairs.



# 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.**

## Unifying two agendas

Launched in 2016, GAGGA is a five-year strategic partnership with the Dutch Ministry of Foreign Affairs. The alliance is led by Fondo Centroamericano de Mujeres (FCAM), and includes Mama Cash and Both ENDS, a Dutch environmental organisation, as members. The Alliance works closely with two international partners, the Global Greengrants Fund and Prospera, International Network of Women's Funds. The GAGGA programme involves a wide range of women's rights and environmental justice funds, NGOs and grassroots groups that work at local, national and regional levels in more than 30 countries in Latin America, Africa and Eurasia. GAGGA was awarded €32 million for a five-year programme (€6.4 million annually from 2016-2020).

## Supporting grassroots groups and movements

GAGGA strengthens and unifies the women's rights and environmental justice agendas, and supports grassroots groups and movements – groups that are self-led and most directly affected by the issues they are addressing – in lobbying and advocating for women's rights to water, food, and a clean, safe and healthy environment. Among other things, GAGGA facilitates their participation in regional and global decision-making spaces.

As part of the GAGGA programme, Mama Cash provides grants and accompaniment support to women's, girls, trans and intersex people's groups (see Money portfolio, page 14) and women's funds (see Women's Funds, page 33) that are working on environmental justice. Examples include a group campaigning for women's land rights and



against land grabbing and environmental degradation in Indonesia, rural women in Nigeria who are fighting against the cancellation of their land titles, and a network of Indigenous women in Guatemala that engages in lobbying and advocacy on biodiversity, climate change, and food sovereignty.

Mama Cash also supports women's funds to strengthen their organisational capacities and build their grantmaking and accompaniment strategies on women's rights and environmental justice. This year we organised meetings with women's funds and grantee-partners to exchange information about the GAGGA programme and the groups' national and regional-level work, and to strengthen joint strategies and collaboration. We also provided rapid response grants to activists and groups facing emergency situations linked to their work. The grants helped cover costs for legal assistance, medical services, psychosocial therapy and relocation of activists to safe locations.

### Cross-movement alliance building

GAGGA continued to deepen collaboration and dialogue between the women's rights and environmental justice movements this year. GAGGA focuses on building cross-movement alliances, and GAGGA members see the need to increase emphasis on what it means to work at the intersection of movements and the approaches that grassroots groups are using to do this. GAGGA has identified convening regional linking and learning spaces as an important strategy for facilitating and promoting interactions between women's rights and environmental organisations in the coming years.

### Midterm review

After two years of implementation, GAGGA conducted a midterm review to assess its progress and reflect on the alliance's approach going forward. As part of the review process, GAGGA held three regional meetings and, finally, a global meeting with partners to build and reflect on the midterm review findings. The results of the review affirmed the relevance of the alliance in facilitating cross-movement work, and have been incorporated into planning for the coming two years.



# CreatEquality

**CreatEquality is a special two-year project to support and shine a spotlight – literally – on women, girls, trans and intersex people who are combining art with activism to change hearts and minds, transform societies and secure respect for human rights. The project is supported by a generous €1.2 million (2018–2020) grant from the Dutch Postcode Lottery.**

## Harnessing the power of stories

Around the globe, organisations of women, girls, trans and intersex people are using a powerful combination of art and activism – ‘artivism’ – to change the way people think, feel and act. Launched in 2018, CreatEquality aims to support and strengthen feminist activist groups to reach a diverse and wide audience, develop their outreach and communications skills, and strengthen their organisations. As part of the initiative, Mama Cash will also provide an international podium for feminist activists from Latin America, the Middle East, Africa, Central and Eastern Europe and Asia. Groups

will be brought to the Netherlands to perform, share their experiences and learn from each other.

Whether it is spoken word, theatre, dance, painting, writing, photography or any other form of creative expression, it is important that people can speak for themselves, tell their own stories and share their own knowledge. This is particularly true for those who have been silenced and excluded from important arenas of expression and decision-making.



Reinas Chulas - Mexico

In 2018, as part of the CreatEquality project, Mama Cash supported groups that are expanding notions of who is considered a legitimate producer of culture and art. They are providing their communities with access to channels of communication, and skills and tools to express their own experiences and realities. Chouf, in Tunisia, is a collective of audio-visual activists whose work encompasses diverse aspects of artistic expression. The group is contributing to a shift in social norms and stereotypes about girls, women and trans people one performance at a time. Their international art festival Chouftouhonna is an important venue for feminist activists from around the world to share their feminist knowledge and build movements. Reinas Chulas, from Mexico, exposes the absurdity of strict gender norms in its cabaret performances. By engaging its audiences through laughter, the group is helping foster sustainable norm change. Proyecto Intersexual, also in Mexico, focuses its activism on the value of art as a tool to increase safety and a sense of self-worth among intersex people.

### Creating together

Strengthening movements through artistic expression is a key element of the CreatEquality project. Mama Cash contributed to the third edition of the lesbian, bisexual, trans and intersex feminist Latin American meeting 'Venir al Sur' which took place in November in Mexico City. The meeting emphasised the power of artistic self-expression to foster mutual understanding, shatter barriers and inspire collaboration against patriarchy and heteronormativity. Venir al Sur is one of the most important spaces to build regional solidarity across the many embodiments of the feminist movement in Latin America. True to its inclusive spirit, Venir al Sur embraced the needs and experiences of migrants and sex workers, Indigenous and disabled women, different sexual orientations and gender identities. Over 200 feminists were given a venue to safely express themselves and find new avenues for collaboration and joint strategising.



# Learning, monitoring and evaluation

**Mama Cash aims to capture and share the change to which we and our grantee-partners contribute. We endeavour to learn from our work and the work of our grantee-partners so that we can improve our practice and contribute to learning in support of feminist activism.**

## Strategic plan midterm review

As part of our learning and monitoring in 2018, Mama Cash undertook a midterm review of our 2015-2020 strategic plan. This review engaged grantee-partners, donors, staff and our Board through interviews and group discussions. Conducted by a consultant, the midterm review process also included a review of internal and external documents, including data from our logical framework. The findings revealed many achievements, including the following highlights:

- **Mama Cash has deepened and widened its reach** as a funder of feminist movements. Our grantmaking budget has grown substantially since 2015, enabling us to increase the number of grants we provide annually. Our grants (including those of the Red Umbrella Fund) to feminist groups increased from 111 in 2015 to 170 in 2018. We are currently in partnerships with 20 women's funds, an increase from 17 in 2015.
- **Mama Cash has leveraged more and better money** for feminist activism. Since 2015 we have become part of two global consortia – CMI! and GAGGA. We are also providing accompaniment support to the women's funds managing the Leading from the South Fund. In partnership with women's funds and other feminist organisations, these collaborations have leveraged more money for feminist groups.
- **Since 2015 we have exceeded targets for our total fundraising income** by creating partnerships with new institutional and individual donors. Fundraising from institutional donors, including private foundations and the Dutch Ministry of Foreign Affairs, has generated important new sources of funding.
- **Mama Cash has worked thoughtfully and responsibly** as we have grown. New staff, new human resource policies and new ICT systems support our work and have allowed us to remain accountable to staff and allies.

The midterm review also identified areas of work to be strengthened:

- Grantee-partners, including women's funds, indicated that they would like more accompaniment support. In response, we are creating clearer tools to understand and respond to their capacity strengthening needs.
- New partnerships with institutional donors have increased the share of income coming from these funders. In order to maintain a diverse funding base, we are updating and strengthening our individual donor strategy.
- Efforts to improve our human resource policies and online systems require continued attention. We are developing remote working policies to allow feminist activists from diverse backgrounds to work for Mama Cash from outside the Netherlands. We are also updating our online data storage systems to mitigate security threats.

## Learning from grantee-partners and applicants

Mama Cash aims to be a responsive funder. In 2018 we conducted a survey with the Center for Effective Philanthropy to understand our grantee-partners' and applicants' perceptions of our work. We were thrilled to learn that grantee-partners perceive Mama Cash as having a strong impact on their fields and their organisations. They also gave Mama Cash high ratings for the quality and strength of our relationship with them. At the same time, applicants – groups that did not receive funding – shared critical feedback about Mama Cash's communication about the reasons their application was declined. Going forward, we will provide clearer feedback to applicants.



# Partnerships and communications

## Resources in action

### Our 2018 income by source and percentage of total

Income from governments for Alliance Partners	€4,255,000	24%
Individuals Individuals	€2,144,513	12%
Foundations	€4,486,414	25%
Lotteries (Dutch Postcode Lottery)	€1,159,255	7%
Governments	€5,635,757	32%
Other income	€63,076	<1%

Feminist activists work hard. They persevere. Mama Cash's partnerships and communications efforts honour, celebrate and support the incredible activism of our grantee-partners and feminist movements worldwide.

2018 was a year of growth and experimentation in our fundraising and communications. In addition to staunch feminist donors who have been supporting Mama Cash for decades, a new generation of donor-activists showed up in a big way in 2018, resulting in a 31% jump in our individual donor income. The Dutch Postcode Lottery also stepped up its support to Mama Cash, funding a special project to advance activism through art: CreatEquality. This incredible growth was supported by all manner of new communications: podcasts, videos, animations, original research, blogging.

## Individual donor relations

### Individual giving by type of gift

Individual donations (one-time)	37%
Recurring gifts	8%
Recurring gifts (five-year commitment)	17%
Donor advised funds	36%
Inheritances/legacies	3%

This year 4,008 individual donors showed solidarity with the rights of women, girls, trans and intersex people by generously donating over €2.1 million to Mama Cash. We are grateful for their constant trust in Mama Cash, which allows us to support feminist movements worldwide. Another thirty people took action by organising special events or dedicating wedding, birthday or farewell parties to Mama Cash, and asking their friends and families for donations. Together they raised €12,546!

The total amount received from regular, committed gifts in 2018 was over €350,000. We also received five legacies, for a total of €56,294. We are awed by our legacy donors, whose commitment to feminist activist extends beyond their lifetimes and to future generations.

In July existing donors and supporters of Mama Cash camped out in our office for an old-fashioned telethon. Friends, family and colleagues were called to donate to Mama Cash's Spark portfolio, which catalyses feminist activism in the Netherlands. The goal was to raise €10,000 in 10 hours. We ended up raising more than €15,000!

Our donors were open-hearted in times of urgent need as well: they gave generously in response to an online request following the tsunami in Sulawesi in October. This extra funding allowed feminist groups in the region to improve health-care services for women and girls in refugee camps.

In December we ran a campaign about access to safe and legal abortion, an important issue in the Netherlands and around the world. The campaign resulted in 81 new donors, more than 250 new subscribers to our e-mail newsletter and €57,660 in donations.

## Institutional donor relationships

Mama Cash's institutional donors are valued partners in our effort to resource and bolster feminist groups and movements worldwide. We work together toward our shared goal of securing justice and equality for women, girls, trans and intersex people worldwide. We collaborate closely with our donors to build networks, share strategies and information, learn from and inspire each other.

In 2018 Mama Cash raised €15.5 million from institutional donors, including income for our CMI! Alliance partners, which accounts for 88% of Mama Cash's total income. Institutional donor income for Mama Cash's own work included €5.6 million from governments (32%), €4.5 million from private foundations (25%) and €1.1 million from the Dutch Postcode Lottery (7%). Total income (including for Alliance partners) from institutional donors in 2018 exceeded our 2017 income by 7%.

In 2018 we received €8.8 million from the Dutch Ministry of Foreign Affairs as part of our participation in two strategic partnerships (see pages 43 and 45). Mama Cash received €6.9 million for the Count Me In! (CMI!) Consortium, of which €4.2 million is distributed to Alliance partners in the Consortium. To further strengthen and resource CMI! joint advocacy work, Mama Cash was awarded an extra grant of €185,000 for the Women Influence EU Spotlight Initiative. As part of our participation in the Global Alliance for Green and Gender Action, we received €1.9 million.

Mama Cash secured a crucial five-year core support renewal from the Dutch Postcode Lottery (€900,000 annually) and has been awarded a special grant of €1.25 million for a new special project, CreatEquality (see page 47). In our efforts to maintain and diversify our funding from private foundations, we were very pleased to have received project grants from the Arcus Foundation and WE Trust. In addition, Mama Cash received renewed funding from the Sigrid Rausing Trust and an anonymous funder.

Mama Cash continues to prioritise diversification of our income base to ensure organisational health, financial stability and autonomy. We are grateful to our donors for their generous support, commitment and important contributions in shaping a new and sustainable era for women, girls, trans and intersex people.



Volunteers of our 'meisjes die vragen' (girls who ask) fundraising event celebrate surpassing our goal of 10,000 euros in 10 hours.

## Communications

Through our communications, we aim to amplify Mama Cash's vision of a peaceful, just and sustainable world. We do this by raising the profile and voice of Mama Cash and our partners, and by engaging and collectively mobilising our stakeholders. This year's communications priorities contribute to Mama Cash's 2015-2020 communications strategy to engage in public debate, raise our brand awareness and build community.

### Public debate

One of our main priorities is to enhance the political profile of Mama Cash and contribute to the public debate on issues concerning our work. In 2018 we succeeded in amplifying our messages through positive media coverage. Mama Cash Executive Director Zohra Moosa appeared on the Dutch TV programme 'Koffietijd' and inspired audiences in a TEDx Amsterdam talk. Thanks to our communications efforts, our perspective on sex workers' rights aired on Radio Sweden, stories of women activists were featured in The Guardian, and our push for abortion rights worldwide received Dutch media attention. Many of these themes have also been discussed in our podcast 'Tea with Mama Cash' which has helped to further clarify our position as a feminist political actor.

We were thrilled to see some influential individuals become more vocal about the power of feminist movements this

year. And we were especially thankful to Beyoncé and the Guerrilla Girls for showing up for Mama Cash!

### Brand awareness

On International Women's Day we celebrated the Feminist Festival with a sold-out event in Amsterdam, and other well-attended activities in Utrecht and Rotterdam. With the goal of creating a more coherent look, feel and tone for Mama Cash's communications, we initiated a brand refresh. We are pleased to have a new, vibrant and comprehensive Mama Cash brand style guide! And as we turned 35, we envisaged what the world would look like if feminist activists received the support they need to create change. The vision was brought to life in our new animation.

### Community building

Feminist movements are constantly developing innovative ways to address the most pressing challenges to women's, girls', trans and intersex people's rights. In 2018 we started building a consolidated online knowledge centre that brings together analysis, reflections and insights directly from the groups that Mama Cash funds. The new knowledge hub – *Ideas into Action* – will directly contribute to Mama Cash's donor influencing and fundraising strategies, which aim to generate more and better resources for feminist movements worldwide.



# Mama Cash's contribution to change

**Mama Cash's theory of change holds that funding self-led feminist activism is the best way to secure the social change that will lead to a more peaceful, just and sustainable world. We contribute to change through three strategies.**

## Grantmaking and accompaniment

Mama Cash's funding supports grantee-partners to strengthen their organisations, expand their bases of support, craft their political agendas, and work in partnership with other groups and movements to build momentum for change. Our experience has shown that groups with these capacities are strong, more sustainable and better able to contribute to securing last change.

### *Strengthening their organisations*

In 2018 131 grantee-partners (all those reporting in 2018) said they had strengthened their organisations and skills during the course of their grants.

- In India, an anonymous national network of sex workers brought together sex worker organisations to build their skills to oppose a proposed anti-trafficking bill that threatens sex workers' rights. At a three-day forum, 45 activists

strengthened their advocacy skills and developed a unified strategy. The network also launched a community-led study on the impact of the harmful practice of 'raid and rescue'.

### *Expanding their constituencies*

In 2018 grantee-partners hosted 2,962 events to share information, provide training and build their bases of support. They directly reached nearly 374,000 people, an average of about 3,000 per organisation.

- In El Salvador, Mujeres de Xochilt was invited by several schools to set up regular programmes on sexuality education for girls aged 9-16, reaching 800 girls. This is important progress; in the past, very few schools even allowed the group to run one-off sessions.
- Insight, a queer feminist organisation in Ukraine that promotes LGBTIQ rights reported significant growth. It now has active groups in five different

regions of the country, which has increased its ability to influence more people nationally.

- Women and Land in Zimbabwe organised a national meeting attended by over 3,000 women and girls. The meeting strengthened rural women's advocacy skills and built their capacities to participate in policymaking processes. Several community chiefs, a provincial official and representatives from the national Gender and Lands Commissions also attended.

### Securing change in their communities

In 2018 67% of grantee-partners reported contributing to change, including changes in social norms, laws and policy, and access to resources and decision-making.

- Transbantu Zambia is working more closely with community- and faith-based groups that provide health services to trans and intersex people. TBZ's advocacy has influenced the Evangelical Fellowship of Zambia to improve its support toward intersex and trans communities and to call for an end to discrimination against intersex people. In addition, a former chair of Zambia's House of Chiefs (an influential advisory body) called on government hospitals to provide intersex people with access to free medical services.
- In Malaysia, Persatuan Sahabat Wanita Selangor (PSWS, or Friends of Women) continued to collaborate with the Right to Redress Coalition to advocate for migrant workers' rights. The Coalition influenced Malaysia's Ministry of Human Resources to create an independent cabinet committee on issues facing migrant workers. PSWS also influenced a Ministry official to provide a telephone number for migrant workers to use in reporting labour grievances. In one successful case, a company was obliged to return wages to workers that had been unlawfully deducted.
- BAI Indigenous Women's Network connects Indigenous women's organisations and leaders throughout the Philippines to strengthen advocacy for their access to land and resources. The Network facilitated a dialogue between the Commission on Human Rights and victims of human rights violations in Mindanao, resulting in the Commission ordering its regional office to take action to address community concerns.

### Strengthening women's funds

Mama Cash supports women's funds to support vibrant feminist groups in their countries or regions, become strong resource mobilisers in their contexts, and to influence other donors' practices. We also support other women's funds to engage in joint fundraising and grantmaking.

In 2018 women's funds supported by Mama Cash made grants that strengthened groups and movements, influenced donors, and worked together on joint grantmaking and advocacy initiatives.

- The Mongolian Women's Fund (MONES) trained women's organisations to use the Gender Impact Assessment (GIA) methodology to assess the effects of mining projects on the environment and women's rights in Mongolia. Four trainings strengthened the skills of 17 women's groups to identify environmental impacts and legal violations. One group in the western Zavkhan province used the GIA methodology to document water shortages and loss of pasture for livestock caused by local gold mining operations, and to engage in related advocacy with mining companies and local officials.
- The Mediterranean Women's Fund worked together with other French philanthropic organisations to publish the report: *'Ou est l'argent contre les violences faites aux femmes?'* ('Where is the money to counter violence against women?') for use in its advocacy work.
- Women's funds in Latin America collaborated to successfully raise money for a joint three-year initiative to strengthen their work in support of lesbian, bisexual and trans people's movements.
- Women's funds in Europe worked collectively on the 'Knocking on EU's Door' initiative. In 2018 the funds launched a report that investigates how much EU funding is available for gender equality and who is able to access it. The report's findings are being used for advocacy with EU institutions aimed at improving their funding for women's rights movements.

### Influencing the donor community

In 2018 Mama Cash influenced funders to give better money for women's, girls', trans and intersex people's groups, and support of their rights.

- Together with CMI! members and over 400 activists from around the world, we developed a series of recommendations, to influence the Spotlight Initiative – a €500 million EU and UN programme



Mama Cash Board

to eliminate violence against women and girls. We successfully influenced Spotlight to ensure meaningful participation of women’s rights and feminist organisations in its decision-making. We also convinced the Initiative to ask donors to directly fund women’s rights organisations and feminist movements and make open calls. Finally, we influenced Spotlight to protect against harmful government interference, particularly in relation to women’s human rights defenders.

We also succeeded in influencing donor spaces and conversations by bringing feminist perspectives into conferences and networking spaces.

- Mama Cash staff played leadership roles at several funder conferences in 2018. We co-chaired the EDGE Funders Alliance Conference in New Orleans (USA) in April and worked to give a feminist shape to the agenda. Among other things, the conference included a full plenary session on feminist organising and the need for philanthropic support of gender justice, as well as a shorter plenary on the politics of self-care, facilitated by two women’s

funds, the Urgent Action Fund-Latin America and FRIDA, The Young Feminist Fund.

- Together with the Mexican women’s fund Semillas, we also co-chaired the Human Rights Funders Network (HRFN) conference in Mexico City in October, the first HRFN meeting to be held in the global South. We ensured that activists’ voices, and especially feminist voices, were heard. The meeting’s opening panel was composed of Central American women who discussed the political situation in Nicaragua.
- We also worked with our partners in the With and For Girls Collective to make sure that girl activists had a platform at the Human Rights Funders Network conference and that our report *Girls to the Front*, jointly released with FRIDA, received a prominent launch. The collective’s efforts to bring girl activists to the conference to speak with donors was recognised as an example of good practice in a report (published in January 2019) by the Special Rapporteur on the situation of human rights defenders.



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Ministerie van Buitenlandse Zaken



BILL & MELINDA  
GATES foundation



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MAC AIDS FUND



# Mama Cash's

# contributors in 2018

## Individual donors

Mama Cash's 4,008 active individual donors and other private entities, including local foundations and religious orders, supported us with gifts ranging from €1 to €469,203.

## Donor advised funds

Anneke van Baalen/De Bonte Was Fund  
The Feminist Solidarity Fund  
Fund for Justice and Sustainability  
Judith Anna Vega Fund  
Kitty's Green Fund

## Foundation, government and corporate donors

Anonymous  
Arcus Foundation  
Channel Foundation  
Dutch Ministry of Foreign Affairs  
Dutch Postcode Lottery  
Ford Foundation

Foundation for a Just Society  
Bill and Melinda Gates Foundation  
King Baudouin Foundation United States  
Levi Strauss Foundation  
NoVo Foundation  
Oak Foundation  
Sigrid Rausing Trust  
Swedish International Development  
Cooperation Agency (Sida)  
Stars Foundation  
Tides Foundation  
WE Trust

## Foundation donors to the Red Umbrella Fund

American Jewish World Service  
Elton John AIDS Foundation  
Levi Strauss Foundation  
Mama Cash  
Oak Foundation  
Open Society Foundations

**Many thanks to all our contributors!**





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# 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 2018 Mama Cash raised a total of €17.681 million, representing 133% of our projected budget and 110% of our income last year.

- Our total 2018 expenditures were €15.491 million, representing 101% of our projected expenditures and 108% of our expenditures in 2017.
- Total expenditures related to Mama Cash's strategies were €13.602 million, representing 88% of our overall expenditures.
- Costs for fundraising were 8% of our total expenditures or €1,186,539 in total, and 7% of our total income from fundraising in 2018. This represents 64% of the amount budgeted.
- Management and administration costs accounted for 5% of our total expenditures (€701,684 total), representing 144% of the amount budgeted.

### 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:

Zohra Moosa	Executive Director
Amanda Gigler	Director of Partnerships and Communications
Jappe Kok	Director of Finance and Operations
Happy Kinyili	Director of Programmes
Lara Fergus	Director of Research, Knowledge and Advocacy

### Human resources

Mama Cash abides by the Dutch Collective Labour Agreement for Social Work (*CAO Sociaal Werk*). Supported by updated individual performance assessment and professional development systems, Mama Cash strives for a work environment where staff members excel.

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

	2018	2017
New employees	10	13
Departing employees	8	7
Number of employees (per 31-12)	44	43
Average number of FTEs	40.64	38.03
Part-time percentage (per 31-12)	92%	93%
Percentage of employees who self-identify as women	91%	89%
Number of nationalities (per 31-12)	18	18
Sickness absence percentage (excluding maternity leave)	5.4%	7.2%

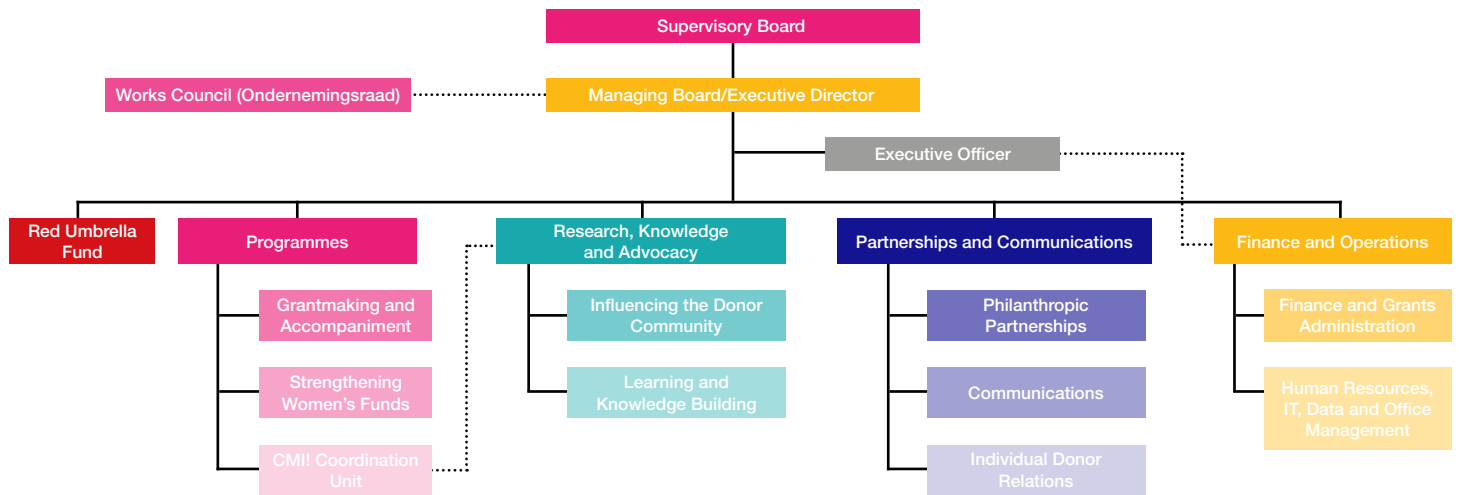
### Works Council

Mama Cash has a Works Council (*Ondernemingsraad*) consisting of staff representatives. The Works Council addresses human resources policies and procedures in regular meetings with the Executive Director and the Senior Human Resources Officer.

### Volunteers

In 2018 volunteers generously donated their time to support our Communications Team, Programmes Team

## Mama Cash's organisational structure



and the Red Umbrella Fund. In line with our volunteer policy, interns, members of the Advisory Network and volunteers are not remunerated but are reimbursed for their travel expense to a set level. New volunteer positions 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. By the end of 2018, the total number of advisors was 35: four for Africa and West Asia; 12 for East, South, South East Asia and Oceania; six for Europe and Central and North Asia; and 13 for Latin America and the Caribbean. In 2019 Mama Cash aims to recruit new advisors for Africa and West Asia in particular.

### Pensions

Since January 2010, Mama Cash has had two types of pension contracts. One is a defined contribution contract for new personnel, which 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 as of 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, which is valid for three years. 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. In 2018 Mama Cash successfully completed the second annual interim ISO audit. Renewal of the ISO certification will take place in 2019.

### Database

Since 2013 Mama Cash has used a customer relationship management system (CRM), which also facilitates fundraising and grantmaking administration and processes. Based on feedback from grantee-partners, in 2018 we improved our online 'Letter of Interest (LOI) window', which facilitates the online submission of applications by potential grantees. We also introduced customised online 'Letter of Interest' windows for the Red Umbrella Fund and the Spark portfolio, which have more participatory elements.

### 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); engage in discriminatory or corrupt practices; or 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', trans and intersex 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 grantee-partners 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 Central Bureau on Fundraising (*Centraal Bureau Fondsenwerving*) regulations for charities – that is adequate to maintain obligations for at least one year, so that core activities can continue even if sources of income are lost. At the moment, Mama Cash's continuation reserve is at 67% of our annual operational expenses.

In 2018 the impact of the identified financial risks was minimal, because most of our income is secured through multi-year commitments. If we would not succeed to prolong one or more of the larger grants from institutional donors, this would affect our ability to maintain our grantmaking portfolio at the desired level and necessitate a proportionate reduction of 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.

In 2018 the impact of the identified reputational risks was minimal, because they did not occur. If we would be confronted with substantive negative media attention this could potentially affect our income from individual donors and institutional donors and therefore our capacity to implement our strategies.

## Risk appetite

Mama Cash has a high risk appetite when it comes to supporting groups working on sensitive issues and groups working in repressive contexts. We are committed to supporting these groups, even if there is no guarantee for success. Mama Cash takes a conservative approach with a very low risk profile when it comes to making financial commitments: all financial commitments to grantee-partners are backed by secured funding, while the operational budget is covered for 95% by secured funding.

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 Central Bureau on Fundraising Hallmark (*Centraal Bureau Fondsenwerving*) in 1998, is a member of the Dutch Charities Association (*Goede Doelen Nederland*), and follows the Good Governance Code for Charities (*Code Wijffels*).

# Board report

## Accountability statement from the Board

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

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

### 1. Distinction between supervisory, managerial and executive functions

In 2018, the governance structure of Mama Cash was changed from a one-tier board to a two-tier board (Managing Board and Supervisory Board). Through October 2018, all powers and responsibilities of Mama Cash were vested in the Board, then the highest body in Mama Cash. Day-to-day running of the organisation was delegated to the Executive Director. As of 1 November 2018, these powers and responsibilities are vested in the Managing Board which consists of one member, the Executive Director. (Note: Throughout this report, the term 'Board' alone is used to describe either the Mama Cash Board (as it existed through October 2018) or the Supervisory Board (since 1 November 2018).

Mama Cash's principles of governance are set out in the documents: *Articles of Association* and (*Supervisory Board Regulations*). These documents state, among other things, which decisions of the Managing Board require the Supervisory Board's prior approval (inter alia adoption of annual accounts and budget, dissolution of the organisation and amendment of the articles of association).

The Supervisory Board reflects the diverse and international character of Mama Cash and our stakeholders. Supervisory Board members are recruited based on their competencies and expertise, such as knowledge of grantmaking, programming, communications or finance. One of the co-chairs must be based in the Netherlands and the other outside of the country. The Audit and Risk committee must have expertise on Dutch

accountancy regulations. The Supervisory Board follows a nomination protocol for recruiting, selecting and appointing new members. At every third meeting the Supervisory Board carries out an internal evaluation of how it and its members function and discusses recommendations about improving its functioning.

### 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 Supervisory Board approves the organisation's annual plans and is informed about progress via semi-annual meetings and financial income and expense reports. The Management Team, led by the Executive Director, discusses progress and forwards these reports to the Supervisory 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.

## 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, including General Data Protection Regulation (GDPR). In its communications policy Mama Cash explains how we uphold principles of effectiveness, efficiency, clarity and cultural awareness and how we respond to complaints. This policy is available upon request; the complaints policy is available on the website.

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 through newsletters, and podcasts; donor meetings.
Foundations, governments and lotteries	Contracts for financial collaborations. Meetings, reports and evaluations.
Activist networks	Updates and meetings.
Advisors	Regular updates, individual communication and convenings.
Employees and volunteers	Development of strategic plans, annual plans and individual work plans. Regular staff evaluation.
General public	Research reports, campaigns and news updates on website.

## Board activities in 2018

In 2018 two face-to-face meetings (two days each) were held in May and October. Executive Committee meetings were held in March, July and September. At the meetings, the Executive Director reported on progress, activities and finances in the context of the 2018 annual plan. The 2017 annual report, the 2017 annual accounts, the *Audit Report* from the auditors and the 2019 annual plan were approved in accordance with the *Articles of Association*.

Both face-to-face Board meetings focused on adapting the Board's governance structure in line with the new corporate governance structures under Dutch law. In addition to the review and adoption of the new *Articles of Association*, and consideration of responsibilities, legal obligations, and any other implications of moving from a one-tier to a two-tier governance structure, the Board also dedicated time to ensure the inclusion of feminist values in the Board's governance structure and regulations. At the Board meeting in October, the new *Articles of Association* were approved. In the same meeting the Board appointed the Executive Director Zohra Moosa as the Managing Board and approved the Supervisory Board regulations. With that, the new governance structure was finalised.

## Composition of the Board in 2018

At the end of 2018 the Supervisory Board had ten 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.

## Changes to the Board

In May 2018, Marieke van Doorninck, co-chair of the Board, unexpectedly had to step down due to her appointment as alderwoman of the municipality of Amsterdam. Ms. van Doorninck served on the Board since September 2012 and was co-chair since 2014. The Board thanks her for her substantial contribution to Mama Cash and congratulates Amsterdam. To fill in the gap and allow sufficient time for a careful search for a new board member, the Board asked Myra ter Meulen, a previous Board member, to step in and act for one year as co-chair, starting May 2018. The Board meeting of May was also the first meeting for new Board member Oriana Lopez. In the Board meeting of October, two new Board members, Nancy Jouwe and Jessica de Abreu, were appointed. Femke Bos, who joined the Board in September 2012 and served as member of the Finance Committee, decided not to apply for a third term.

Noelene Nabulivou, who joined the Board in October 2017, resigned for personal reasons. The Board thanks them both for their valuable contributions to Mama Cash.

In the October meeting, the following Supervisory Board committees and memberships were appointed:

- **Nomination and Governance Committee:** Tracey Tully, Farah Salka, Myra ter Meulen and Jessica de Abreu;
- **Audit and Risk Committee:** Nita Wink, Oriana Lopez, Khadijah Fancy and Farah Salka;
- **Remuneration Committee:** Fadzai Muparutsa, Myra ter Meulen, Nancy Jouwe and Anna Kirey

## Board expenses and remuneration

Supervisory Board members are not remunerated, but may claim compensation for reasonable expenses. In 2018 the Supervisory Board expenses were €27,530, mainly insurance, travel and hotel expenses for face-to-face Board meetings.

The remuneration of the Executive Director Zohra Moosa is based on the Dutch Collective Labour Agreement for Social Work (*CAO Sociaal Werk*). The remuneration of the Executive Director is within the applicable limits set by Dutch Charities Association (*Goede Doelen Nederland*) and Dutch law (*Wet Normering Topinkomens*). For more details, see tables 21a and 21b on pages 88 and 89.

In 2018, the Executive Director served on the Governing Council of the European Foundation Centre. She did not receive remuneration for this function.

## Committees

**Executive Committee**  
(disbanded after the change in governance structure)

Provides guidance, advice, feedback and support to the Executive Director about the running of the organisation. This committee met three times in 2018. The full Board receives all Executive Committee documentation prior to Executive Committee meetings and can raise questions by contacting the Co-chairs.

**Audit and Risk Committee**

Oversees the review and audit of the organisation's books and records, financial reporting, and compliance reporting; and reviews the organisation's overall risk strategy and risk management, including its risk culture and risk tolerance. Advises the Supervisory Board on the organisation's annual budget and annual accounts.

**Nomination and Governance Committee**

Recommends to the Supervisory Board criteria and procedures for the selection of Supervisory Board members and identifies and recommends to the Supervisory Board candidates for the Supervisory Board, if applicable. Oversees self-assessment by the Managing Board and the Supervisory Board and its committees every third meeting.

**Remuneration Committee**

Assists the Supervisory Board with respect to Mama Cash's remuneration strategy and principles for the Executive Director; ensures that the structure and level of the Executive Director's remuneration is appropriate in view of the required level of professionalism and compliant with the Dutch Charities Association (*Goede Doelen Nederland*) Directive on Remuneration of Executive Directors, and other legislation and regulations.

## Financial Management

### Income

Financially, 2018 was a successful year for Mama Cash. The total income of €17,680,939 was well above the projected income of €13,280,185. This large difference can be attributed to a combination of factors. Mama Cash takes a conservative approach in its income projections and budgets only secured income. Expected income from applications with bilateral donors, foundations and lotteries is only included if there has been a very strong verbal or written indication from the donor they will approve the application. In 2018, however, almost all pending applications were approved. In addition, some income from the Dutch Ministry of Foreign Affairs grants planned for 2020 has been moved to 2018 to better allow Mama Cash and grantee-partners to meet the reporting requirements at the end of the grant period (December 2020). The conservative approach used for institutional donors was also used in projecting income from individual donors, recognising that we were only at the start of an ambitious individual fundraising plan. However, we received several substantive donations. Obviously, we hope we will be able to continue this success.

### Expenditures

Overall, expenditures were slightly higher than the budget, for the most part because of grantmaking. Thanks to the unexpected grants from (among others) the Dutch Postcode Lottery and WE Trust, and the



moving of CMI! and GAGGA grantmaking budgets from 2020 to 2018, expenditures for direct grantmaking were higher than projected. Operational expenditures were less than budgeted, mainly because of vacancies and changes in personnel and because the planned extra expenditures for individual fundraising will happen mostly in 2019 and 2020.

### **Financial sustainability**

Through 2020 Mama Cash has a financially healthy and sustainable base. However, most current major grants from governments and foundations, which account for roughly 2/3 of our current annual income, expire in 2020. The Board used the October Board meeting to discuss extensively with the Executive Director and Management Team how to address this.

The high commitment of Mama Cash's individual donors is an important and extremely valuable asset which provides a firm and stable financial basis. To become less dependent on major institutional donors, Mama Cash intends to step up outreach to individual donors in the Netherlands as well as in countries like the USA and UK. With the approval of the annual accounts 2017, the Board agreed to create a designated reserve to make this possible. Since the withdrawals from the reserve were less than expected in 2018, there is no need yet to make an addition to the reserve. The purpose of the designated reserve is not only to provide the financial means for focused and intensified fundraising, but also to provide the financial means to inspire a new generation of feminist activists – and in turn be inspired by them. Sustainability lies in the combination of political engagement and financial solidarity.

### **Spending on strategies, fundraising costs, and management and administration costs**

The amounts and percentage spent on strategies were above budget, mostly due to a higher available amount for direct grantmaking. The amounts and percentage spent on fundraising was less than expected, mainly because the development of and preparations for the implementation of the new fundraising plan required more time than planned. After the budget 2018 was approved, a critical review of the percentage allocated to management and administration costs was undertaken, as advised by the auditors. As a result, the percentage has increased, although the amount spent on management and administration in 2018 remains at the lower end of the range set by Mama Cash (5-8%). The share of fundraising, management and administration costs are considered reasonable and relatively low.

### **Continuity reserve and risks**

In 2015 the Board set the (minimum) target for our continuity reserve at 60% or seven months of the operational costs budgeted for the next financial year. Currently the continuity reserve stands at 67%. The rationale behind this target is that the process of applying for grants from major institutional donors is unpredictable in terms of time as well as outcome. The continuity reserve must therefore enable Mama Cash to sustain an improbable but nevertheless possible period of several months in which grants of major institutional donors have already expired but new applications are still in process. Mama Cash is using its current relatively strong financial position until 2020 to review its fundraising strategy for institutional donors, while at the same time intensifying its relationship with current donors. This should keep the risks at a manageable level. The other reason behind the target for the continuity reserve is that it would enable Mama Cash to responsibly contract in the unlikely event that this becomes necessary. Although contraction is not considered a serious risk in the foreseeable future, given that its impact would be severe, it is necessary to be prepared.

### **Accountability**

In the opinion of the Supervisory Board, the financial statements as prepared by management for the year ending 31 December 2018 truly and fairly reflect the financial position and operations of Mama Cash. The 2018 annual report gives a true and fair reflection of the programmes, activities and results achieved in 2018, based on what was agreed upon in the 2018 annual plan.

The Supervisory Board is pleased with the 2018 implementation of the 2015-2020 strategic plan and with the organisational development that has taken place.

## Composition of the Supervisory Board of Mama Cash as of December 2018

<b>Myra ter Meulen</b>	Co-chair	<ul style="list-style-type: none"> <li>March 2008 - April 2017 (three full terms)</li> <li>Co-chair since May 2018 (as interim until May/June 2019)</li> </ul>	Consultant prevention child abuse and domestic violence, the Netherlands	<ul style="list-style-type: none"> <li>Co-Chair on the Board of Women's Wallet, the financial organisation that supports Women Help Women (a group that advances abortion rights and medical abortion)</li> <li>Active member of Vrouwen Tegen Uitzetting, a group of refugee and Dutch women that strives for more humane asylum laws and policies.</li> </ul>
<b>Khadijah Fancy</b>	Co-chair	<ul style="list-style-type: none"> <li>November 2011</li> <li>Reappointed November 2014</li> <li>Co-chair since October 2016</li> <li>Reappointed November 2017</li> </ul>	Senior Education Advisor, Cambridge Education, United Kingdom	<ul style="list-style-type: none"> <li>Advisor to trusts and foundations on giving to women's issues globally and advisor to NGOs on raising funds.</li> </ul>
<b>Nita Wink</b>	Member	<ul style="list-style-type: none"> <li>October 2016</li> <li>Treasurer of the Board until October 2018; in Supervisory Board, Chair Audit and Risk Committee</li> </ul>	Independent executive coach and facilitator, the Netherlands	<ul style="list-style-type: none"> <li>Co-chair International Advisory Board of Skateistan (an international NGO that works with young people, especially girls, from different ethnic and socioeconomic backgrounds)</li> </ul>
<b>Anna Kirey</b>	Member	<ul style="list-style-type: none"> <li>October 2016</li> </ul>	Deputy Director for Campaigns for Russia and Eurasia at Amnesty International, United Kingdom	<ul style="list-style-type: none"> <li>Advocacy and Human Rights Trainer</li> <li>Member Astraea Lesbian Foundation for Justice Advisory Board</li> <li>Advisor Urgent Action Fund for Women's Human Rights</li> <li>Founding member of Labrys (one of Central Asia's largest LGBT organisations)</li> </ul>
<b>Fadzai Muparutsa</b>	Member	<ul style="list-style-type: none"> <li>July 2017</li> </ul>	Independent human rights and social policy consultant, South Africa	<ul style="list-style-type: none"> <li>Member Astraea Lesbian Foundation for Justice Advisory Board</li> <li>Works with the African Commission on Human and Peoples' Rights, the South African Human Rights Commission (Johannesburg); and the United Nations Human Rights Council</li> </ul>
<b>Farah Salka</b>	Member	<ul style="list-style-type: none"> <li>January 2013</li> <li>Reappointed January 2016</li> </ul>	Co-founder and Executive Director of the Anti-Racism Movement, Lebanon	<ul style="list-style-type: none"> <li>Anti-racism campaigner</li> <li>Grassroots organising with migrant communities and women domestic workers</li> <li>Supports the global BDS (Boycott, Divestment, Sanctions) movement for freedom and justice for the Palestinian people</li> </ul>
<b>Jessica de Abreu</b>	Member	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	Anthropologist and co-founder of The Black Archives (one of the first historical archives in the Netherlands that focuses on Black Dutch history and beyond), Netherlands	<ul style="list-style-type: none"> <li>Board member at New Urban Collective (network for students and young professionals from various cultural backgrounds)</li> </ul>
<b>Oriana López Uribe</b>	Member	<ul style="list-style-type: none"> <li>May 2018</li> </ul>	Executive Director of Balance, a feminist organisation in Mexico working to achieve sexual and reproductive justice, Mexico	<ul style="list-style-type: none"> <li>Member of the feminist alliance Resurj- Realizing Sexual and Reproductive Justice and the Vecinas Feministas por la Justicia Sexual y Reproductiva en América Latina y el Caribe</li> </ul>
<b>Tracey Tully</b>	Member	<ul style="list-style-type: none"> <li>March 2015</li> <li>Reappointed May 2018</li> </ul>	Community mobilisation expert, New Zealand	<ul style="list-style-type: none"> <li>Rural education trainer working with hard to reach populations in Indigenous regions</li> <li>Tuhoe genealogical origins. Works to advance the well-being of her tribe</li> <li>Volunteer at NZPC (New Zealand Prostitutes' Collective)</li> <li>Active member of the sex work community</li> </ul>
<b>Nancy Jouwe</b>	Member	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	PhD researcher, publicist, curator and freelance lecturer at: the Willem de Kooning Art Academy; HKU University of the Arts Utrecht; Amsterdam University College; and the Council on International Educational Exchange Netherlands	<ul style="list-style-type: none"> <li>Chair of the Supervisory Board of BAK, Basis voor Actuele Kunst</li> <li>Board member of the Association of the Royal Institute of Southeast Asian and Caribbean Studies</li> <li>Affiliate researcher at Gender Studies, Humanities Dept, Utrecht University</li> <li>Project leader public history project Mapping Slavery</li> </ul>

\*None of the Board functions are remunerated.

# Financial report 2018

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# Balance as of 31 December 2018

(after appropriation of results)

All amounts are in euros.

(The numbers in parentheses refer to the explanatory notes for the balance sheet on pages 77-81.)

	31/12/2018	31/12/2017	
<b>Assets</b>			
Tangible assets (1)	66,329	76,701	
Intangible assets (2)	57,992	95,832	
Investments (3)	2,440,296	2,657,579	
Receivables (4)	1,034,967	5,406,491	
Liquidities (5)	18,424,904	9,088,166	
<b>Total assets</b>	<b>22,024,484</b>		<b>17,324,769</b>
<b>Liabilities</b>			
• Continuation reserve (6)	2,658,358	2,547,887	
• Designated reserves (7)	462,064	572,535	
<b>Total reserves</b>	<b>3,120,422</b>		<b>3,120,422</b>
<b>Funds</b>			
• Designated funds (8)	4,527,330	2,898,975	
• Donor advised and named funds (9)	2,165,332	1,549,403	
<b>Total funds</b>	<b>6,692,662</b>		<b>4,448,378</b>
<b>Long-term liabilities (10)</b>	<b>132,802</b>		<b>149,747</b>
<b>Short-term liabilities (11)</b>	<b>12,078,596</b>		<b>9,606,221</b>
<b>Total liabilities</b>	<b>22,024,484</b>		<b>17,324,769</b>

# Statement of income and expenditures as of 31 December 2018

All amounts are in euros.

(The numbers in parentheses refer to the explanatory notes for the statement of income and expenditures on pages 82-90.)

	Actuals 2018	%	Budget 2018	%	Actuals 2017	%
<b>INCOME</b>						
<b>Income from individual donors (13)</b>						
• Individual donors	1,321,943		669,514		1,303,948	
• Income from inheritances / legacies	56,294		0		102,550	
• Donor advised funds	766,276		185,000		225,000	
<b>Total income from individuals</b>	<b>2,144,513</b>	<b>12%</b>	<b>854,514</b>	<b>6%</b>	<b>1,631,498</b>	<b>10%</b>
<b>Income from foundations (14)</b>						
• Foundations	4,486,414		2,465,421		4,797,723	
<b>Total income from foundations</b>	<b>4,486,414</b>	<b>25%</b>	<b>2,465,421</b>	<b>19%</b>	<b>4,797,723</b>	<b>30%</b>
<b>Income from lottery organisations (15)</b>						
• Dutch Postcode Lottery	1,159,255		900,000		925,000	
<b>Total income from lottery organisations</b>	<b>1,159,255</b>	<b>7%</b>	<b>900,000</b>	<b>7%</b>	<b>925,000</b>	<b>6%</b>
<b>Income from governments (16)</b>						
• Governments	5,635,757		4,730,250		4,459,941	
• Income for Alliance partners	4,255,000		4,330,000		4,330,000	
<b>Total income from governments</b>	<b>9,890,757</b>	<b>56%</b>	<b>9,060,250</b>	<b>68%</b>	<b>8,789,941</b>	<b>54%</b>
<b>Sum of the income raised</b>	<b>17,680,939</b>	<b>100%</b>	<b>13,280,185</b>	<b>100%</b>	<b>16,144,162</b>	<b>100%</b>
<b>Other income (17)</b>						
• Other income	63,076		0		126,446	
<b>Total other income</b>	<b>63,076</b>		<b>0</b>		<b>126,446</b>	
<b>TOTAL INCOME</b>	<b>17,744,015</b>		<b>13,280,185</b>		<b>16,270,608</b>	
% of budget		134%				117%
% of last year		109%				119%

# Financial report 2018

## Statement of income and expenditures as of 31 December 2018 (continued)

	Actuals 2018	%	Budget 2018	%	Actuals 2017	%
<b>EXPENDITURES RELATED TO STRATEGIES (18)</b>						
Payments to Alliance Partners	4,255,000	27%	4,330,000	28%	4,255,000	30%
<b>Grantmaking and accompaniment</b>						
• Body portfolio	1,228,668		995,000		1,095,715	
• Money portfolio	1,279,500		1,240,000		1,293,000	
• Voice portfolio	960,000		900,000		977,500	
• Opportunity portfolio	50,000		50,000		60,000	
• Accompaniment portfolio	185,000		145,000		230,000	
• Spark portfolio	20,000		20,000		10,000	
• Red Umbrella Fund (19)	830,000		827,000		855,000	
<b>Total direct grantmaking</b>	<b>4,553,168</b>	<b>29%</b>	<b>4,177,000</b>	<b>27%</b>	<b>4,521,215</b>	<b>31%</b>
- Grantmaking and accompaniment implementation costs	1,992,566	13%	2,094,986	14%	1,589,880	11%
<b>Total grantmaking and accompaniment</b>	<b>6,545,734</b>	<b>42%</b>	<b>6,271,986</b>	<b>41%</b>	<b>6,111,095</b>	<b>43%</b>
<b>Strengthening women's funds</b>						
• Women's funds direct grantmaking	1,746,165		1,317,000		1,289,700	
• Strengthening women's fund implementation costs	310,771		443,001		321,001	
<b>Total Strengthening women's funds</b>	<b>2,056,936</b>	<b>13%</b>	<b>1,760,001</b>	<b>11%</b>	<b>1,610,701</b>	<b>11%</b>
<b>Influencing the donor community</b>						
• Influencing the donor community implementation costs	744,765		649,129		505,484	
<b>Total influencing the donor community</b>	<b>744,765</b>	<b>5%</b>	<b>649,129</b>	<b>4%</b>	<b>505,484</b>	<b>4%</b>
<b>TOTAL EXPENDITURES RELATED TO STRATEGIES (including Alliance Partners)</b>						
	<b>13,602,434</b>	<b>88%</b>	<b>13,011,116</b>	<b>84%</b>	<b>12,482,280</b>	<b>87%</b>
(as percentage of total income)		77%		98%		77%
<b>Fundraising</b>						
• Fundraising costs	1,186,539	8%	1,842,285	12%	1,243,586	9%
(as percentage of fundraising income)		7%		14%		8%
<b>Management and administration</b>						
• Management and administration costs	701,684	5%	486,616	3%	638,291	4%
<b>TOTAL EXPENDITURES (20-21)</b>	<b>15,490,657</b>	<b>100%</b>	<b>15,340,017</b>	<b>99%</b>	<b>14,364,157</b>	<b>100%</b>
% of budget		101%				100%
% of last year		108%				107%
<b>RESULT BEFORE FINANCIAL INCOME AND EXPENDITURE</b>	<b>2,253,358</b>		<b>-2,059,832</b>		<b>1,906,451</b>	
<b>Financial income and expenditure (22)</b>						
• Result on investments	12,194		105,000		-83,313	
• Exchange rate differences	-21,268		-5,000		-6,249	
Total financial income and expenditure	-9,074		100,000		-89,562	
<b>RESULT</b>	<b>2,244,284</b>		<b>-1,959,832</b>		<b>1,816,889</b>	
<b>Result allocation</b>						
• Designated funds	1,628,356		-1,672,000		1,336,575	
• Donor advised funds and named funds	615,929				-13,124	
• Designated reserves	-110,471				393,080	
• Continuation reserve	110,471		-287,832		100,358	
<b>RESULT ALLOCATION</b>	<b>2,244,285</b>		<b>-1,959,832</b>		<b>1,816,889</b>	
<b>RESULT AFTER RESULT ALLOCATION</b>	<b>0</b>		<b>0</b>		<b>0</b>	

## Overview grantmaking and contributions to Alliance partners

<b>Overview grantmaking and contributions to Alliance Partners</b>	<b>Actuals 2018</b>	<b>% of total expenditures (incl. Alliance Partners)</b>	<b>% of total expenditures (excl. Alliance Partners)</b>	<b>Budget 2018</b>	<b>% of total expenditures (incl. Alliance Partners)</b>	<b>% of total expenditures (excl. Alliance Partners)</b>
Total expenditure (incl. payments to Alliance Partners)	15,490,657			15,340,017		
Total expenditure (excl. payments to Alliance Partners)	11,235,657			11,010,017		
Direct grantmaking and payments to Alliance Partners	10,554,333	68%		9,824,000	64%	
Direct grantmaking	6,299,333		56%	5,494,000		50%

# Cash flow statement

All amounts are in euros.

(The numbers in parentheses refer to the explanatory notes for the cash flow statement on page 73.)

	2018	2017
<b>Cash flow from operational activities (1)</b>		
Mutation in reserves	0	493,438
Mutation in funds	2,244,285	1,323,451
Result	2,244,285	1,816,889
Adjustments for:		
• Depreciation of tangible fixed assets	38,169	36,332
• Depreciation of intangible fixed assets	44,763	45,105
• Changes in the value of investments	30,389	143,764
	113,321	225,201
Changes in working capital:		
• Receivables	4,371,524	-46,748
• Short-term liabilities	2,472,375	-1,538,726
	6,843,899	-1,585,474
Cash flow from operational activities	9,201,504	456,616
<b>Cash flow from investment activities (2)</b>		
Investment/divestments in:		
• Tangible assets	-27,797	-18,227
• Intangible assets	-6,921	-56,288
• Equity and bonds	186,896	1,320,591
Cash flow from investment activities	152,178	1,246,076
<b>Cash flow from financing activities</b>		
Adjustments in long-term liabilities	-16,945	34,962
Cash flow from financing activities	-16,945	34,962
<b>Increase / decrease in liquidities</b>	<b>9,336,738</b>	<b>1,737,654</b>
<b>Liquidity movements</b>		
Cash and cash equivalents as of 1 January	9,088,166	7,350,512
<b>Increase in cash and cash equivalents</b>	<b>9,336,738</b>	<b>1,737,654</b>
<b>Cash and cash equivalents as of 31 December</b>	<b>18,424,904</b>	<b>9,088,166</b>



# 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 2018 the cash and cash equivalents increased by €9,336,738. 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 addition of designated and donor advised commitments which are earmarked for specific projects (see also note 8 and 9: Funds, page 79-80).

### *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.

### *Changes in working capital*

In 2018 we saw a change in receivables of €4.4 million. In 2017 the receivables included an amount of €4,255,000 of pre-payments and a reservation for a payment to our Alliance Partners in the CMI! project for the year 2018. In 2018 there were no pre-payments for the year 2019.

Changes in short-term liabilities are mainly due to the category 'funds received in advance', which increased from €7,294,204 in 2017 to €9,057,175 in 2018 (see also note 11: Short-term liabilities, page 81).

## 2. Changes in cash flow from investment activities

The change in cash flow from investment activities is largely due to the large variance between 2017 (€1,320,591) and 2018 (€186,896) amounts for purchasing and divestment (see also note 3: Investments, page 77-78).

# Explanatory notes for the annual accounts

## Mama Cash Foundation

Courageous women's, girls', trans and intersex 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', trans and intersex people's groups, and helps to build the partnerships and networks needed to successfully defend and advance women's, girls', trans and intersex 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 on 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 Beogende 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.

### Change in accounting policy

There have been no changes in accounting policy.

### Foreign currency

The currency of reporting is the euro. Assets and liabilities in foreign currency are valued against exchange rates as of 31 December 2018. Transactions in foreign currencies are recalculated at the exchange rate on the transaction date. Exchange rate differences are stated under 'Financial income and expenditure'.

### 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 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. A bond package in the portfolio managed by a Swiss asset manager is assessed at amortised cost price. Due to illiquidity of the underlying assets, a write-off took place in 2017. Final settlement is expected to take place in 2019.

## 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 reserves. 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 reserves are reserves that are allocated for a specific purpose, which cannot be (sufficiently) resourced from the regular operational budget. If there are no withdrawals for two consecutive years, a designated reserve will be ended and added to the continuity reserve (freely disposable capital).

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', trans and intersex people's 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, fundraising 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 2018. The total number of FTEs includes replacement as a result of pregnancy and care leave.

## Costs are allocated as follows:

Type of cost	Allocation
<b>Board</b>	100% Management and administration
<b>Executive Director</b>	30% Management and administration 15% Fundraising 55% Influencing the donor community
<b>Grants- and donor administration</b>	85% Grantmaking 15% Fundraising
<b>Data management</b>	50% Grantmaking and accompaniment 50% Fundraising
<b>IT and human resources</b>	100% Management and administration
<b>Finance and administration</b>	30% Grantmaking 20% Fundraising 50% Management and administration
<b>Accommodation</b>	Allocation pro rata based on average FTEs
<b>Office and general costs</b>	Allocation pro rata based on average FTEs
<b>Depreciation</b>	Allocation pro rata based on average FTEs

	Average FTE 2018
Grantmaking and accompaniment	12.04
Red Umbrella Fund	4.4
Strengthening women's funds	3.61
Influencing the donor community	7.11
Fundraising	9.57
Management and administration	6.34
<b>Total</b>	<b>43.06</b>

## **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 conditions described above are also applicable to this pension scheme.

## **Grantmaking**

Commitments made by Mama Cash to women's, girls', trans and intersex 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.

## **Expenses for grantmaking and accompaniment**

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

niment 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 grantee-partners, and building international communities of practice.

## **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 and intersex people's rights. This category includes research, travel and meeting expenses.

## **Fundraising costs**

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

## **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 Supervisory Board**

Mama Cash has an international Supervisory Board. Supervisory Board members do not receive remuneration. Expenses of the Supervisory Board 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 insurance.

# Explanatory notes for the balance sheet

## 1. Tangible assets

Tangible assets investments are primarily related to investments in the IT hardware systems.

	Inventory	Office equipment	Hardware	Refurbishment	Total 2018	Total 2017
<b>Acquisition value</b>						
Balance as of 1 January	96,957	57,988	115,546	163,177	433,668	415,441
Purchasing	7,782	1,491	18,524	0	27,797	18,227
Balance as of 31 December	104,739	59,479	134,070	163,177	461,465	433,668
<b>Depreciation</b>						
Balance as of 1 January	92,398	54,318	89,707	120,544	356,967	320,635
Depreciation	2,554	960	15,706	18,949	38,169	36,332
Balance as of 31 December	94,952	55,278	105,413	139,493	395,136	356,967
<b>Book value as of 31 December</b>	<b>9,787</b>	<b>4,201</b>	<b>28,657</b>	<b>23,684</b>	<b>66,329</b>	<b>76,701</b>

## 2. Intangible assets

Intangible assets investments are primarily related to the Mama Cash website and to software acquisitions to upgrade the IT system in the office.

	Total 2018	Total 2017
<b>Acquisition value</b>		
Balance as of 1 January	310,086	253,798
Purchasing	6,921	56,288
Balance as of 31 December	317,007	310,086
<b>Depreciation</b>		
Balance as of 1 January	214,252	169,148
Depreciation	44,763	45,106
Balance as of 31 December	259,015	214,254
<b>Book value as of 31 December</b>	<b>57,992</b>	<b>95,832</b>

## 3. Investments

Responsible investment is a priority for Mama Cash (see also page 60). 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. In 2017 the Finance Committee of the Board assessed this portfolio and concluded that it did not sufficiently meet our responsible investment criteria. Most of the stocks and bonds of this portfolio have subsequently been converted to liquidities and will be brought in line with our responsible investment criteria in 2019. Mama Cash's financial asset management will be entrusted to one of the two highest ranking responsible financial asset managers in the Netherlands, similar to the other investments of Mama Cash.

## Investments

	Total 2018	Total 2017
Bonds	1,333,689	1,707,300
Shares	1,106,607	950,279
<b>Balance as of 31 December</b>	<b>2,440,296</b>	<b>2,657,579</b>

## Value of investments

	Total 2018	Total 2017
Balance as of 1 January	2,657,581	4,121,935
Purchasing	1,094,416	77,601
Divestment	-1,281,312	-1,398,193
Realised investment value differences	107,147	-89,217
Unrealised investment value differences	-137,536	-54,547
<b>Balance as of 31 December</b>	<b>2,440,296</b>	<b>2,657,579</b>

## 4. Receivables

The receivables are short-term assets. Prepaid costs are costs related to expenses for 2019 paid in advance. Grants to be received are commitments made by institutional donors that have not yet been received at the end of 2018. The grants to be received are by far the largest amount (€900,000) in the sum of the receivables (€1,034,967). Other receivables include dividend tax and personnel advances.

	Total 2018	Total 2017
Gifts to be received	20,622	44,828
Prepaid pensions	10,397	0
Prepaid other costs	63,675	71,806
Prepaid costs Alliance Partners	0	3,710,700
Sick pay to be received	22,236	47,563
Interest to be received	989	1,812
Grants to be received	900,000	925,000
Tax and social premiums to be received	3,955	0
Other receivables	13,093	4,782
<b>Balance as of 31 December</b>	<b>1,034,967</b>	<b>5,406,491</b>

## 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. These allocated grants are kept in savings accounts. The increase in liquidities can be explained by the increase, compared to 2017, in pre-payments of commitments from institutional donors and the fact that, contrary to 2017, the €3.7 million received in advance for CMI! Alliance Partners was not forwarded to our Alliance Partners in December 2018, but January 2019.

	Total 2018	Total 2017
Cash	307	850
Current and savings accounts	18,424,597	9,087,316
<b>Balance as of 31 December</b>	<b>18,424,904</b>	<b>9,088,166</b>

## 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 its obligations in the future.

In order to determine the size of the continuation reserve, Mama Cash follows the guidelines of the Dutch Charities Association (*Goede Doelen Nederland*). 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 Dutch Charities Association 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%) of the annual operational costs. In 2018 an addition of €110,471 was made to the continuation reserve. With this addition the continuation reserve totals €2,658,358, or 67% of the budgeted annual operational costs of Mama Cash in 2019.

	Total 2018	Total 2017
Balance as of 1 January	2,547,887	2,447,529
Transfer to/from designated funds	0	0
Additions	110,471	100,358
<b>Balance as of 31 December</b>	<b>2,658,358</b>	<b>2,547,887</b>

## 7. Designated reserves

The designated reserves include the part of the reserves used for financing the fixed assets ('Designated reserve assets') and a designated reserve newly created in 2017 ('Designated reserve to inspire new feminist donors'). One of the organisational priorities of Mama Cash in 2019 is to 'inspire solidarity' to ensure a sustainable future. This requires a significant financial investment to which end the designated reserve has been created. In 2018 an amount of €62,257 has been withdrawn from the designated reserve in preparation for larger campaigns in 2019.

	Designated reserve assets	Designated reserve to inspire new feminist donors	Total 2018	Total 2017
Balance as of 1 January	172,535	400,000	572,535	179,455
Additions	0		0	400,000
Withdrawals	-48,214	-62,257	-110,471	-6,920
<b>Balance as of 31 December</b>	<b>124,321</b>	<b>337,743</b>	<b>462,064</b>	<b>572,535</b>

## 8. Designated 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. Amounts from a single donor above €300,000 are shown separately, amounts below €300,000 are combined in one designated fund.

The grant from the Bill and Melinda Gates Foundation is meant for 'Support to Women's Movements in the Global South geographies', to be used for direct grant-making to women- and girl-led organisations, capacity strengthening and knowledge building. The amount covers the period up to December 2019. The grant from the Dutch Postcode Lottery is core support for Mama Cash to enable the organisation to implement its core strategies effectively and efficiently.

The designated funds for Red Umbrella Fund and 'Other designated funds' contain several smaller amounts. The Red Umbrella Fund funds are meant to support sex workers' organisations and the strengthening of their movements, the other designated funds are meant to support the three core strategies of Mama Cash.

The Mama Cash Programme Fund has been created to support women's, girls, trans and intersex human rights organisations and strengthen their capacity to effectively self-organise and advocate for their rights; and to ensure a steady flow of unrestricted funding so that the groups supported by Mama Cash are enabled to continue building a feminist future.

	Balance as of 1 January	Additions	Withdrawals	Balance as of 31 December
Bill and Melinda Gates Foundation	1,323,809	1,908,239	-1,323,168	1,908,880
Dutch Postcode Lottery	900,000	900,000	-900,000	900,000
Foundation for a Just Society designated fund	309,300	299,152	-309,300	299,152
Other designated funds for Mama Cash	0	482,000	0	482,000
Designated funds for Red Umbrella Fund	365,866	176,634	-365,866	176,634
Mama Cash Programme Fund	0	760,664	0	760,664
<b>Total designated funds</b>	<b>2,898,975</b>	<b>4,526,689</b>	<b>-2,898,334</b>	<b>4,527,330</b>

## 9. Donor advised funds and named funds

	Balance as of 1 January	Additions	Withdrawals	Balance as of 31 December
<b>Donor advised funds</b>				
Anneke van Baalen/De Bonte Was Fund	52,480	20	-12,000	40,500
Kitty's Green Fund	0	50,000		50,000
Fund for Justice and Sustainability	92,012	57,532	-23,000	126,544
Feminist Solidarity Fund	0	295,851		295,851
Judith Anna Vega Fund		165,000		165,000
<b>Sub-total donor advised funds</b>	<b>144,492</b>	<b>568,403</b>	<b>-35,000</b>	<b>677,895</b>
<b>Named funds</b>				
Francien Vriesman Fund	1,404,911	82,526		1,487,437
<b>Sub-total named funds</b>	<b>1,404,911</b>	<b>82,526</b>	<b>0</b>	<b>1,487,437</b>
<b>Total donor advised and named funds</b>	<b>1,549,403</b>	<b>650,929</b>	<b>-35,000</b>	<b>2,165,332</b>

### Donor advised funds

#### *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).

#### *Kitty's Green Fund*

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

#### *Fund for Justice and Sustainability*

In 2017 the Fund for Justice and Sustainability was established to support women's, girls', trans and intersex people's groups that are working on environmental justice.

#### *Judith Anna Vega Fund*

In 2018 the Judith Anna Vega Fund was established to support the strengthening of women's groups

in Africa, Latin America, Asia and Eastern Europe, and the strengthening of women's groups in other European countries that are working in the area of self-determination and participation.

#### *Feminist Solidarity Fund*

In 2018 the Feminist Solidarity Fund was established to provide flexible funding to the Body, Money and Voice portfolios, and to support girl-led organisations, LGBTI groups and environmental defenders in particular.

### Named funds

#### *Francien Vriesman Fund*

In 2015 the Francien Vriesman Fund was established to support Mama Cash in its mission to fund courageous women's, girls, trans and intersex people's human rights organisations and to mobilise the financial resources to make this possible.

## 10. 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 2018 have been accounted for as short-term liabilities.

	Total 2018	Total 2017
Balance as of 1 January	149,747	114,785
New loans	0	0
Extensions of loans	2,500	52,000
Loans < 1 year transfer to short-term liabilities	-19,445	-7,038
Loans to donations		-10,000
<b>Balance as of 31 December</b>	<b>132,802</b>	<b>149,747</b>



## 11. 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.

'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 may still submit revised invoices to correct this omission.

'Funds received in advance' are contributions from institutional donors which were received in 2018, but are intended for use in 2019. It includes funds for the Count Me In! programme, the Global Alliance for Green and Gender Action, and the CreatEquality project. 'Reservation individual training budgets' is a reservation of 1.5% of the gross monthly salary per employee which can be used by the employee for individual training.

	Total 2018	Total 2017
Allocated grants	1,921,333	1,914,300
Other creditors	778,679	105,425
Accrued liabilities to be paid	107,118	100,025
VAT to be paid	61,319	77,571
Funds received in advance	9,057,175	7,294,204
Salary to be paid	3,989	0
Leave day entitlements	72,548	61,975
Pension	0	1,367
Reservation individual training budgets	56,990	44,316
Loans contracted	19,445	7,038
<b>Balance as of 31 December</b>	<b>12,078,596</b>	<b>9,606,221</b>

## 12. 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 €126,385 (price level 2018).

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 €8,572 (price level 2018).

Mama Cash has a subscription contract for a customer relation management system for a period of five years ending in 2019. The subscription obligation through the end of the contract is valued at €17,412 (price level 2018).

# Explanatory notes for the statement of income and expenditures

## 13. Income from individuals

In 2018 the income derived from fundraising was a total amount of €17,680,939, representing 133% of Mama Cash's total budget. Donations from individual donors amounted to €2,144,513 or 12% of total fundraising income, 251% of the anticipated budget. Income from

individuals included several large individual donor gifts, significantly more than expected. Income from donor advised funds also increased considerably, including two new funds of €443,776 and €165,000 respectively.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
<b>Type of donation</b>					
Individual donations (one-time)	788,435		250,000	720,448	
Regular gifts	178,403		185,348	190,593	
Recurring gifts (five-year commitment)	355,105		234,166	392,907	
<b>Total individual donations</b>	<b>1,321,943</b>	<b>62%</b>	<b>669,514</b>	<b>1,303,948</b>	<b>80%</b>
<b>% of last year</b>		<b>101%</b>			<b>129%</b>
<b>Donor advised funds</b>					
Anneke van Baalen/De Bonte Was Fund	0		25,000	60,000	
Kitty's Green Fund	100,000		50,000	50,000	
Fund for Environmental justice	57,500		23,000	115,000	
Feminist Solidarity Fund	443,776		0	0	
Judith Anna Vega Fund	165,000		0	0	
Various	0		87,000	0	
<b>Total donor advised funds</b>	<b>766,276</b>	<b>36%</b>	<b>185,000</b>	<b>225,000</b>	<b>14%</b>
<b>% of last year</b>		<b>341%</b>			<b>300%</b>
<b>Inheritances and legacies</b>					
	56,294	3%	0	102,550	6%
<b>% of last year</b>		<b>55%</b>			<b>86%</b>
<b>Total individual donor income</b>	<b>2,144,513</b>	<b>100%</b>	<b>854,514</b>	<b>1,631,498</b>	<b>100%</b>
<b>% of total fundraising income</b>		<b>12%</b>			<b>9%</b>
<b>% of last year</b>		<b>131%</b>			<b>35%</b>
<b>% of budget</b>		<b>251%</b>			<b>121%</b>

## 14. Income from foundations

Donations from foundations totalled €4,486,414 or 25% of total fundraising income. 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.

An amount of €492,995 or 11% of foundation income was specifically raised for the Red Umbrella Fund. For more information about the Red Umbrella Fund, see page 38.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
Foundations Red Umbrella Fund	492,995		533,930	614,059	
Foundations Mama Cash	3,993,419		1,931,491	4,183,664	
Sub-total foundations	4,486,414		2,465,421	4,797,723	
<b>Total foundations</b>	<b>4,486,414</b>	<b>100%</b>	<b>2,465,421</b>	<b>4,797,723</b>	<b>100%</b>
<b>% of total fundraising income</b>		<b>25%</b>			<b>30%</b>
<b>% of last year</b>		<b>94%</b>			<b>184%</b>
<b>% of budget</b>		<b>182%</b>			<b>173%</b>

## 15. Income from lotteries

Income from lotteries relates to the contribution made by the Dutch Postcode Lottery. Mama Cash has received an annual grant since 2008. Based on a successful evaluation this grant was renewed in 2017 for a period of 5 years (2018-2022) for €900,000 annually, a

total of €4,500,000. In 2018 Mama Cash was awarded an extra grant of €1,253,000, for its special project CreatEquality. Income from lotteries contributed 7% of total fundraising income. Of these amounts € 1,159,255 was expensed and therefore taken as income in 2018.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
Dutch Postcode Lottery	1,159,255		900,000	925,000	
<b>Total lottery income</b>	<b>1,159,255</b>		<b>900,000</b>	<b>925,000</b>	
<b>% of total fundraising income</b>		<b>7%</b>			<b>6%</b>
<b>% of last year</b>		<b>125%</b>			<b>103%</b>
<b>% of budget</b>		<b>129%</b>			<b>103%</b>

## 16. Income from governments

In 2018 Mama Cash received four grants from governments, amounting to 56% of total fundraising income. The Ministry of Foreign Affairs of the Netherlands provided two multi-year funding commitments for the years 2016 – 2020. The amount received from the Dutch government was higher than the budget and last year, because grantmaking budget was moved from 2020 to 2018. The income for Alliance Partners is part of one of

these commitments. The income for Alliance Partners equals the commitments to Alliance Partners; expenditures equal the payments to Alliance Partners. The Swedish International Development Cooperation Agency provided one multi-year funding commitment for the years 2016 – 2019. A new grant from the Dutch Ministry of Foreign Affairs was awarded for the ‘Women Influence EU Spotlight Initiative’.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
<b>Income for Alliance Partners</b>	<b>4,255,000</b>		<b>4,330,000</b>	<b>4,330,000</b>	
Ministry of Foreign Affairs of the Netherlands (MoFa)					
Count Me In Consortium (CMI!), including €300,000 for Red Umbrella Fund	2,700,364		2,080,250	1,819,150	
Ministry of Foreign Affairs of the Netherlands (MoFa)					
Global Alliance for Green and Gender Action (GAGGA)	1,930,152		1,650,000	1,598,516	
Ministry of Foreign Affairs of the Netherlands (MoFa), other	30,227		0	0	
Swedish International Development Cooperation Agency/Sida	975,015		1,000,000	1,042,275	
<b>Sub-total governments</b>	<b>5,635,757</b>		<b>4,730,250</b>	<b>4,459,941</b>	
<b>Total government income including for Alliance Partners</b>	<b>9,890,757</b>		<b>9,060,250</b>	<b>8,789,941</b>	
<b>% of total fundraising income</b>		<b>56%</b>			<b>50%</b>
<b>% of last year</b>		<b>113%</b>			<b>98%</b>
<b>% of budget</b>		<b>109%</b>			<b>97%</b>

## 17. Other income

Other income mainly includes the return of two funds from grantee-partners and the release of a reservation of VAT to be paid.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
Other income	4,373		0	72,724	
Income previous years	58,703		0	53,722	
<b>Total other income</b>	<b>63,076</b>		<b>0</b>	<b>126,446</b>	<b>100%</b>
<b>% of last year</b>		<b>50%</b>			<b>1208%</b>

## 18. Sources of income and allocation to activities for 2018

	Individual donors	Donor advised and named funds	Foundations	Lotteries	SIDA	MoFa GAGGA	MoFa CMI!	MoFa other	Other income	TOTAL 2018
<b>INCOME</b>										
From designated funds 2017	279,310	35,000	1,681,775	900,000	0	0	0	0	37,249	<b>2,933,334</b>
Income for Alliance Partners	0	0	16,754	0	0	0	4,255,000	0	0	4,271,754
<b>Actual income 2018</b>	<b>1,378,237</b>	<b>766,276</b>	<b>4,491,367</b>	<b>1,159,255</b>	<b>974,881</b>	<b>1,930,151</b>	<b>2,700,364</b>	<b>30,227</b>	<b>32,429</b>	<b>13,463,187</b>
<b>Total actual income 2018</b>	<b>1,378,237</b>	<b>766,276</b>	<b>4,508,121</b>	<b>1,159,255</b>	<b>974,881</b>	<b>1,930,151</b>	<b>6,955,364</b>	<b>30,227</b>	<b>32,429</b>	<b>17,734,941</b>
<b>Total income + designated funds</b>	<b>1,657,547</b>	<b>801,276</b>	<b>6,189,896</b>	<b>2,059,255</b>	<b>974,881</b>	<b>1,930,151</b>	<b>6,955,364</b>	<b>30,227</b>	<b>69,678</b>	<b>20,668,275</b>
<b>Expenditures</b>										
Payments to Alliance Partners	0	0	16,754	0	0	0	4,255,000	0	0	4,271,754
<b>Direct grantmaking</b>										
Body portfolio	32,750	84,450	378,898	207,270	0	0	525,300	0	0	1,228,668
Money portfolio	66,500	114,000	299,300	219,500	0	334,500	245,700	0	0	1,279,500
Voice portfolio	65,000	0	374,400	220,600	0	0	300,000	0	0	960,000
Opportunity portfolio	23,371	0	0	12,629	0	10,000	4,000	0	0	50,000
Accompaniment portfolio	45,000	0	40,000	45,000	0	20,000	35,000	0	0	185,000
Spark portfolio	0	0	0	20,000	0	0	0	0	0	20,000
Red Umbrella Fund	176,041	0	308,000	0	0	0	309,000	0	36,959	830,000
Women's funds	237,900	0	452,265	30,000	0	1,026,000	0	0	0	1,746,165
<b>Total direct grantmaking</b>	<b>646,562</b>	<b>198,450</b>	<b>1,852,863</b>	<b>754,999</b>	<b>0</b>	<b>1,390,500</b>	<b>1,419,000</b>		<b>36,959</b>	<b>6,299,333</b>
Direct implementation costs	0	0	256,671	22,472	0	80,578	578,282	26,066	76,353	1,040,422
<b>Total programme costs</b>	<b>646,562</b>	<b>198,450</b>	<b>2,126,288</b>	<b>777,471</b>	<b>0</b>	<b>1,471,078</b>	<b>6,252,282</b>	<b>26,066</b>	<b>113,312</b>	<b>11,611,509</b>
<b>Operational costs</b>										
Other direct programme costs	1,385	3,604	167,639	40,082	101,908	49,319	65,086	449	-23,970	405,502
Personnel costs	10,634	27,668	987,355	305,853	782,402	364,708	578,567	3,323	52,745	3,113,255
Accommodation costs	451	1,172	55,754	13,122	33,153	16,661	21,987	152	-10,533	131,919
Office costs	497	1,293	61,509	14,477	36,576	18,381	24,257	167	-11,620	145,537
Depreciation costs	283	737	35,050	8,249	20,842	10,474	13,822	95	-6,622	82,930
<b>Total operational costs</b>	<b>13,250</b>	<b>34,474</b>	<b>1,307,307</b>	<b>381,783</b>	<b>974,881</b>	<b>459,543</b>	<b>703,719</b>	<b>4,186</b>	<b>0</b>	<b>3,879,143</b>
<b>Total expenditures</b>	<b>659,812</b>	<b>232,924</b>	<b>3,433,595</b>	<b>1,159,254</b>	<b>974,881</b>	<b>1,930,621</b>	<b>6,956,001</b>	<b>30,252</b>	<b>113,312</b>	<b>15,490,652</b>
<b>Actual income minus expenditures</b>	<b>718,425</b>	<b>533,352</b>	<b>1,074,526</b>	<b>1</b>	<b>0</b>	<b>-470</b>	<b>-637</b>	<b>-26</b>	<b>-80,883</b>	<b>2,244,288</b>
<b>Total income + designated funds minus expenditures</b>	<b>997,735</b>	<b>568,352</b>	<b>2,756,301</b>	<b>900,001</b>	<b>0</b>	<b>-470</b>	<b>-637</b>	<b>-26</b>	<b>-43,634</b>	<b>5,177,622</b>
Added to designated funds (for next financial year)	869,346	0	2,756,300	900,000	0	-470	-638	-26	84,756	4,609,268
Added to named funds and donor advised funds	0	568,350	0	0	0	0	0	0	0	568,350
Added to designated reserves	-48,214	0	0	0	0	0	0	0	0	-48,214
<b>Added to continuation reserve</b>	<b>176,602</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-128,388</b>	<b>48,214</b>

## 19. Red Umbrella Fund

	Actuals 2018	% of actual	Budget 2018	% total budget	Actuals 2017	% of actual
<b>INCOME</b>						
<b>From designated funds previous financial year</b>	<b>365,866</b>	<b>21%</b>		<b>0%</b>	<b>243,060</b>	<b>16%</b>
Individual donors	5,413		279,310		250,430	
Foundations	492,995		192,838		614,059	
Government (CMI! through Mama Cash)	440,000		300,000		300,000	
Contribution Mama Cash	40,000		40,000		40,000	
Other income	37,249		35,000		68,239	
Income previous years	328,617		327,783		17,314	
<b>Total actual income 2018</b>	<b>1,344,274</b>	<b>79%</b>	<b>1,174,931</b>	<b>100%</b>	<b>1,290,041</b>	<b>84%</b>
<b>Total income + designated funds</b>	<b>1,710,140</b>	<b>100%</b>	<b>1,174,931</b>	<b>100%</b>	<b>1,533,101</b>	<b>100%</b>
<b>EXPENDITURES</b>						
<b>Programme costs</b>						
Grants to sex workers' groups	830,000	72%	827,000	69%	855,000	73%
Programme salary costs	164,774		184,000		131,522	
Peer review grantmaking costs	24,606		22,000		23,006	
Influencing philanthropy and communications	10,684		11,000		8,919	
Learning, monitoring and evaluation (LME)	0		6,000		8,297	
<b>Total programme costs</b>	<b>1,030,064</b>	<b>89%</b>	<b>1,050,000</b>	<b>88%</b>	<b>1,026,743</b>	<b>88%</b>
<b>Fund management costs</b>						
Fund coordination salary costs	61,573		75,000		75,517	
Governance (ISC meeting, translations)	23,386		25,000		24,975	
<b>Total fund management costs</b>	<b>84,959</b>	<b>7%</b>	<b>100,000</b>	<b>8%</b>	<b>100,492</b>	<b>9%</b>
<b>Costs of hosting (Mama Cash operational costs)</b>	<b>40,000</b>	<b>3%</b>	<b>40,000</b>	<b>3%</b>	<b>40,000</b>	<b>3%</b>
<b>Total expenditures</b>	<b>1,155,023</b>	<b>100%</b>	<b>1,190,000</b>	<b>100%</b>	<b>1,167,235</b>	<b>100%</b>
<b>Total income + designated funds minus expenditures</b>	<b>555,117</b>		<b>-15,069</b>		<b>365,866</b>	
<b>Funds carried forward to next financial year</b>	<b>188,154</b>		<b>0</b>		<b>365,866</b>	

## 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 75). The distribution key is based on the number of FTEs per department. In 2018 a total amount of €6,299,333 was spent on grants as part of our grantmaking and accompaniment, and strengthening women's funds strategies. Payments to Alliance Partners (€4,255,000)

are the payments to the other members of the Count Me In! consortium. In total, expenditures related to strategies came to 88% of the overall expenses, which was 105% of what was budgeted.

Other direct and operational expenses have been monitored closely. In total, expenditures were 101% of the budgeted amount.

	Costs related to strategies			Fundraising costs	Management and administration	Total actuals 2018	Budget 2018	% of 2018 budget	Total actuals 2017
	Grantmaking and accompaniment	Strengthening women's funds	Influencing the donor community						
Direct grantmaking	4,553,168	1,746,165				6,299,333	5,494,000	115%	5,810,915
Payments to Alliance Partners			4,255,000	16,754		4,271,754	4,330,000	99%	4,255,000
Other direct costs	666,288	19,794	171,543	397,784	190,514	1,445,923	1,609,443	90%	921,207
Personnel costs	1,188,676	260,788	513,750	691,906	458,136	3,113,256	3,396,374	92%	2,943,231
Accommodation costs	50,369	11,051	21,770	29,319	19,413	131,921	148,400	89%	148,760
Office and general costs	55,568	12,191	24,017	32,345	21,417	145,538	256,300	57%	203,609
Depreciation costs	31,664	6,947	13,686	18,431	12,204	82,932	85,500	97%	81,435
<b>Total</b>	<b>6,545,734</b>	<b>2,056,936</b>	<b>4,999,765</b>	<b>1,186,539</b>	<b>701,684</b>	<b>15,490,657</b>	<b>15,320,017</b>	<b>101%</b>	<b>14,364,157</b>
<b>% of total expenditures</b>	<b>42%</b>	<b>13%</b>	<b>32%</b>	<b>8%</b>	<b>5%</b>	<b>100%</b>			

### Costs Mama Cash fundraising

The Central Bureau on Fundraising's standard recommends a maximum of 25% of total income from fundraising to be spent on fundraising costs. Mama Cash's fundraising costs represent 8% of the total income from fundraising 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 €638,291 in 2017 to €701,684. This represents 5% of the overall costs. The increase is for the most part due to higher personnel costs.

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. The CAO was renewed in 2017 and covers the period 1 April 2017

through 30 June 2019. In line with the agreements in the CAO, in July 2018 employees received a salary increase of 2%. 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 38.03 in 2017 to 43.06 in 2018 to enable the implementation of the two strategic partnerships, CMI! and GAGGA, the implementation of the Bill and Melinda Gates Foundation grant and to increase the capacity for fundraising. The amount paid for temporary staff dropped significantly, from €187,658 in 2017 to €61,367 in 2018.

## Specification of personnel costs

	2018 Actuals	2018 Budget	2017 Actuals
Gross salaries	1,998,459		1,763,366
Individual choice budget (holiday allowance and end-of-year payments)	343,015		301,042
Employer's part social security contribution	386,982		318,691
Employer's part pension contribution	137,610		122,381
Temporary staff	61,367		187,658
Other personnel costs (e.g. commuting, personnel insurance, training)	185,823		250,092
<b>Total personnel costs</b>	<b>3,113,256</b>	<b>3,421,374</b>	<b>2,943,230</b>
<b>% of budget</b>	<b>91%</b>		<b>96%</b>

## 21. Remuneration Executive Director and Supervisory Board

The Supervisory Board has established the remuneration policy and amount for the Executive Director in accordance with the Dutch Charities Association (*Goede Doelen Nederland*) regulation regarding remuneration for Executive Directors (see [www.goededoelennederland.nl](http://www.goededoelennederland.nl)).

The regulation determines a maximum for annual income based on a number of criteria. The Supervisory Board applied the criteria to Mama Cash, which resulted in a so-called BSD-score of 420. The related maximum annual income is €114,257 (1 FTE/12 months).

The actual annual income (as relevant to the Dutch Charities Association Regulation) of the Executive Director of Mama Cash, Zohra Moosa, was €104,079 and stayed within the applicable maximum. The annual income, taxable allowances, employer's contribution to pension and other postponed income contributions totalled €108,926 and stayed well below the applicable maximum of €142,612.

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 Normering Topinkomens (WNT)*. According to the *WNT*, in 2018 the maximum remuneration for executives working full-time for Mama Cash is €174,000. In 2018 the Executive Director worked full-time. Mama Cash Supervisory Board members do not receive any remuneration for their Board duties.

### Remuneration according to the Dutch Charities Association

Name	Zohra Moosa	
Function	Executive Director	
Contract		
	Contract type	Permanent
	Hours	36
	Part-time percentage	100
	Period	01/01 - 31/12
Remuneration (EUR)		
Yearly income		
	Gross salary	88,902
	Holiday allowance	7,112
	13th month	8,065
	Payment for unused holiday	-
	<b>Total</b>	<b>104,079</b>
Taxed reimbursements		-
Pension (employer contribution)		4,847
Pension compensation		-
Other remunerations in future		-
Payment of termination of employment		-
<b>Total 2018</b>		<b>108,926</b>



## Remuneration according to WNT

	2018	2017	
<b>Name</b>	<b>Zohra Moosa</b>	<b>N. McIntyre</b>	<b>Z. Moosa</b>
<b>Function</b>	<b>Executive Director</b>	<b>Executive Director</b>	<b>Executive Director</b>
<b>Period</b>	January - December 2018	January - May 2017	July - December 2017
<b>Hours</b>	36	36	36
<b>Part-time percentage</b>	100%	100%	100%
<b>Former senior official</b>	No	No	No
<b>National employment relationship</b>	No	No	No
<b>Individual WNT maximum</b>	174,000 per year	168,000 per year	168,000 per year
		70,000 per 5 months	84,000 per 6 months
<b>Remuneration</b>	104,199	46,949	48,949
<b>Taxable expense allowance</b>	-	-	-
<b>Provision post-employment benefits</b>	4,847	7,119	1,657
<b>Sub-total</b>	<b>109,047</b>	<b>54,069</b>	<b>50,606</b>
<b>Minus undue payments</b>	-	-	-
<b>Total remuneration 2018</b>	<b>109,047</b>	<b>54,069</b>	<b>50,606</b>
<b>Justification if exceeding</b>	n.a.	n.a.	n.a.

Table 1D WNT

NAME SENIOR OFFICIAL	FUNCTION
Myra ter Meulen	Co-chair Supervisory Board
Khadijah Fancy	Co-chair Supervisory Board
Nita Wink	Member Supervisory Board
Anna Kirey	Member Supervisory Board
Fadzai Muparutsa	Member Supervisory Board
Farah Salka	Member Supervisory Board
Jessica de Abreu	Member Supervisory Board
Oriana López Uribe	Member Supervisory Board
Tracey Tully	Member Supervisory Board
Nancy Jouwe	Member Supervisory Board

## 22. Financial income and expenditure

The financial income and expenditure consist of result on investment and exchange rate differences. Result on investment is slightly positive in 2018. Exchange rate differences amount to -€21,268 in 2018.

	Actuals 2018	%	Budget 2018	Actuals 2017	%
Result on investments	12,194		80,000	-83,313	
Exchange rate differences	-21,268		-5,000	-6,249	
<b>Total financial income and expenditure</b>	<b>-9,074</b>		<b>75,000</b>	<b>-89,562</b>	
<b>% of last year</b>		<b>10%</b>			<b>-37%</b>
<b>% of budget</b>		<b>-12%</b>			<b>-358%</b>

### Result on investments

The interest from investments decreased by 67% in comparison to 2017 due to lower interest rates. The total results of coupon interest and dividends decreased by 38% in comparison to 2017. Unrealised investment result

is negative, due to adverse developments on the stock market in the 4th quarter of 2018. The overall result on investments was slightly positive. The average result on investment over the period 2014-2018 is 4%.

	Actuals 2018	Actuals 2017	Actuals 2016	Actuals 2015	Actuals 2014
Interest	2,959	9,057	17,929	23,010	19,478
Coupon interest and dividends received	60,642	98,515	77,345	91,192	41,869
Unrealised investment result	-28,818	-160,855	145,664	278,533	116,111
<b>Result on investments</b>	<b>34,782</b>	<b>-53,283</b>	<b>240,938</b>	<b>392,735</b>	<b>177,457</b>
Commission and expenses	-22,588	-30,030	-22,580	-28,258	-15,718
<b>Total result on investments</b>	<b>12,194</b>	<b>-83,313</b>	<b>218,358</b>	<b>364,477</b>	<b>161,739</b>
<b>% of last year</b>	<b>-15%</b>	<b>-38%</b>	<b>60%</b>	<b>225%</b>	<b>75%</b>
<b>Net result on investment</b>	<b>0%</b>	<b>-3%</b>	<b>5%</b>	<b>9%</b>	<b>7%</b>
Average result 2014 - 2018 (%)	4%				
Average result 2014 - 2018 (amount)	134,691				
<b>Result on liquidities</b>	<b>0,0%</b>	<b>0,1%</b>	<b>0,3%</b>	<b>0,4%</b>	<b>1,2%</b>

### Other information

No transaction related to the financial year 2018 took place after closure of the accounts.

# Auditor's report

## INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Mama Cash in Amsterdam, The Netherlands.

### A. Report on the audit of the financial statements 2018 included in the annual report

#### Our opinion

We have audited the financial statements 2018 of Stichting Mama Cash based in Amsterdam, The Netherlands.

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 2018 and of its result for 2018 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2018;
2. the statement of income and expenditures for 2018; 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.

#### Compliance with rule against overlapping pursuant to the WNT not audited

In accordance with the Audit Protocol under the Standards for Remuneration Act ("WNT"), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in

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this context is correct and complete.

#### **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 Organisations" of the Dutch Accounting Standards Board.

#### **C. Description of responsibilities regarding the financial statements**

##### **Responsibilities of the Board and the Supervisory 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 Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for 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 foundation'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 dissolve the foundation 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 foundation's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

##### **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 scepticism 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 foundation'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 foundation'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 foundation 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, 25 April 2019

Dubois & Co. Registeraccountants

Signed on original:  
G. Visser RA

# Budget 2019-2021

## Overview Mama Cash projected income 2019-2021

	2019 Budget	2020 Budget	2021 Budget
<b>Income for Alliance Partners</b>	<b>4,330,000</b>	<b>4,330,000</b>	<b>4,330,000</b>
<b>Income from individual donors</b>	1,400,000	1,600,000	1,800,000
<b>Income from institutional and government donors</b>			
Foundations	2,556,000	2,300,000	2,600,000
Lotteries	1,376,000	1,200,000	1,350,000
Governments	4,263,000	4,700,000	4,700,000
<i>Sub-total institutional and government donors</i>	<i>8,195,000</i>	<i>8,200,000</i>	<i>8,650,000</i>
<b>Other income</b>	-	50,000	50,000
<b>Sub-total income</b>	<b>13,925,000</b>	<b>14,180,000</b>	<b>14,830,000</b>
Funds carried forward	1,886,975	-	-
<b>TOTAL AVAILABLE INCOME</b>	<b>15,811,975</b>	<b>14,180,000</b>	<b>14,830,000</b>
growth indicator in comparison to previous year	103%	90%	105%

## Overview Mama Cash projected expenditures 2019-2021

	2019 Budget	2020 Budget	2021 Budget
<b>Payments to Alliance Partners</b>	<b>4,330,000</b>	<b>4,330,000</b>	<b>4,330,000</b>
Expenditures related to strategies			
<b>Grantmaking and accompaniment</b>			
Direct grantmaking	4,183,000	3,433,000	3,600,000
Grantmaking and accompaniment implementation costs	2,073,097	1,923,097	1,950,000
<i>Total grantmaking and accompaniment</i>	<i>6,256,097</i>	<i>5,356,097</i>	<i>5,550,000</i>
<b>Strengthening women's funds</b>			
Women's funds direct grantmaking	1,317,000	972,000	1,200,000
Strengthening women's funds implementation costs	417,323	367,323	350,000
<i>Total strengthening women's funds</i>	<i>1,734,323</i>	<i>1,339,323</i>	<i>1,550,000</i>
<b>Influencing the donor community</b>			
Influencing the donor community collaborations	-	-	-
Influencing the donor community implementation costs	1,024,510	924,510	950,000
<i>Total influencing the donor community</i>	<i>1,024,510</i>	<i>924,510</i>	<i>950,000</i>
<b>Sub-total expenditures related to strategies</b>	<b>9,014,930</b>	<b>7,619,930</b>	<b>8,050,000</b>
<b>Income acquisition costs</b>	1,752,321	1,652,321	1,800,000
<b>Management and administration</b>	714,724	564,724	650,000
<b>TOTAL EXPENDITURE MAMA CASH (excl. payments to Alliance Partners)</b>	<b>11,481,975</b>	<b>9,836,975</b>	<b>10,500,000</b>
<b>TOTAL EXPENDITURE MAMA CASH (incl. payments to Alliance Partners)</b>	<b>15,811,975</b>	<b>14,166,975</b>	<b>14,830,000</b>
<b>RESULT</b>	<b>0</b>	<b>13,025</b>	<b>-</b>

# Credits

## Text and coordination

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