

A photograph of a woman in a red headscarf and white shirt, shouting with her mouth wide open and her right hand raised in a 'V' sign. She is in a crowd of other people, some of whom are also wearing red headscarves. In the background, there are flags, including a red and white striped flag and a blue and red flag.

she's pushy

Annual Report 2011

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(she changes the world)

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Cover photo: peasant women's network AMIHAN Northern Mindanao coordinates protests against land grabbing and impunity which are both widespread in the Philippines.

The background of the entire page is composed of numerous overlapping, hand-drawn style magenta circles of varying sizes, creating a dense, textured effect.

she's pushy

Mama Cash Annual Report 2011

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we have a vision...

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

we're on a mission...

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

our values lead the way...

Embracing diversity in our organisation and among our partners.

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

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

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

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



she's pushy

in 2011



“Well-behaved women seldom make history”

– Laurel Thatcher Ulrich

Every day, women across the world get labelled as misbehaving, angry, loud, aggressive, “out of line” and nagging when they speak up for their human rights – whether in their homes, at work or in public spaces. History shows us that fighting sexism, injustice, discrimination, dictatorship and violence doesn’t typically succeed by being reserved, hesitant, unassertive, unambitious, and silent. More often than not, you have to be confrontational, cheeky, stubborn, audacious, and provocative. *You have to be pushy.*

At Mama Cash, we applaud our grantees for being pushy. By being courageous, pushing the envelope, speaking their minds and demanding to be heard, they confront patriarchal norms and cultural practices; they seek change in their relationships with their partners, families, colleagues and communities. Collectively we are striving to build a different world, one that honours human dignity and values diversity, inclusion, and dialogue, rather than exclusion, stigmatisation and silencing – in our societies and in social change movements.

In 2011, Mama Cash continued supporting groups of lesbians, young women, rural women, women with disabilities, sex workers, indigenous women, domestic and farm workers, women living with HIV, and trans people, all pushing for transformative change.

Ensuring lasting change requires more than just individual efforts. It requires collective action. Therefore, we seek not only to support individual organisations and the activists who run them, but also to link groups together, helping them advance as movements and strengthening the infrastructure that supports their work.

We know that change doesn’t come easy, nor does it happen quickly. Years of organising, mobilising and strategising is what our grantees

do to push the status quo and to create just and inclusive communities and societies. This doesn’t happen without resistance, but our grantees continue to push – often from the margins – to ensure that communities, societies and movements become places that respect and value every woman, girl and trans person.

As a social justice funder, Mama Cash must also be open to being pushed by our grantees. We have to listen when they tell us we can do better. We must act when they tell us how to more effectively support girls’ activism, or that we need to improve our language capacity on staff, or that we should think more creatively about what counts as success or failure. As a social justice funder, we must also push ourselves to build partnerships with new, sometimes unlikely, allies, to leave our “comfort zone” when necessary, in order to build more commitment and resources for funding women’s, girls’ and trans people’s rights.

Mama Cash’s annual report *She’s pushy* showcases the work of women, girls and trans people around the globe, who are all raising their voices to fight for a more just and equal world. Regardless of gender, race, class, nationality, ethnicity, age, religion or sexual orientation. We kindly, but insistently, invite you to join them.

Pushing for change

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

Dear friends and supporters,

Reflecting on the past year, we congratulate those in our movements who demanded and achieved victories for women's human rights. In June 2011, for the first time ever, the United Nations' Human Rights Council passed a resolution condemning human rights violations based on sexual orientation and gender identity. It was a long-awaited acknowledgement of the discrimination and violence that lesbian, gay, bisexual, and trans people around the world face. This historic moment owed much to tireless work by LGBT rights organisations, among them Global Action for Trans Equality and the Coalition of African Lesbians, a current and former grantee of Mama Cash, respectively.

Also in 2011, the International Labour Organisation adopted Convention 189: Decent Work for Domestic Workers. The Convention recognises the labour rights of an estimated 53-100 million domestic workers globally, primarily women and girls, many of whom are migrants, to reasonable working hours, time off, and the freedom to organise. The labour rights of migrant domestic workers is a growing focus in Mama Cash's grantmaking. ATRAHDOM from Guatemala and Associação ComuniDária in Portugal, both 2011 grantees, focus on the rights of migrant domestic workers in Latin America and Europe.

In 2011, we also supported for the first time WoteSawa, a self-organised group of child and adolescent girl domestic workers in Tanzania. For these grantees, the new ILO

Convention provides an important lobbying tool in their advocacy work.

Despite progress, there were challenges as well. Women in the Arab world continued to stand on the frontlines of protest, fighting side-by-side with men. But while their roles in the uprisings have been acclaimed, women in Egypt, for example, were virtually excluded from constitutional discussions, and in Libya, the National Transitional Council has started talking about imposing Islamic law and reintroducing polygamy. Our partner-grantee the Mediterranean Women's Fund is supporting activists in Egypt, Tunisia and Libya that are confronting backlash and boldly fighting for women's rights and democracy.

Women and girls continued to bear the brunt of ongoing economic crises globally, grappling with job cuts, loss of livelihoods, and spiralling inflation. The Horn of Africa was beset by the worst drought in 60 years, affecting more than ten million people. We commend the work done by the Pastoralist Girls Initiative, a Kenyan grantee, that used food distribution as an entry point to raise awareness about women's rights and to teach women and girls how to plant drought-resistant crops.

2011 was also a significant year for Mama Cash, as we undertook a participatory midterm review of our 2009-2013 strategic plan, reflecting on our achievements, identifying key challenges and drawing out lessons.

Geetanjali Misra



Nicky McIntyre



Marjo Meijer

One lesson is to continue challenging the marginalisation of young women – from societies, philanthropic priorities and women’s movements. In September, at the inaugural meeting of the *Community of Practice in Support of Young Women and Girls*, a joint initiative of the Fondo Centroamericano de Mujeres and Mama Cash, participants emphatically spoke of the importance of investing in girls’ activism. We are excited by the growth in our funding to girls’ and young women’s organising. Nasawiya, for example, is using social media and online tools to engage young women in feminist advocacy in Lebanon. FRIDA, the newly established Young Feminist Fund will exclusively support young feminists’ activism in the Global South and East. We also recognise this as an area for continued attention, as we want to ensure that more funding reaches groups of self-led adolescent girls.

Another exciting development is our increased contact with women’s groups demanding environmental justice. Movimento de Mulheres Trabalhadoras de Altamira Campo e Cidade engages in direct action and policy advocacy to oppose the construction of hydroelectric dams on the Xingu River in Brazil. They are raising awareness about the connections between natural resource rights and economic stability among indigenous and non-indigenous peoples. AMIHAN Northern Mindanao in the Philippines coordinates collective action against land seizures by agroindustry firms.

During convenings held in Nepal, Kenya, the Philippines and the Netherlands, and during our midterm review, our grantees repeatedly highlighted the importance that Mama Cash provides them with core support. We are proud to say that in 2011 87% of the funds we awarded provided core organisational support, enabling grantees to build their organisations.

As part of our agenda to influence philanthropic priorities and practices, we launched the research report *Untapped Potential*. The research revealed a striking gap between European foundations’ interest in women and girls and their actual investments. Following up on the report, Mama Cash launched a partnership with GrantCraft in 2011 to develop a practical guide for European funders interested in initiating or increasing support to women and girls. Recognising that Mama Cash’s resources, while valued, still fall dramatically short of what is needed to fuel movements for social change, we continued to push to influence other donors to provide more support for women’s rights.

We at Mama Cash are extremely proud of, and inspired by, the determination and bravery of all our grantees who are pushing for change in the communities and movements that often relegate them to the margins. We encourage them to continue being pushy. And we’ll follow their example and keep pushing too.

In solidarity,

Marjo Meijer, Geetanjali Misra and Nicky McIntyre



Hamideddine Bouali took this winning photo in the Mediterranean Women's Fund's 2011 photography competition.



Our grantmaking in 2011

Mama Cash's grantees push for change

Nearly three decades of feminist grantmaking have taught Mama Cash that change is a long and demanding process, requiring boldness, patience, calculated risk-taking, and steady support. In pursuit of that change, in 2011 we continued to deepen our support for women's, girls', and trans people's rights organisations and women's funds worldwide.

We provide support through four interlinked grantmaking portfolios: *Body, Money, Voice*, and *Women's Funds*. In 2011, we awarded a total of €3.55 million to 79 organisations and women's funds (in total 87 grants) in 45 countries worldwide. This represents 11% more than we invested in 2010, and over €150,000 more than our projected grantmaking budget for 2011. The following pages explain more about our four portfolios, highlighting the work of 14 grantees who pushed for change in 2011.

Our grantees

In 2011, we continued to focus our support to groups determined to challenge the status quo for women, girls, and trans people who have been kept on the margins – in their communities and countries, and in women's movements. Refusing to be silenced, these groups demand to be heard, insisting on playing a role in the processes and institutions that shape their lives. They know that true justice can occur only when their communities are visible and their demands met.

For example, in Afghanistan – where women still face daily threats to their fundamental human rights, and dwindling international interest in their struggles – we supported the Justice for All Organization (JFAO). This organisation provides free legal advice, pro bono legal representation, and human rights education to women and girls in Kabul and in the northeastern part of Afghanistan. Furthermore, JFAO advocates with police, judges, government, and civil society to reform Afghanistan's justice system so that it offers women equal protection under the law – in both word and deed.

How our grantees work

Like Mama Cash, our grantees take a rights-based approach. They take and make strategic opportunities to challenge the status quo. They use crises as springboards to transform their contexts, using them as openings to demand long-term solutions.

For example, in 2011 our Chilean grantee Transgeneras por el Cambio (TPC) converted a frightening setback into a positive strategy when the homes of five trans women – all members of TPC – were burned down. TPC sprung into action, launching a local campaign to help the survivors get back on their feet. It demanded that the local government include trans people in its programme that provides state-subsidised housing, and it engaged the media and allies in the local government to ensure that the case is investigated as a hate crime rather than a 'regular crime'.

How we work together

Mama Cash is committed to funding and accompanying our grantees based on the needs they have identified. This means providing them with flexible, multi-year grants, which allow them to plan ahead, take risks if needed, and change course when strategic opportunities arise. In 2011, we doubled our multi-year investments in our grantees: 24% of the grants we awarded were multi-year grants (21 out of 87), versus 11% in 2010.

We also intensified our accompaniment support to grantees. Accompaniment means asking questions that help to draft a budget or a strategic plan, connecting

grantees to each other and to other funders, and being there for each other in a spirit of solidarity. It also means recognising grantees' own leadership and expertise, as in the case of FRIDA, The Young Feminist Fund, a global fund that supports adolescent girls' and young women's organising worldwide. Based on its expertise in both philanthropy and young women's organising, FRIDA served as a critical resource and participant in 2011 in our *Community of Practice*, which brought together 12 women's funds focused on improving their support to girls' organising.

How we contribute to building movements

Mama Cash connects grantees to each other so they can identify common challenges and trade promising strategies for change. These connections enable organisations and movements to grow in size and influence, becoming better equipped to challenge systems that perpetuate oppression and exclusion.

For example, in November 2011 in Bogota, our Colombian grantee Mujeres al Borde hosted a meeting of 16 organisations and two women's funds that Mama Cash supports from across Latin America; the meeting was linked to the *XII Encuentro Feminista Latinoamericano y del Caribe (12th Latin American and Caribbean Feminist Encounter)*. Grantees exchanged, in the words of our Nicaraguan grantee Movimiento de Mujeres por Nuestros Derechos Humanos, "personal and organisational practices that contribute to the sustainability of our organisations".

You can read more about building movements on pages 38 and 39.

'Women, Their Revolutions'

2011 was a year of uprisings and revolutions across the Middle East and North Africa. Demonstrations in Tunisia and Egypt rippled across the region, ushering in widespread political change. Angry citizens took to the streets, demonstrating against increased unemployment and the lack of economic opportunities. Women and girls protested side by side with men, claiming their space and raising their voices.

Remember the interview with the Mediterranean Women's Fund (MWF) in our Annual Report 2010? In the light of the uprisings, you can imagine that 2011 was an extraordinary year for this fund. With the 2011 grant provided by Mama Cash, the MWF again accomplished great results.

Key achievements include support for women activists from Egypt, Algeria, and Tunisia to participate in pro-democracy movements, as well as to help shape those movements' agendas. With its substantive regional knowledge and expertise, the MWF facilitated strategy meetings for these activists, enabling them to build coalitions, and to strengthen their collective impact.

In addition, the Fund coordinated meetings with key philanthropic actors to discuss how to best support women's groups at this critical moment in North Africa's history. Collaborative partnerships with Filia die Frauenstiftung, the Sigrid Rausing Trust, UN Women and Mama Cash allowed the MWF to double its grant programme in 2011, awarding support to 21 women's groups.

www.medwomensfund.org/en/



Body portfolio

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



we own
our bodies
and
sexuality

Facts & figures 2011

Number of grants	21*
Total amount granted	€887,518
Average amount per grant	€42,263

* The 21 awarded grants include 10 one-year grants, 10 multi-year grants, and 1 cost-extension of a previous grant.

What we do

The Body portfolio has three main areas:

Our **reproductive justice work** focuses on the agency of women, girls and trans people over their reproductive lives. This includes the freedom to have sex for reproductive and other purposes, including pleasure, and the freedom to have children, or not. Mama Cash's grantees focus on issues of vital importance that are often dismissed or marginalised within the field of reproductive rights. In South Africa, for example, we support *Her Rights Initiative*, an organisation of HIV-positive women fighting coerced sterilisations of women living with HIV.

We support groups that **challenge and expand restrictive societal norms** regarding sexual and/or gender 'appropriate' behaviour – norms often upheld by discriminatory practices and enforced by violence. Our grantees build cultures where women, girls and trans people can express their gender and sexuality however they choose, without repercussions.

In the area of **redefining and countering violence**, our grantees address the violence women, girls and trans people experience at home, at work, in the family, in the judicial system, and in the streets. They focus on countering forms of violence that are unaddressed by 'mainstream' anti-violence movements, such as family and community violence against young single mothers, and police violence against sex workers. They also expose and challenge the unequal power relations that normalise and perpetuate such violence.

Body in 2011

In 2011, Mama Cash funded groups working to tackle issues that are controversial, silenced or taboo. For example, adolescent girls organising to demand their reproductive rights in Nicaragua, women with disabilities in Indonesia, lesbians in Serbia, and trans feminists in Chile. These groups change their own lives and communities, and hold broader social justice movements and governments accountable to ensuring that they and others outside the 'mainstream' can enjoy their rights.

With our support in 2011, grantees added momentum and diversity to struggles for reproductive justice. For example, in Argentina two grantees added vital feminist and lesbian voices to public debates on a woman's right to end her pregnancy legally and safely. Our grantees also worked to expand definitions of gender-based violence so that all forms of violence become unacceptable. In Turkey, for example, the advocacy of Pembe Hayat led to the inclusion of a trans woman in ministry-level conversations about a law on violence against women.

Ponton – Poland

www.ponton.org.pl/en



In Poland, where the Catholic Church exerts significant influence, young people struggle to access sexual health information, contraception, and safe and legal abortion. Since sexuality is a taboo subject, many parents are unwilling or unable to discuss it with their children, relying on the education system instead. Although 70% of Polish secondary schools offer classes in 'Preparation for Family Life', few teachers are adequately trained, the classes follow no set curriculum, and most instructors are priests or teachers with strong conservative and moral views.

In 2002, against this backdrop, two young feminists started Ponton, a group seeking to reshape the sexual and reproductive rights agenda. Currently, Ponton's 15 volunteer educators aged 20-25 conduct school-based sexuality education, provide online counselling and address referrals via their website and telephone hotlines. Ponton's volunteers provide more than just complete and accurate information: they challenge restrictive norms on gender and youth sexuality that most Polish 'family life' education reinforces, and support young women's ownership of their sexuality and decision-making.

In 2011, Ponton took its advocacy a step further by publishing *What does sex education really look like in Poland?*, a ground-breaking research report that garnered much national and international media attention. Additionally, the group organised a national campaign to increase awareness of sexuality and sexual rights, highlighting the negative consequences of inadequate sex education. Ponton also co-founded a coalition of organisations working in education and (youth) sexuality, lobbying for the introduction of legally mandatory, comprehensive sexuality education into middle and secondary schools.

Sentra Advokasi Perempuan Difabel Dan Anak (SAPDA) – Indonesia

www.sapdajogja.org



'Overnight, I became a woman with a disability'. That is the experience of many women in the Indonesian province of Yogyakarta, which has experienced many natural disasters in recent years. People's lives changed overnight when earthquakes shook the area in 2006 and 2007. In 2010, Mount Merapi erupted, leaving many more women disabled. Women with disabilities struggle to 'perform their duties' as wives, mothers, housekeepers, and income earners. Often, this 'devaluation' – coupled with increased dependency on family and community members – leaves them exceptionally vulnerable to physical, emotional, and sexual abuse.

SAPDA is an organisation for, and led by, women with disabilities. It empowers and organises especially those women who are 'newly disabled' as a result of environmental disaster, and supports their direct participation in negotiations with government and within mainstream women's rights organisations. This two-pronged strategy allows SAPDA to challenge stigma, discrimination, and isolation faced by women with disabilities at the grassroots and at the policy level.

On the ground, SAPDA helps women who are 'newly disabled' to form community-based groups for mutual support, and to open dialogues between women, their families, and their communities. At the policy level, SAPDA's advocacy work has led to the provision of free state health insurance for people with disabilities in Yogyakarta, a service currently accessed by over 2,000 women in its network. By supporting women's independence and refusing to accept their marginalisation, SAPDA is pushing the human rights of women with disabilities from the margins to the centre of social justice movements and policy agendas.

Interview with Claudia Anzorena and Estela Diaz

Campaña Nacional por el Derecho al Aborto Legal, Seguro y Gratuito (National Campaign for the Right to Legal, Safe and Free Abortion)

"We launched the campaign in 2005 with the slogan *Sex education to decide; contraception to avoid abortion; and safe abortion to avoid death*. It is a strategic effort to influence change at the legislative level, as well as ensure the necessary public support. In 2011, over 300 organisations from the health, rights, political, art, and cultural sectors were part of the campaign, lobbying parliament to legalise abortion in Argentina.

Our approach contrasts with the lobby of 'anti-choice' groups and the Catholic and evangelical churches. They use confrontational tactics, often distorting the facts. In addition, the justice system and the medical industry are dominated by conservatism, opposing laws and public policies for women's sexual and reproductive rights. But, the public debate on abortion is growing, and the media increasingly solicits our opinion.

We see abortion as an issue of public health, social equality, women's rights and democracy. Public support is rising. In 2010, an opinion poll revealed that 60% of the population is against any form of criminalisation of abortion – a landmark majority in a country where the population is largely Catholic.

Our historic breakthrough came in May 2011, when Argentina's Congress held its first debate on the legalisation of abortion. The 'Voluntary Interruption of Pregnancy' bill, drafted by the Campaign, secured the signatures of over 50 deputies of Congress. The debate on the bill received a positive hearing and will continue in Congress in 2012. We are advocating for legalising abortion up to 12 weeks of pregnancy, and for no time limits in cases of rape, or risks to the woman's health.

Thanks to close collaborations with abortion rights activists in other Latin American countries, we keep fine-tuning our work on legalising abortions. We exchange strategies and lessons learned, and most important, we empower each other."

www.derechoalaborto.com.ar

Fighting for the right to legal and safe abortions in Argentina



Access to safe and legal abortion is highly restricted in Argentina. It is only legal in instances of rape or when a woman's life is in danger. Even in these cases, there are restrictions, and doctors often refuse to perform the procedure. Underlying the problem of unwanted pregnancies is the fact that although contraceptives should be provided for free through the public health system, they often aren't available. This puts women's health (and their lives) at risk. A study commissioned by the Ministry of Health in 2007 estimated between 460,000 and 615,000 voluntary terminations of pregnancy per year. Around 80,000 women per year are hospitalised due to post-abortion complications.

Two of Mama Cash's grantees are fighting for women's right to access legal and safe abortions in Argentina. This is challenging in a country where the church, and religious movements of all sorts, have a strong influence on public opinion and the law.

Interview with Luciana Sanchez and Veronica Marzano

Lesbianas y Feministas por la Decriminalización del Aborto (Lesbians and Feminists for the Decriminalisation of Abortion)

"Our collective started in 2009 and our motto is *Abortion: More information; Fewer Risks*. We believe access to safe abortion is a human right, and we are advocating to decriminalise and destigmatise abortion. We want women who need it to be able to have a safe abortion without all the guilt and drama. And this requires providing women with accurate information.

We have launched a telephone hotline that women can call for accurate information about how to have a safe, self-induced abortion using Misoprostol, a medicine approved by the World Health Organization. In our first year we received 4,000 calls and in 2011, this figure increased dramatically to over 18,000. In addition we provide information through publications, public events, and through our networks.

We are connected to the media, universities, youth groups, and of course the women's rights movement. Increasingly, we are able to reach not just women living in cities, but also those in rural areas. Our experience shows that stigma is still high because of the clandestine nature of having an abortion in Argentina. We want to bring the voices of women who have had an abortion, or who were denied an abortion when they needed one, to the public debate.

As lesbian activists, we are bringing to the feminist movement and the public debate the issue of women's fundamental right to decide about our own bodies, sexualities, and reproduction. That is why we are also abortion rights activists. As long as the law is restricting abortion, our role is to provide accurate information on safe alternatives so that women can make the decision that is best for them.

Lesbianas y Feministas is part of a regional network of feminist groups in Ecuador, Peru, Chile and Argentina that operate similar telephone hotlines. We all collect data and information on the accessibility of Misoprostol, on stigma levels, and the impact of our advocacy strategies. In 2012, we plan to publish a regional research report to support our advocacy for legal and safe abortion."

www.noticiasaborto.blogspot.com

www.facebook.com/abortoconpastillas



Money portfolio

Within the Money portfolio, Mama Cash supports organisations that are advancing economic justice for women, girls and trans people at the margins. The Money portfolio focuses on three areas of economic rights: labour rights, the right to own and inherit land and property, and the right to access and utilise natural resources for sustainable livelihoods.



we fight
for
economic
justice

Facts & figures 2011

Number of grants	24*
Total amount granted	€882,700
Average amount per grant	€36,780

* The 24 awarded grants include 22 one-year grants and 2 multi-year grants.

What we do

In the area of **labour rights**, Mama Cash supports workers to claim and defend their rights in formal sectors (agriculture, eco-tourism, and the garment industry, among others), as well as unregulated sectors, such as domestic work, sex work, and construction. In all of these areas, women work without contracts and face non-payment of wages, poor workplace health and safety, long hours without overtime pay, sexual harassment, and even rape.

In the area of **land, property, and inheritance rights**, we support groups that advance the right to own, live on, and/or work on land, as well as inherit land and property from family members – a right limited to boys and men in many national and cultural contexts. Being able to inherit and own land and property allows women to secure food and income, obtain birth certificates, and claim social security and other public entitlements.

We support groups that work to protect women's and girls' right to access and manage **natural resources** justly and sustainably, particularly in contexts where resources are dominated by powerful state and private interests. Work in this area includes securing access to clean, drinkable water, edible foods, and marketable goods (such as fish, fruits, and firewood).

Money in 2011

In 2011, prioritised grantees that are pushing the traditional boundaries of economic justice work, using bold, creative, and innovative strategies to empower women, girls, and trans people to claim their rights and redefine their relationships to powerful institutions – as workers, citizens, and human beings.

From tea plantation workers, domestic workers, and garment industry workers in Sri Lanka, to peasants in rural Philippines, to sex workers in Francophone West Africa and the United Kingdom, our grantees worked tirelessly throughout 2011. They documented police extortion, analysed government policies on women's land and inheritance rights, strengthened women's leadership in labour movements, built coalitions to resist environmental injustice, defended rural communities against violent land grabs, and engaged in local, national, and international advocacy to claim their economic rights.

AMIHAN Northern Mindanao – The Philippines

www.facebook.com/amihan.northmin



Rural peasants make up an estimated 80% of the Filipino population and are dependent on the land for their livelihoods. Yet the government's National Internal Security Plan has led to increased militarisation of rural areas since the mid-1980s, with land seizures by national and international agro-industry, logging, and mining companies displacing tenants from the land they have lived and worked on for generations. As a result, families – especially women – are deprived of home, work, economic independence, and personal safety. Their resistance has been met with politically motivated killings and the abduction of women who refuse to vacate their land.

Based in Northern Mindanao, AMIHAN – meaning 'Gentle but tough, tender but determined' – has over 3,000 women members. The group has worked courageously since 2005 to defend women peasants' right to work on, live on, and claim or retain land ownership. Through community organising, collective campaigns, and popular actions, they advocate for genuine agrarian reform and resist the killing and kidnapping of women peasant activists by state police and corporate-backed militias.

In 2011, AMIHAN coordinated the first-ever 'Lakbayan sa Mag-uuma' or Peasant Protest Walk, mobilising over 10,000 peasants from across Northern Mindanao to walk for three days to draw attention to the problem of landlessness. It succeeded in lowering the debt payments that 120 peasants were required to pay their landlords and secured higher wages for over 200 women workers. And, refusing to be intimidated by threats, AMIHAN investigated and documented land evictions, killings, and abductions in three rural communities. The group is using the documentation in its advocacy work for peasants' access to land rights.

Red Flag Women's Movement – Sri Lanka



After thirty years of civil war, Sri Lanka has taken steps to reconstruct its economy, investing in the garment and tea industries. The majority of workers in both industries are women, constituting 65% of the labour force. Low wages and poor conditions are the norm: on tea plantations, women often work barefoot, are exposed to pesticides, and carry heavy loads.

According to the Red Flag Women's Movement (RFWM), these women are regularly exploited and often don't receive a regular wage. Because of the harsh conditions, they age rapidly and often endure spinal and head injuries. Organising to address these conditions, particularly in the garment industry, is a challenge. Many women workers live in the heavily policed 'export processing zones' where garment factories are located. In these zones organising is illegal.

Founded in 2005, RFWM is the only women-led labour union in Sri Lanka, with over 5,000 members from the tea, garment, and domestic sectors. Its trainings equip women tea pickers to take leadership positions on Estate Committees (bodies that negotiate with employers) that are traditionally held by men, resulting in improved health and safety procedures and increased protection against sexual harassment. Since 2010, RFWM has also secured wage increases on over 30 plantations.

In 2011, building on efforts to organise domestic workers and motivated by reports of abuse by employers, RFWM overcame significant bureaucratic resistance to establish the country's first-ever Domestic Workers' Union, giving domestic workers greater bargaining power within a sector that remains unrecognised and unregulated by the government.

What?

Danaya So, meaning 'House of Confidence', advances the workers' rights of sex workers and the human rights of sex workers and their children in Mali. It also runs a theatre group, whose performances raise awareness about HIV and AIDS and combat the stigma faced by sex workers.

Why?

Although sex work is legal, the rights of sex workers are violated, and they experience high levels of discrimination in Mali. This includes rape and extortion by police officers, and being excluded from public meetings with religious leaders.

What next?

In order to raise the voices and the visibility of sex workers, and to lobby and advocate for their human rights, Danaya So will develop a common strategy for the network in Francophone Africa.

www.danayaso.org





“We’re building a sex workers’ rights movement”

Interview with Marie Denou

National Coordinator of Danaya So, Mali

“Our organisation is over ten years old, and since 2009 it is completely led by sex workers. We initiated and are coordinating a network of sex worker groups in Francophone Africa. Our most important aim is to promote a rights-based approach among sex worker organisations.

Presently, Danaya So has over 3,000 members in five cities across Mali. We work with both Malian and migrant women sex workers to advance their right to work as sex workers safely and free from discrimination, violence, and extortion. We also focus on awareness of reproductive and sexual health rights, and access to related services. In addition, we work with children of sex workers and girls under 18 years, whom we assist to leave the sex industry.

A couple of years ago we initiated the development of a ‘health ticket’ for sex workers, and introduced it in cooperation with the police. This ticket gives sex workers the right to have monthly health checks, which has significantly improved the access to health care of women sex workers. First we introduced it in our capital Bamako, and later in five other major cities. Nowadays, showing your health ticket means that you’re likely to get treated with more respect and face less harassment from the authorities. It also gives them some kind of status that makes it easier to file complaints of work-related violence with the police.

Our trainings for police and health workers have really helped to reduce the discrimination and incidence of arbitrary arrests. Police who attended our trainings, now even assist in registering new sex workers, and providing them with a health ticket booklet.

In November 2011, Danaya So convened the first regional network meeting where representatives from nine sex worker organisations in Senegal, Cameroon, Democratic Republic of Congo, and Algeria gathered in Mali. The theme of the conference was ‘promoting health and human rights of sex workers’, and it was the first time we had the opportunity to share our experiences.

We all have our different experiences, but, as a network, we can reduce the isolation, support each other to decriminalise sex work, and fight for our rights in the different countries we live in. We have committed ourselves to working together using Skype and email, and plan to have the next face-to-face gathering in Senegal or Côte d’Ivoire in 2012.”

Voice portfolio

In the Voice portfolio, Mama Cash supports groups that push for women's, girls' and trans people's direct participation in structures and systems that are responsible for ensuring their human rights. Our grantees enable women, girls, and trans people to take leadership at all levels of society, collectively resist militarism and fundamentalisms, and build cultures of peace.



*We make
our voices
heard and
heeded*

Facts & figures 2011

Number of grants	18*
Total amount granted	€939,800
Average amount per grant	€52,211

* The 18 awarded grants include 12 one-year grants, 5 multi-year grants, and 1 cost-extension of a previous grant.

What we do

The Voice portfolio has two focus areas:

In the area of **feminist leadership development**, we amplify the voices of women, girls, and trans people whose demands have been relegated to the margins of their communities, countries, and movements. Our grantees give those on the margins the skills they need to raise their own voices to hold their movements and their governments accountable, making way for more inclusive and egalitarian movements and societies.

In contexts characterised by pervasive **militarism or fundamentalisms**, Mama Cash supports women, girls, and trans people who challenge policies, practices, and discourses that deny or restrict their human rights. We also support their participation in peace-building and post-conflict reconstruction processes to ensure that their

concerns and visions are included in efforts to rebuild their communities.

Voice in 2011

In 2011, we supported activists to make state and non-state actors more accountable for upholding human rights.

Young women's groups such as Nami Rede Feminista de Arte Urbana in Brazil, and Nasawiya in Lebanon strengthened women's movements and challenged their governments to pass laws ensuring equal rights.

Our grantees OTD in Chile and GALANG in the Philippines pressured their governments to recognise the rights and identities of lesbian, bisexual, intersex, and trans people. And the Feminist League in Kazakhstan and the Forum for Women NGOs in Kyrgyzstan increased rural women's participation in parliament and other key political arenas.

Other grantees challenged militarism and fundamentalisms, organising for peace and equal rights in challenging political climates. AdvocAid in Sierra Leone and Women in Black in Serbia worked to strengthen transitional justice systems for women in their countries. Through strategic litigation and legal support these grantees secured justice for women in prison and for survivors of conflict. They also pressured their governments to effect legal reforms that ensure women's, girls', and trans people's equal protection under the law.

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

www.transexualesdechile.org



'Transgenderism is not a psychological disorder', is the campaign slogan of OTD, an organisation striving to raise the visibility of transsexual people in Chile. As in many countries, trans people in Chile face marginalisation, exclusion, stigma, and discrimination – in their own families, in public spaces, in the legal and health systems, from conservative elements within the Catholic and evangelical churches, and as workers.

As part of its national advocacy strategy, in 2011 OTD brought intense pressure to bear on Chile's Constitutional and Legislative Commission to include gender identity as part of wider anti-discrimination legislation, which was tabled in the Chilean Parliament. Thanks to OTD's efforts, the Senate included 'gender identity' as a protected category (alongside 'sex' and 'sexual orientation'). OTD hopes that with continued pressure, the Chamber of Deputies will approve this legislation and that it will be signed into law by Chile's president in 2012. In 2011, OTD also succeeded in overturning a medical protocol that subjects trans people to degrading physical and mental examinations that require them to 'prove their transsexuality' in order to access hormone therapy or re-assignment surgery.

OTD also organises public campaigns on trans people's lives and realities, a key strategy to build support for trans people's rights. In 2011, OTD organised several photo exhibitions on trans identity in Latin America, including *In transit: Stories of transsexual bodies*, a photo exhibition inaugurated by the Mayor of Rancagua that attracted over 5,000 visitors in its first week, inviting Rancaguans to come face to face with the humanity of trans people.

Pastoralist Girls Initiative (PGI) – Kenya



PGI was established in 2001 by a group of Somali women and girls living in Garissa, a pastoralist community in Northeastern Kenya that is highly vulnerable to famine. In this society, girls can face female genital mutilation and sexual violence, are often denied the right to education, and are married early, often to boost family incomes. Women rarely hold decision-making positions within local government, schools, or health facilities. "The community here is very patriarchal, and women are not expected to participate in public spaces", says Fatuma Kinsi, the Director of PGI.

Reaching approximately 7,000 girls across the region, PGI works to create safe spaces for 12-18-year-old girls and to increase the number of women teachers in primary and secondary schools. In 2009, PGI established the first-ever girls' secondary school in Fafi, enrolling 96 students. The organisation also runs 50 Girls' Forums in primary schools, where girls can learn about their rights, build leadership, and discuss sexuality, sexual and reproductive health, and other issues that affect their lives.

In 2011, PGI also organised civic education for the rural communities of Fafi and Garissa to help people understand and vote on a referendum for Kenya's new constitution, which includes a quota for 30% of all leaders to be women. "Women and girls are usually excluded from governance processes", explains Fatuma. "In collaboration with the Kenya Women Parliamentary Committee (KEWOPA), we make sure that the Girls' Forums will review the 'National Plan of Action' to ensure that girls' rights are taken into account, and monitor the implementation at local levels."

“We are radical, unapologetic and pushy!”

Interview with Farah Salka

Coordinator of Nasawiya, Lebanon

“What started as a small group of women’s rights activists is now rapidly growing into a national social movement. Nasawiya, meaning Feminism in Arabic, is a feminist collective, engaging with issues that are core to Lebanese society – racism, sexism, classism, heterosexism, capitalism, corruption, sectarianism and intolerance.

Most of our activists are aged 20-35, and together we own the collective. Our members include teachers, engineers, students, techies, artists, designers, both employed and unemployed. Diversity is our strength. We don’t have, nor want, a traditional NGO structure with board, staff and volunteers. All 200+ members are equal and can take leadership in different forms.

Since 2010, Nasawiya has worked within a coalition of 50 organisations lobbying Parliament to get a law passed to criminalise domestic violence and marital rape, ensuring the penal code is amended to include spouses as perpetrators. While this didn’t get passed, the political landscape has changed forever. We galvanised a lot of support, including getting over 1,000 people on the streets, in a country where mobilisation has always been a struggle. More and more people are aware of women’s sexual rights and body integrity – whether in law, public perception, or in intimate relationships. Many more demonstrations are planned for 2012.

Nasawiya has a strong and vibrant online presence. Over the past year, we developed campaigns such as the ‘Adventures of Salwa’ to combat sexual and physical harassment. Salwa is a cartoon character who talks about her experiences of sexual harassment at home, at work, in school and in other public spaces. Information on the internet is in English, Arabic and French, appealing to more and more young people using Facebook, Twitter and other social networks. To promote the use of technology among girls last year, we set up ‘Take Back the Tech’, a series of summer ‘girl geek camps’ where over 38 girls, aged 15-18, attended to learn about citizen journalism, making movies and other digital skills.

Another key area of activism is to get the old established sectarian/religious system abolished. The present Lebanese Constitution officially recognises 18 religious groups that handle family law according to their own courts and traditions. We totally reject the sectarian system that divides women in Lebanon – weakening their collective struggle and giving them the worst end of the personal status laws – across all sects. We are pushing to have one unified law that preserves the human rights of women outside of sectarian differences.”





What?

Feminist activists based in Beirut working on: *creating* innovative feminist initiatives, *connecting* activists and marginalised groups and *supporting* social change activists.

Why?

Lebanon is a highly patriarchal country that does not prioritise women's rights and gender equality. Space to openly discuss issues of gender equality, rights of LGBTBI people, migrant workers and other marginalised groups remains limited.

What next?

In 2012, Nasawiya will print a monthly newspaper in Arabic to increase activities outside Beirut, to build a stronger and more unified feminist movement in Lebanon, and to support emerging movements in the MENA region.

www.nasawiya.org
www.adventuresofsalwa.com

Women's Funds Portfolio

Women's funds are unique within the landscape of Mama Cash's work, since they are both grantees and peer organisations. Our collective work and our commitment to learning from each other allow us to develop as donor institutions, to grow local resource bases for women's, girls', and trans people's activism, and to increase feminist influence over philanthropic giving priorities.



As women's funds, we reshape the philanthropic landscape for feminist activism worldwide

Facts & figures 2011

Number of grants	24*
Total amount granted	€843,407
Average amount per grant	€35,142

* The 24 awarded grants include 10 one-year grants, 4 multi-year grants, 1 endowment grant, and 9 cost-extensions related to the Strengthening Local Fundraising Initiative activities.

What we do

As the oldest and one of the largest women's funds worldwide, Mama Cash supports other women's funds working nationally or regionally in the Global South and East, including emerging funds. Our support for women's funds is based on our recognition of the need to expand and diversify feminist funding sources for women's, girls', and trans people's activism globally.

Women's funds occupy a distinct position in global and local funding landscapes since they not only raise and distribute resources for women's, girls', and trans people's activism, but also raise awareness about the importance of supporting such activism among individual donors, corporations, and governments.

Strong women's funds are key to building powerful, effective women's and feminist movements: in the countries where they are active, they are often the first and main source of

support for new or non-mainstream groups, including groups that are not legally registered. They are able to act fast, supporting demonstrations or providing urgent assistance to activists who are at risk. Their work is fundamental in contexts where there is little history of local philanthropy, especially philanthropy to support rights-based work.

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

Women's funds in 2011

Mama Cash's relationships with our grantee-partners in the women's funds portfolio deepened significantly in 2011. We strengthened individual relationships and advanced two collective initiatives: the *Community of Practice in Support of Young Women and Girls*, a global initiative for women's funds co-led by Mama Cash and the Fondo Centroamericano de Mujeres (for more information about the *Community of Practice*, see page 39), and the *Strengthening Local Fundraising Initiative*, which is described in more detail on pages 26 and 27. These initiatives go beyond grantmaking and are aimed at tackling common challenges and strengthening shared priorities among funds.

Fonds pour les Femmes Congolaises – Democratic Republic of Congo

www.ffcrdc.org



Although the civil war in the Democratic Republic of the Congo (DRC) officially ended in 2002, the war on women and girls continues. High levels of sexual and gender-based violence prevail throughout the country, with rape and sexual terror used as a tactic of war in the eastern provinces still affected by ongoing conflicts.

Despite large amounts of aid pouring into the DRC for reconstruction and development, local women's groups face ongoing difficulties accessing international funding. Besides, the weak infrastructure, the high cost of internal travel, and size of the DRC makes the working environment for women's groups very challenging.

The Fonds pour les Femmes Congolaises (FFC) was established in 2008 to address the importance of funding fledgling initiatives led by women at the grassroots level. In 2011, FFC provided grants to 30 women's organisations, groups and networks. Many of these work to counter sexual and gender-based violence. They also address women's rights and empowerment more broadly, including sexual and reproductive health rights, and they increasingly focus on the political participation of women.

Many of these groups have no previous experience of receiving funds. As a result, FFC is investing time and resources in advising them on setting up organisational systems and structures. The fund is also collecting data and documenting cases of gender-based violence from its grantees to use for communication and advocacy purposes with the police, ministries and political parties. In 2012, FFC will also link with the media to raise awareness about these issues to the broader public.

Fondo de Mujeres Apthapi-Jopueti Bolivia

www.coordinadoradelamujer.org.bo/fondomujeresbolivia



Fondo de Mujeres Apthapi-Jopueti Bolivia (FMBAJ) was established in 2008 and runs three programmes. The three grantees described below provide an example of each of the programmes. In 2011, FMBAJ awarded 29 grants to women's, girls' and trans rights organisations.

Empowering indigenous and rural women is at the core of FMBAJ's work. The fund supports the political participation of women by providing funds for skills building and leadership development. In 2011, Organizacion Indigena Chiquitana members were trained in leadership, equal rights, indigenous autonomy, and local laws so they can speak out and advocate for their interests.

FMBAJ also supports young feminists' activism, like Las Gafas Violetas (LGF) in Santa Cruz. These young feminists are fighting for a broader sexuality agenda, including the right to abortion, separation between church and state, and lesbian rights. LGF uses street theatre and graffiti to raise social awareness. For example, in 2011, the group organised a graffiti exhibition in the Santa Cruz Cathedral to promote the legalisation of abortion.

Finally FMBAJ funds groups advocating for sexual and/or gender diversity rights. For example, it funded the National Network of Travesti, Transsexual and Transgender Bolivian Women (TREBOL) to successfully negotiate and sign an agreement with the *Ombudsman's Office* on a protocol to process complaints from trans women on rights' violations. TREBOL also convened workshops for travesti, transsexual and transgender women to raise awareness of their rights, equipping them to address violence they experience in public and private spaces.

Interview with Antonia Orr,
Semillas (Sociedad Mexicana Pro
Derechos de la Mujer, A.C.), Mexico City

"As part of the Strengthening Local Fundraising Initiative, Semillas hosted several women's funds in 2011, among others, Fondo Centroamericano de Mujeres (FCAM), Ukrainian Women's Fund and Women's Fund in Georgia. During their visits, we exposed them to every aspect of Semillas as an organisation: from our fundraising strategic plan, our weekly staff meetings, how to build a contact database, the importance of a robust administration system, and the role of board members, to linkages with our monitoring and evaluation systems. We have developed a useful flow chart, mapping all the important actions and responsibilities. This continually pushes us to gather concrete evidence, and show impact of our work to donors, thereby enriching our stories and narratives.

All women's funds have common struggles. Despite being in existence for 21 years, approximately 90% of Semillas' funding still comes from outside Mexico. As is the case elsewhere, a misunderstanding of what women's funds do persists. In addition, Mexico lacks a local philanthropic culture. Raising money for women to have safe abortions, or fighting for the rights of indigenous women, is not easy anywhere, and especially not in Latin America. At Semillas, we're investing more and more in building our national network of individual donors, both women and men.

We have started working with academics to undertake research. And since October 2011 – as part of a new philanthropy programme – we intend to host seminars on different topics. Our aim is to improve the general public's awareness about the importance of philanthropic giving to bring about social change. At the same time, we continue to build the capacity of our grantees by training them on basic fundraising skills.

We're very excited to be part of the SLFI – aside from better understanding the strengths, areas for improvement and unique approaches taken by each fund, we're happy to be able to train and share our experiences with younger and smaller funds. While Semillas will host the Argentinian, Bolivian and South Asian Women's Funds in 2012, we plan to have learning visits to the Global Fund for Women, Mama Cash and FCAM. By 2015, Semillas hopes the seeds we sowed in 2011 will bear fruit and our national institutional and individual donors will contribute more than 15% of our funds."

Sowing seeds for philanthropic change

www.semillas.org.mx



In 2011, Mama Cash launched the 'Strengthening Local Fundraising Initiative' (SLFI). This decentralised learning model supports many of our 17 grantee-partner women's funds to learn fundraising skills from each other, to build their capacities to mobilise resources, and to diversify their funding sources. This is critical to sustain their support to local women's, girls', and trans people's organisations. Antonia Orr from Semillas and Natalia Karbowska from the Ukrainian Women's Fund share their experiences of participating in the SLFI.

Interview with Natalia Karbowska Ukrainian Women's Fund (UWF), Kiev

"Mid 2011, the Ukrainian Women's Fund hosted a board and a staff member from the Mongolian Women's Fund MONES. The whole process of preparing for their visit was a learning experience. For example, brainstorming what we were 'proud' of, or which field visits would be most useful, helped us reflect on our own work more critically.

MONES is the same age as UWF, and we share a similar history, language and operating environment. Its staff was particularly interested to see and hear about our young women's leadership programme. Their observations and feedback highlighted the need for us to invest more in our monitoring and evaluations systems. This means having more robust systems, training our staff, and being more effective in using the tools that exist on paper. This feedback has been invaluable to UWF.

2011 was a year of exponential growth for UWF. We received a large grant which meant that the organisation had to quickly adapt. MONES witnessed how we developed a new structure, recruited new staff and also instituted changes to our administrative systems. This was a very challenging process for us, especially since we had to thoroughly adjust our way of making and administering grants.

MONES was also interested to hear about our experiences with fundraising from the diaspora: Ukrainians living abroad who are willing to invest in social change in the Ukraine. We discussed with MONES the strategies we used, and also the importance of sustaining relationships with individual donors that live far away.

Over the last couple of years, UWF has also developed a unique institutional fundraising model where we bring together different organisations working on a specific theme. In 2011, our proposal on women's political participation, submitted on behalf of five women's groups, got funded. This way of working is something MONES would like to explore in Mongolia."

www.uwf.kiev.ua/en_index.htm





Participants in the *Community of Practice* meeting in Amsterdam, November 2011.



Influencing philanthropy

Influencing Philanthropy in 2011: Fuelling Women's Movements

Mama Cash's work to influence philanthropy grows from the recognition that the resources we allocate, though significantly valued, still fall dramatically short of what is needed to fuel women's, girls', and trans people's movements worldwide. As a movement-oriented feminist funder based in Europe, we occupy a relatively unique position in a region of the world with significant untapped potential for philanthropic support of women's, girls', and trans people's rights. In 2011, we took advantage of this strategic position, making and taking opportunities to deepen and broaden our engagement with a wider range of philanthropic actors – peer women's funds, individual philanthropists, foundations, and bilateral donors.

Our work in the area of influencing philanthropy is guided by two main goals:

- To convince European philanthropic institutions and funding agencies to **allocate more resources** to organisations and initiatives led by women, girls, and trans people.
- To convince European philanthropic institutions and funding agencies to **shift the nature** of existing and emerging support for women and girls so that it puts a clear emphasis on women's human rights.

We made progress in both areas in 2011, building on momentum generated by previous advocacy, and deepening collaborations with like-minded peers aimed at shifting attitudes and sparking commitments among other donors.

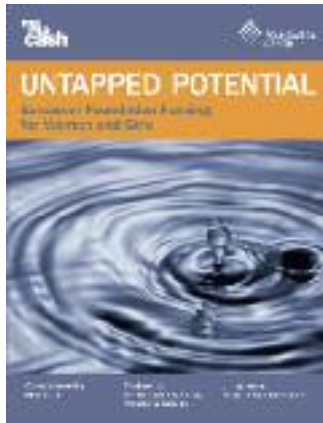
Untapped Potential

In May 2011, we launched *Untapped Potential: European Foundation Funding for Women and Girls*, a groundbreaking report based on research commissioned by Mama Cash in cooperation with the Foundation Center and Weisblatt & Associés. The report is based on a survey, interviews, and an analysis of grants data, all aimed at understanding the characteristics, interests, and approaches related to women and girls among 145 foundations in 19 European countries. The report was launched in a session at the 2011 European Foundation Centre's Annual General Assembly and Conference.

"Untapped Potential represents the most comprehensive study to date on the philanthropic activities of European foundations in general. We are excited to see the ways in which this rich data will inform future giving that advances the public good in Europe and beyond."

Gerry Salole, Chief Executive of the European Foundation Centre

Untapped Potential revealed a striking gap between European foundations' interest in women and girls and their actual investments. For example, 90% of European foundations surveyed expressed interest in at least one issue related to women and girls, but only 37% have intentionally focused at least some of their investments on women and girls. Further, based on an analysis of 2009 grants data, the median percentage of total grant monies actually allocated by foundations in support of women and girls was only 4.8% – of which only one-fifth focused on defending the human rights of women and girls. The issues in which foundations expressed the greatest interest were



violence against women, poverty, and education. The research also revealed significant challenges. For example, funding for lesbian, bisexual, and trans rights – a vital area of human rights work that remains consistently underfunded and overlooked – generated the least interest among foundations surveyed.

The report provides a vital evidence base for further conversations and efforts to advocate for increased support for women's, girls', and trans people's rights among the European foundation community.

Following up on the interest revealed by *Untapped Potential*, Mama Cash launched a partnership with GrantCraft in 2011 to develop a guide for European funders interested in initiating or increasing support to women and girls. The guide, tentatively titled *Funding for Inclusion: Women and Girls in the Equation*, will be completed in 2012. It aims to help foundations apply a gender lens to their grantmaking and policies, as well as to develop specific programmes aimed at providing direct support for women's, girls', and trans people's activism. The guide will be grounded in a human rights perspective, providing foundations with practical ways to go beyond conventional approaches to supporting women and girls, and deepening their capacity to analyse the full range of their policies and programmes from a gender perspective.

Red Umbrella Fund

Mama Cash also seeks to contribute to creating new models of social justice philanthropy. In 2011, our three-year collaboration with the Open Society Institute's Sexual Health and Rights Project, the International Committee on the Rights of Sex Workers in Europe (ICRSE), and the Global Network of Sex Work Projects (NSWP) resulted in the creation of the Red Umbrella Fund, an innovative collaboration between sex worker activists and donors.

The Fund's strategies include grantmaking, capacity building, and advocacy to catalyse funding directly to groups and movements led by, and fighting for the human rights of, sex workers. Underpinning the Red Umbrella Fund's design and mission is the principle that those most

affected by policies and programmes must be at the heart of their design, implementation and evaluation. The Fund is overseen by an International Steering Committee primarily made up of sex worker activists, with grantmaking decisions made by a Programme Advisory Committee, also primarily composed of sex worker activists. The Red Umbrella Fund will be hosted by Mama Cash starting in 2012.

Collaboration

Our engagement with women's funds in 2011 also allowed us to break down conventional distinctions between funders and grantees and explore new ways of working together. We sought not only to increase funding levels for our grantee-partner women's funds, but also to strengthen channels for learning and exchange. For instance, with funding from the Nike Foundation, Mama Cash and Fondo Centroamericano de Mujeres (FCAM) jointly established a *Community of Practice in Support of Young Women and Girls*, focused on strengthening support for girls' and young women's activism and leadership (discussed in more detail on page 39).

Social justice approach

Mama Cash continued to champion a social justice approach with peer funders and donors. We did this via our regular communication vehicles, such as the website and newsletters, as well as by participating in a range of donor convenings, and by playing an active role in the Ariadne Network, the European network of human rights and social justice grantmakers.

For example, in 2011, Mama Cash's Executive Director, Nicky McIntyre, made contributions to the development of a paper on funding for human rights and international justice, commissioned by the Atlantic Philanthropies. The paper provided a valuable discussion of gaps and opportunities in the field of human rights funding, but lacked sufficient analysis of gender. Nicky McIntyre's observations sparked important revisions to the final paper, which devotes attention to the importance of a gender lens in grantmaking and of funding women's human rights.

“Our core funding supports Mama Cash and her grantees to become stronger”

Interview with Eva Charlotte Roos, Swedish International Development Cooperation Agency (Sida)

“Sida has always been strongly committed to gender equality and women’s human rights. Mama Cash’s rights-based focus on Body, Money and Voice fits very well into our own thematic areas. We know, for example, that working on issues of sexual and reproductive rights is an uphill battle. Almost 50% of all abortions worldwide are unsafe, and nearly all unsafe abortions (98%) occur in developing countries. To build a robust civil society, strong activists have to break the silence and confront politicians and policymakers. Sida fully supports giving space to marginalised communities – for example, trans people or women and girls who have experienced sexual violence – to raise their voices and lobby for their rights. These groups are also on the margins when it comes to funding, and Sida fully endorses Mama Cash’s decision to include them in her grantmaking portfolio.

Sida has funded Mama Cash since 2006. In 2011, we renewed our support but made a shift from providing multi-year ‘project’ funding to providing ‘core’ support. Results are, of course, important for all donors, and we believe these are linked to organisational capacity. By providing core support, we are making a commitment to enabling Mama Cash to further develop, strengthen and sustain her programme as well as to build her fundraising capacities. We also think that core support will allow Mama Cash to be more flexible in her

grantmaking and provide core and longer term support to her grantees. Having a clear focus, a straightforward application procedure and good internal control systems will mean better reporting and the capacity to share results and lessons, which are important to show. All of this will enable Mama Cash and her grantees to become stronger, and we want to be part of that journey.

It’s not just Mama Cash’s grantmaking that we value; her role in building the capacity of these fledgling groups is also really important. Mama Cash’s support of other women’s funds around the world also creates a ‘multiplier’ effect, ultimately reaching even more women. Sida is committed to advocacy for women’s human rights in international fora, and we see Mama Cash’s contribution as very important and commendable.

Ultimately, Sida’s goal is to have a positive impact in poor peoples’ lives. We know that poverty manifests not only as a lack of income and material resources, but also as a lack of opportunity, influence and power. For example, women and girls make up more than 50% of people living in poverty and it is imperative that their voices and rights are valued and included in the process of building sustainable, democratic societies. Supporting women’s, girls’ and trans rights organisations is one important way to ensure this.”



What?

Sida is a development aid authority under the Swedish Foreign Ministry. *Gender equality and women's rights and roles* is one of three areas of overarching focus. Priorities are: women's political participation, women's economic empowerment, sexuality, reproductive health and rights, and women's security.

Why?

Gender equality can only be achieved when women and men, girls and boys, have equal rights, conditions, opportunities and power to shape their own lives and affect society.

What's next?

Sida will be working more on women's economic empowerment and the area of ICT and women's empowerment. Sida plans to support fewer organisations, but with larger grants.

www.sida.se/english



March for women's rights in Bogotá, Colombia, in November 2011. The girl wears a scarf over her mouth to make the following statement: 'Women.... I don't like it when you stay silent'. The poster on the left says: 'I am a woman. Not submissive. Not passive. Not silent.'



**Learning
for change**

‘On the Move for Women’s Rights’: Midterm review of Mama Cash’s 2009-2013 strategic plan

In 2009, Mama Cash launched an ambitious strategic plan, outlining a fresh direction and a new set of goals for our next five years of work. Guided by our commitment to accountability, evaluation, and sharing what we learn with our stakeholders, in 2011 we undertook a participatory review to capture key shifts since 2009, identify challenges and lessons learned, and adjust our original goals as needed. The review engaged grantees, donors, staff, and board, soliciting feedback through surveys, interviews, and structured reflection.

The review revealed significant progress, indicating that although challenges remain, Mama Cash today is far better equipped to serve as a philanthropic platform for the rights of women, girls, and trans people worldwide than we were in 2008. Highlights include:

- **We’re more focused and consistent.**

Our new grantmaking portfolios – Body, Money, Voice, and Women’s Funds – are appreciated for their ability to articulate the priorities of women’s movements worldwide. Within these themes, our new strategic mandate has enabled the Programmes team to create clear guidelines for partnerships with grantees: from deciding which groups to support based on consistent criteria, to developing new grantmaking and accompaniment procedures that reinforce our vision. All staff now operate under a unified strategic framework that guides priorities and work plans for each area.

- **We’ve gone beyond financial support.**

Our grantmaking practice has changed dramatically. We now provide grantees with intensive strategic, political, and technical accompaniment, rather than just supporting them with funds to implement isolated projects. The grantee survey revealed appreciation for our collaborative way of working, our support for issues and movements that many other donors find too risky or controversial, the flexible nature of our grants, and our commitment to expanding grantees’ networks and capacities.

- **We’ve grown.**

Since the launch of the strategic plan, we’ve built new and stronger relationships with institutional and individual donors, expanding our annual income from €4.7 million in 2008 to €6.275 million in 2011 (with a 2010 income of €7.376 million, due to a large multi-year gift). Our cumulative income for the first three years of the five-year strategic plan was €19.45 million. Since 2009, 82% of our expenditures were expenditures related to objectives, including €9.74 million in 283 grants to 210 new and existing grantees. During this period, we also raised our online profile, reaching new audiences by making our materials available in multiple languages.



- **We're influencing philanthropy.**

We've engaged with other donors and philanthropists (particularly in Europe), challenging them to increase their commitment to women and girls, and opening dialogues between funders and activists. Our strategic support for women's funds also contributes to reshaping the global funding landscape for women's, girls', and trans people's activism.

- **We've consolidated our operational base.**

We've strengthened our human resources policies, improved our information and communication systems, refurbished our office, and increased the diversity of our staff. We have more staff from countries where our grantees are based and who speak the same languages as our grantees, and more staff with on-the-ground experience with women's rights activism from around the globe.

The review also revealed important challenges, on which we will focus our attention going forward:

- **Learning, evaluation, and sharing.**

Grantees appreciated the hands-on, collegial nature of our support and our new approach to monitoring and evaluation. Nevertheless, they asked us to keep them better informed of one another's work, and to create more opportunities for them to learn from each other directly. Additionally, although we now have stronger accompaniment and reporting systems, we still struggle to capture and communicate how our grantees' work and our support for it contribute to deeper change. Going forward, we will finalise a comprehensive learning and evaluation framework that will reflect the complexity of our grantees' work and our own work more effectively, enable grantees to learn from each other directly, and allow us to communicate what we have collectively learned to diverse stakeholders. Our communications will also articulate how our partnerships with women's funds and our efforts to influence philanthropy – two areas less visible to our staff and stakeholders – contribute to our strategic vision.

- **Donor engagement.**

Our ability to provide flexible, responsive grants and to take advantage of strategic opportunities requires a resource base as free from restrictions as possible. Finding sustainable ways to balance this need with our

donors' desires to earmark their support (particularly for grantmaking in specific regions or countries) is an ongoing challenge. To meet this challenge, we will build stronger relationships with major individual and institutional donors, and ensure that our Development and Communications team has the skills it needs to engage effectively with our diversifying donor base.

- **Managing time and knowledge.**

Clearer and more consistently applied systems have made our work more efficient, but we still have room for improvement. Going forward, we will strengthen internal communication, develop more effective ways to collaborate and share knowledge across teams, and improve our adherence to deadlines.

Finally, the review inspired us to make a number of adjustments to our 2009-2013 goals:

- By 2013, reach €8 million (rather than €10 million) in annual income, with an estimated annual increase of €750,000 in 2012 and 2013. Although we have surpassed our income projections for the first three years of the strategic plan, we anticipate that the ongoing economic recession will limit growth in 2012 and 2013.
- Make €4.9 million in grants in 2012 and €5.3 million in grants in 2013. Increase our support for girl-led groups worldwide and self-led groups in the Middle East/North Africa region, increase our overall percentage of multi-year and renewal grants, and launch "strategic partnership" grants to support movement-building and capacity-building.
- Invest more deliberately in efforts to influence philanthropy, particularly in Europe, and open more direct dialogues between philanthropic actors, grassroots activists, and women's funds.
- Raise more funds from professional women's networks and mid-level and major individual donors, in order to achieve the goal of securing 35% of our annual income from individual donors by 2013.
- Strengthen our strategy for communicating with diverse stakeholders, particularly grantees.

Building more inclusive movements: one conversation at a time

Mama Cash's grantees work at the margins of their communities, countries, and movements. As a result, they have limited opportunities to connect with like-minded groups in order to tackle shared challenges and build a common agenda. As a global women's fund with a feminist perspective and a commitment to addressing the practical and political obstacles that complicate international exchange (such as language barriers, lack of funding, and difficulty in securing visas), Mama Cash is in an ideal position to facilitate these connections.

By bringing grantees together, we seek not only to support their individual learning and develop their own initiatives, but also to strengthen their collective capacity to influence mainstream women's movements and demand change at a regional and global scale.

"We have many wonderful ideas about how our work should be done, but the real test comes when we are face to face with our grantees. They can really tell us if it's working, or if it's not."

Alejandra Sarda, Senior Programme Officer for Women's Funds, Mama Cash

In 2011, Mama Cash organised several regional and thematic convenings, and we supported grantees to participate in spaces where they could advance their agendas. We strove to bring together grantees whose affinities could spark new collaborations and insights, and we always invited them to participate in shaping the agenda of each meeting. A few highlights from these meetings follow:

- In April 2011 in Kathmandu, Nepal, we supported ten grantees to attend CREA's *Count Me In!* conference that aimed to develop strategies to counter violence. This conference brought together organisations from across South Asia representing women with disabilities, rural women, sex workers, lesbian and bisexual women, trans people and women from ethnic and religious minorities. A pre-meeting also allowed Mama Cash's grantees, many of whom had never travelled internationally, to build community and common cause, as well as challenge their own and each other's assumptions in a safe space. Grantees reported that the conference and the pre-meeting expanded their networks, sparked new collaborations, and led them to recognise the common roots of many types of exclusion. For example, a talk by Misti Ashruf of Bangladesh's Women with Disabilities Development Foundation inspired many grantees to think more about how to include women with disabilities in their programmes.
- In May 2011 in Nairobi, Kenya, we brought together East African grantees and allies focused on lesbian, trans, and sex worker rights, as well as several international funders and local activists, for a meeting on engaging with feminism. The meeting was held prior to the third regional conference of UHAI, The East African Sexual Rights and Health Initiative. Both the pre-meeting and the conference strengthened alliances between sex workers' and lesbian, bisexual and trans groups, both of which have been historically excluded from mainstream women's movements in the region. It was a rare opportunity for participants to share strategies across movement borders and begin crafting a regional agenda for addressing threats to the rights of sex workers and moves to criminalise homosexuality in East Africa.



The Voice Convening in Manila, May 2011



The Community of Practice meeting in Amsterdam, September 2011

- In May 2011 in Manila, the Philippines, our first *Voice Convening* brought together 21 grantees from the Voice portfolio from 20 countries, allowing grantees from diverse local contexts to share experiences, apply new analytical lenses to their work, and provide feedback on Mama Cash's Voice portfolio strategy. The convening introduced feminist approaches to monitoring and evaluation, which emphasise participation, inclusion, and ensuring that the needs of the people who benefit from a group's activities are involved in its work. The resulting conversations provided us with valuable information on grantees' evaluation capacities and needs, which will inform our own efforts to support all our grantees in this area. During the convening, grantees organised themselves into six thematic learning clusters, to lay the groundwork for future collaborations.
- In September 2011 in Amsterdam, the Netherlands, the *Community of Practice* (CoP), co-led by the Fondo Centroamericano de Mujeres and Mama Cash, held a two-day inaugural meeting. The CoP aims to strengthen and expand women's funds' support for girl-led initiatives. The meeting brought together 20 women and girls, representing 12 women's funds and young women's and girls' groups from around the world. It strengthened alliances and understanding between women's funds and girls, deepened knowledge about girl activists' needs, priorities, and organising strategies worldwide, and explored how women's funds (including

Mama Cash) can engage girls as vital actors in women's movements, rather than treating them as beneficiaries of women's organisations.

- In November 2011 in Bogota, Colombia, we supported representatives from 16 grantee organisations and two grantee-partner women's funds in Latin America to attend the *12th Latin American Feminist Encounter*. The Encounter is an important space for regional feminist organising, and the presence of our grantees ensured the inclusion of trans activists, sex workers, and activists focused on economic justice and women's labour rights, groups whose priorities have often been marginalised within mainstream Latin American feminist agendas. We also supported a two-day meeting (organised by our grantees and advisors) for all grantees who attended the Encounter – a space where grantees shared useful tools and approaches, built solidarity, and evaluated Mama Cash as a donor and ally.

“Participating in the two-day meeting and the Feminist Encuentro was very inspiring. You emerge with ideas, with resolve, and with stronger projects. This helped to shape Aireana's plans to host the first LesBiTrans Feminist Encounter in 2012.”

Rosa Posa, Aireana, Paraguay

Taken together, these events allowed Mama Cash and our grantees to build knowledge and community across national and regional borders. We are committed to supporting this work and the alliances forged in 2012 and beyond.



Mama Cash's participants in the Race of Heroes that took place on July 10 in Amsterdam.

Donors in action for Mama Cash



Donors in action for Mama Cash

Individual donors are critical to Mama Cash, contributing 29% of our total income – for example, through regular donations, notary acts, legacy gifts, and donor advised funds – and providing us some of the most flexible and unrestricted funding we receive.

In 2011, many of our supporters again went the extra mile and dreamed up new and inventive ways to raise money for Mama Cash. Through a wide variety of initiatives, these donors raised a total of €51,236 and attracted numerous additional supporters for Mama Cash. We love their spirit and enthusiasm, and we value their efforts and loyalty enormously.

63-year-old Rietje Corstens, for example, was the winner of the Rotterdam Marathon in her age category, completing the race in 4 hours and 9 minutes and raising €4,192 for Mama Cash in the process. Sandra van Egmond donated €255 to us: a portion of the profits from sales of her *Heldinnen-kalender* (*Heroines Calendar*). The calendar features contemporary heroines photographed in a neighbourhood of the city of Leiden where all of the streets are named after important women in Dutch history.

In this section of our annual report, we share examples of the types of creative and fun activities and events that our supporters organised in 2011 to raise funds for Mama Cash, to increase our visibility and to generate more awareness and excitement about why advancing the human rights of women, girls and trans people is so important.

Heroines in sneakers

On July 10, 20 women sprinted six kilometres in the 'Heldenrace', or Race of Heroes, an annual fundraising event organised in several European cities. The run through Amsterdam's forested 'Amsterdamse Bos' was where our runners became heroines, raising over €9,000 and recruiting 215 new donors. With this fantastic achievement, Mama Cash raised the third highest total of 39 participating organisations.



Our heartfelt thanks goes to all 20 heroines (and their supporters) who sweated it out for women's rights and for Mama Cash: Amber, Andrea, Annie, Charlot, Corine, Ellen, Janet, Janneke, Jennifer, Karin, Mado, Mara, Marjon, Michaela, Nicky, Paulette, Rietje, Saskia, Shelley and Wildri.

A dinner party with a difference

Sandra Nap and two of her friends organised a dinner party as part of Mama Cash's 'Recipes for Change' campaign and collectively raised €525. Without planning for it, the evening evolved into something more than a lovely shared meal. It was an opportunity to discuss the work of women's human rights organisations and Mama Cash, meet new people and share personal stories, and, of course, to raise money.



Sandra's advice is simple: "Just do it. It's so much fun to do something active for a good cause. It's more than just giving money. And of course, meeting new people is always a bonus."

Gender equality will reduce wars

Nico Spanjer is an anesthetist who works at the Maxima Medical Centre in the Netherlands. He has also served with Dutch military forces in Afghanistan, deployed as part of a surgical team in Kandahar and Uruzgan field hospitals. "We had loads of



casualties, and it took me a while before realising none of the wounded were women. There were only men. The women were simply neglected and left to bear the pain." Coming back to the Netherlands, Nico was inspired to do something after seeing his girlfriend participate in the Heldenrace for Mama Cash. In November, together with Hangana Manawi, an Afghan woman living in the Netherlands, they organised a public lecture in the local library. It was an opportunity for both to share their respective experiences of Afghanistan and raise €200 for Mama Cash. "I am convinced that greater equality between men and women will mean fewer wars. This requires women worldwide to gain control over their own lives. Maybe it'll take decades, but it's the only way."

Sunglasses with a mission

Designer Jorien Rölting created hip new eyewear out of old sunglasses, and sold 27 pairs, raising €1,400 for Mama Cash. A gallery in Amsterdam served as a temporary shop for the Fashion Glasses and hosted the opening in December.



"I received a call from Mama Cash asking if I would be willing to increase my regular donation. This gave me the idea to donate the proceeds from my creations to Mama Cash. Sunglasses usually create distance, but the Fashion Glasses, on the other hand, invite you to reach out and make contact. These old sunglasses are re-born into something new, it's a way of seeing the future more cheerfully with fresh eyes. And it certainly makes people very curious and gets a conversation started!"

www.hippe-brillen.nl

Northern supporters

The 'Northern Initiative' for Mama Cash is a group of seven feminists living in the northern provinces of the Netherlands, who are committed to raising funds and awareness for Mama Cash.

In 2011, our loyal supporters organised a 'lesbian quiz' at the July 2 Pink Saturday event in the city of Groningen. Their Mama Cash info booth and the quiz sparked interest and attracted several potential supporters. With the yearly book fair in November, they raised €800 for us.

The 'Northern Initiative' reaches out to women's networks and female entrepreneurs in the region in an effort to spark their interest in women's rights and Mama Cash. A number of presentations are scheduled for 2012.



“People need to feel empowered by their money”

Interview with Pit Gooskens

Pit Gooskens is the owner of PIT Gestalttherapie & Life Planning and a loyal donor to Mama Cash. In 2011, Pit developed the financial course ‘*Je Geld en Je Leven*’ (Your Money and Your Life) for us. She was introduced to Mama Cash ten years ago via the ‘*Erfdochters*’, a support group for women with inherited wealth.

“When I inherited money after my father’s death, I was totally unprepared for it and didn’t have a clue how to handle it financially, socially, emotionally, legally or practically. I felt alone, guilty, ashamed and totally overwhelmed with my new-found wealth. I didn’t want it. The responsibility was just too much.

Joining the *Erfdochters* was a wonderful ‘coming home’ experience – meeting other women who were also struggling with this new reality was very comforting. We were all consumed by guilt, not knowing how to cope with it. And strangely enough, we didn’t feel free. The gatherings helped us to support each other, learn about our

own financial, emotional and social affiliation with money. And to learn how we could use our money to benefit others in a smart and strategic way.

While working as a therapist and life coach, I have learned about the importance of developing a personal connection with money and the need to define one’s goals in life. That was the idea behind the course ‘*Je Geld en Je Leven*’, which I conducted for Mama Cash in 2011. This course provides women, from all walks of life, an opportunity to unpack our ideas and feelings about money: whether she has made the money herself, or has inherited it. Many still feel trapped by the messages, ideas and limitations of the past.

You need to liberate yourself. Just ‘keeping it, saving it and sitting on it’ for the next generation, is not the answer. I see this as stagnation, while what people need is to feel free and empowered.

By raising women’s consciousness, they start seeing the opportunities, the freedom and the power money can give. It’s important to take time in deciding what ‘cause’ or group to support. For me, I like to have a personal relationship with the cause. The fact that Mama Cash strives for women’s empowerment by funding marginalised groups and is respectful of women’s decisions about what needs to change in their local communities, fits very well with my own values.



See more about the *Erfdochter*s and Mama Cash's financial courses on page 77.
www.pitgestalttherapie.nl

Yes We Did!

Highlights of our 2011 goals and accomplishments



We said we would award €3.4 million to no more than 100 women's, girls', and trans people's rights organisations and women's funds worldwide.

- We awarded €3.55 million in 87 grants to 79 organisations and women's funds in 45 countries. That's 11% more than we disbursed in grants in 2010, and over €150,000 more than what we projected for 2011.
- We doubled our multi-year commitments to grantees: 24% of the grants we awarded were multi-year grants (21 out of 87), versus 11% in 2010.



We said we would put a greater emphasis on funding marginalised groups and creating networks.

- Our programme officers sought and strengthened partnerships with emerging groups working on the margins of the broader women's movement and other social justice movements.
- Fourteen percent of our funding went to rural women's organisations, 11% to self-led sex worker rights groups, 10% to trans people's organising, and almost 10% to lesbian organising.
- We organised five global and regional meetings and supported grantees' participation in other influential spaces. We brought together organisations, activists, and women's funds from every region of the world, supporting them to push their priorities and concerns to the centre of activist, research, and philanthropic agendas.



We said we would raise €5.97 million in income.

- We raised nearly €6.3 million, representing 105% of our 2011 budget projections.
- Individual donors (including 630 new donors) contributed €1.81 million to Mama Cash, 45% more than our €1.246 million goal.
- We secured €2 million from three government donors: Irish Aid, the Dutch Ministry of Foreign Affairs, and the Swedish International Development Cooperation Agency (Sida). The grant from Sida is a five-year, unrestricted core support grant, providing us with approximately €540,000 per year for the implementation of our strategic plan.



We said we would review progress against our strategic goals.

- We completed an in-depth, participatory midterm review of our 2009-2013 strategic plan, gathering feedback from our donors, grantees, board and staff, and sparking valuable internal reflection.
- As a result of this process, we refined our strategic goals, took stock of our accomplishments, and identified key areas where our work needs strengthening.



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

- Thanks to our partnerships with the Dutch broadcasting initiative Socutera and the Dutch Postcode Lottery, we aired our first-ever television commercials, and broadcast a radio commercial on 13 regional stations in the Netherlands.
- We tripled our base of followers on Twitter (from 374 to 1,075) and more than doubled our Facebook fan base (from 736 to 1,534), providing a platform for grantees, activists, and donors to interact and share news on women's, girls', and trans people's rights.
- We increased traffic to our English-language website, drawing visitors from virtually every country in the world.
- We created two inspiring videos that document the work of our grantees, amplify their voices, and explain how the convenings we organise contribute to their work.
- We launched the 'Recipes for Change' campaign to help our individual donors raise funds and recruit friends for Mama Cash.



We said we would influence philanthropic priorities and paradigms.

- We brought women's funds and young women activists together to build understanding of how to strengthen and expand philanthropic support for girl-led initiatives
- Our work with the Collaboration to Advance the Human Rights of Sex Workers resulted in the creation of the Red Umbrella Fund. This collaborative fund – with strategic direction provided by sex worker activists and donors – will be hosted by Mama Cash. Its mandate is to award approximately €510,000 in 2012 in new money to sex worker-led organisations working to secure the human rights of sex workers.
- In May 2011 we launched the research report *Untapped Potential: European Foundation Funding for Women and Girls*, at the 2011 European Foundation Centre's Annual General Assembly and Conference. We subsequently partnered with GrantCraft to develop a guide for European funders interested in initiating or increasing support for women and girls. The guide will be completed in 2012.



We said we would strengthen our infrastructure and streamline our operations.

- We secured additional space for meetings and Skype conversations, made critical renovations to our office infrastructure, and upgraded our IT system.
- Our finance and operations staff ensured that our grants were paid within 3-10 days of being approved. They also provided valuable support to the Programmes team and our grantees worldwide in the areas of budgeting and financial reporting.



Rua
Senador Pomp
116

Young women and girl feminist artists of the group Rede Nami use graffiti and street art to promote women's rights in Brazil.



**Meet our
grantees**

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

AFRICA (SUB SAHARAN)

Botswana

Sisonke Botswana

This group engages women and trans sex workers in Gaborone and Francistown, Botswana, to know their human rights, to become active in advancing their right to work, and to access healthcare at the community and at national levels.

€21,000 (MONEY)

Cameroon

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

CRADIF empowers rural women agricultural workers from six ethnic groups in southern Cameroon to build their land and inheritance rights advocacy programme and to support collaborative income generation strategies for women in the community. The organisation also builds women's capacities to become more politically active and to vote in local elections.

€23,000 (MONEY)

Kenya

Pastoralist Girls Initiative (PGI)

PGI supports Somali women and girls to develop leadership skills and knowledge of their rights and the new Kenyan constitution. PGI has organised about 50 girls' forums to provide safe spaces for adolescent girls to learn about their rights. This strategy empowers them to monitor the implementation of the constitution which codified women's and girls' rights.

€86,700 (VOICE) [two-year grant]

Transgender Education and Advocacy (TEA)

TEA is building a movement of trans and intersex people in Nairobi, Mombasa and Kisumu, to advance the rights of, and counter human rights violations against, trans and intersex people. TEA works to educate the public, engages in legal support and litigation, and does advocacy with representatives from relevant ministries, police, and health institutions.

€20,000 (BODY)

UHA! - The East African Sexual Health and Rights Initiative

This initiative supports the organisations and movements of lesbians, bisexual women, trans people and sex workers in East Africa through grantmaking, capacity building and convenings. UHA! builds bridges between these marginalised movements and feminist and other social justice movements in the region.

€80,000 (BODY) [two-year grant]

Mali

Association Danaya So

Danaya So coordinates and leads the first ever network of sex workers' organisations in Francophone Africa, with members from across this region. The groups in this network aim to increase sex workers' knowledge of their human rights and to develop the collective capacities of sex workers in Mali to confront discrimination in sexual and reproductive health services.

€30,000 (MONEY)

Nigeria

Life Intervention Project (LIP)

LIP builds the capacities of Ogoni tribal women and young women in the Niger River Delta so they can defend and advance their indigenous rights to a clean and safe environment and livelihoods. The group also mobilises them to vote in national elections and organises public actions against violations of women's economic rights in oil, gas and coal industries.

€35,000 (MONEY)

Sierra Leone

AdvocAid

This organisation advocates for women's and girls' access to justice in post-conflict Sierra Leone by supporting women prisoners, sex workers and other women who have been charged with breaking the law. AdvocAid informs them about their legal rights and provides legal aid to enable them to win their freedom.

€50,000 (VOICE)

Somalia

Daljir Women's Desk (dWd)

dWd advocates against female genital mutilation (FGM) and promotes girls' rights to education. The group uses media advocacy to inform and mobilise Somali communities. Through radio programmes, dWd engages with callers about the particular social and health risks that face girls as a result of FGM and early marriage (e.g., school drop-out, complications in childbirth).

€28,000 (VOICE)

South Africa

Her Rights Initiative (HRI)

HRI defends the sexual and reproductive rights of women living with HIV in South Africa. The initiative's strategies include: building a strong and inclusive movement of women living with HIV, litigating against rights violations, such as coerced sterilisation, and advocating for policies that respect the sexual and reproductive rights of women living with HIV.

€20,000 (BODY)

Transgender and Intersex Africa (TIA)

This start-up grant is for a new organisation of black trans and intersex people. The group provides a safe space for support, meetings and movement building. TIA's focus is on building understanding and inclusion of trans and intersex people in rural communities and townships in five provinces of South Africa.

€35,000 (BODY)

Tanzania

WoteSawa

This self-led group of girl and young women domestic workers, the majority of whom are under the age of 20, mobilises young domestic workers to advocate for greater enforcement of the Law of the Child Act and formal recognition of domestic work as work. WoteSawa also lobbies for government ratification of the 2011 *International Labour Convention on Decent Work for Domestic Workers*.

€29,000 (MONEY)

Uganda

Mentoring and Empowerment Programme for Young Women (MEMPROW)

This grant supports MEMPROW's Girl Network that focuses on ending violence against girls and young women and building a strong movement of young feminists in Uganda. MEMPROW will organise a regional *Young Feminist Forum* in 2013, where girls and young women define their own feminist agenda and claim their space in the region's feminist movement.

€80,000 (BODY) [two-year grant]

United Deaf Women's Organisation (UDEWO)

This organisation builds deaf women's knowledge of existing economic laws and policies to enable them to campaign for greater access to resources earmarked for people with disabilities. UDEWO also empowers deaf women and girls through literacy courses in Ugandan Sign Language.

€15,000 (MONEY)

Zambia

Trans Bantu Zambia (TBZ)

TBZ's aim is to end discrimination against and exclusion of trans people in Zambia by building a strong and educated trans movement through community education, support groups and capacity building. TBZ advocates for policy reforms to protect the human rights of trans people. Through a joint strategic planning and learning process with trans groups across Southern Africa, TBZ encourages regional exchange and movement building.

€25,000 (BODY)

ASIA AND THE PACIFIC

Afghanistan

Justice For All Organization (JFAO)

JFAO promotes the economic rights of Afghan women by supporting them to know their legal rights and conducting awareness raising sessions at the community level. The group also provides legal aid and representation services to women involved in court cases. This ensures that these women can access justice when their rights are denied.

€41,500 (VOICE)

China

Eco-Women Network

This rural network of women and girl farmers works to build and coordinate sustainable agricultural production sites and markets in Yunnan province. The network advances women's right to practice sustainable agriculture without chemical pesticides and is strengthening rural women's knowledge about the negative impacts of pesticides on sexual and maternal health.

€42,000 (MONEY)

India

Asia Safe Abortion Partnership (ASAP)

ASAP protects and advances women's sexual and reproductive rights by promoting access to safe abortion. It is working to strengthen a broad movement for abortion rights across thirteen countries in Asia and advocates with medical professionals, governments and human rights movements on a regional level.

€80,000 (BODY) [two-year grant]

Nari Shakti

This group works to build skills among women garment industry workers from Muslim and Dalit (Hindu) communities in Northern and Eastern India who migrate to Gurgaon, India, for work opportunities. The organisation provides opportunities for improving women's self-esteem and for developing leadership, organising and public speaking capacities.

€18,000 (MONEY)

Programme on Women's Economic, Social and Cultural Rights (PWESCR)

PWESCR creates spaces for international dialogues and action planning on issues of women's livelihoods. It builds coalitions of women from Asia, Africa and Latin America to lobby together for greater recognition, inclusion and protection of women's economic, social and cultural rights in international policy bodies, like the United Nations.

€50,000 (MONEY)

SEVA Women's Group

This organisation mobilises village-level lobbying groups led by Malayali tribal women and girls in 165 villages across the forested Kalvarayan Hills of Tamil Nadu, India. It coordinates collective action against land seizures by agroindustry firms and the denial of Malayali access to essential forest resources that result from such seizures.

€13,000 (MONEY)

Serene Secular Social Service Society (SSSSS)

This group supports legal action on behalf of girl and young women garment industry workers in Tamil Nadu, India, who have migrated from other parts of the country through bonded labour schemes. SSSSS trains these workers to document violations of their rights for use in court cases and to form small networking groups with coworkers.

€70,000 (MONEY) [two-year grant]

Vacha Trust

This grant facilitates the empowerment of adolescent girls in the slums of Mumbai, India, through providing rights education and capacity building for leadership skills. Vacha Trust also uses creative art like theatre, photography and film to empower girls to express themselves.

€25,000 (VOICE)

Women Rights Forum

This forum mobilises tribal women in Manipur State in India to advocate against violence against women through their own movement. It empowers survivors of domestic violence to share their experiences and seek justice.

€15,000 (VOICE)

Indonesia

Aksara

This grant supported a meeting of grantees in Mama Cash's Body portfolio from Asia and the Pacific for linking, learning and strategising on issues of sexuality, rights, reproductive justice and countering violence. The meeting took place in Yogyakarta, Indonesia on October 18-19. After the meeting, grantees participated in the *6th Asia Pacific Conference on Reproductive and Sexual Health and Rights* from October 20-22.

€25,000 (BODY)

Sentra Advokasi Perempuan Difabel dan Anak (SAPDA)

SAPDA is building a women's disability rights movement by mobilising and supporting village-based groups of women who have been disabled by recent natural disasters. The organisation forms alliances with the women's rights movement, with emphasis on the anti-violence movement, and the disability rights movement. It advocates for the rights of women with disabilities at local and provincial levels.

€30,000 (BODY)

Nepal

Creating Resources for Empowerment in Action (CREA)

This grant supported thirteen Mama Cash grantees from four South Asian countries to attend a grantee meeting and participate in CREA's *Count Me In!* conference in Kathmandu, Nepal, from April 16-18, on countering violence against marginalised women and trans people. Groups shared strategies for working holistically to counter violence and build inclusive anti-violence movements.

€43,000 (BODY)

Philippines

AMIHAN Northern Mindanao

AMIHAN supports rural and indigenous peasant women and women human rights defenders against state-led land seizures and military violence in rural areas. It coordinates popular marches and campaigns for nationwide agrarian reforms that recognise and respect the land and labour rights of women peasants.

€33,000 (MONEY)

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

GALANG is working to build a movement of poor urban lesbians, bisexual women and trans people in the slums of Manila. By providing training and safe spaces for organising, GALANG empowers young lesbians to start their own independent organisations to advocate for their rights.

€100,000 (VOICE) [two-year grant]

Sri Lanka

Committee for Asian Women (CAW)

CAW co-hosted, with the Asia Floor Wage Campaign (AFW) and the Clean Clothes Campaign (CCC), a people's tribunal on wage injustice in Sri Lankan garment factories, where women workers gave testimony about violations of their right to earn a livable wage. CAW, AFW and CCC are developing a model for a women workers' tribunal which can be replicated in other Asian countries where women workers' economic rights are violated.

€20,000 (MONEY)

Red Flag Women's Movement

This grant supports Tamil women and girl workers from tea plantation, garment and domestic work sectors to organise women-led unions in these sectors. Red Flag Women's Movement campaigns for greater recognition of women's labour rights. It also builds the capacities of women-led unions to influence established mixed gender labour unions in Sri Lanka by advocating for the inclusion of feminist agendas.

€24,000 (MONEY)

LATIN AMERICA AND THE CARIBBEAN

Argentina

AMMAR - Asociación de Mujeres

Meretrices de la República Argentina

This grant supports the mobilisation of women sex workers to lobby for the decriminalisation of sex work in Argentina. AMMAR builds sex workers' capacities to deal with various forms of economic violence, including police harassment, extortion and unlawful arrest.

€100,000 (MONEY) [two-year grant]

Campaña Nacional por el Derecho al Aborto Legal, Seguro y Gratuito

The National Campaign, a coalition of over 250 organisations in Argentina, lobbies for adoption of a new law based on the 'Voluntary Interruption of Pregnancy' bill, developed and promoted by the Campaign, which will legalise abortion up to twelve weeks of pregnancy.

€25,000 (BODY)

Lesbianas y Feministas por la Descriminalización del Aborto

This group of lesbian feminists aims to decrease unsafe abortions by increasing access to knowledge and medication related to reproductive rights, using a telephone helpline, production and wide dissemination of publications, and public action. They strengthen women's organising to contribute to social and legislative change for legal, safe and free abortion.

€28,000 (BODY)

Brazil

Fórum Permanente das Mulheres de Manaus

This grant supports the building of an independent feminist forum for community groups led by women in the state of Amazonas. It also supports the group's political engagement with a coalition of actors that will represent Amazonas women's issues in nationwide advocacy and lobbying actions on women's rights, labour rights and anti-violence work.

€30,000 (MONEY)

Movimento de Mulheres Trabalhadoras de Altamira Campo e Cidade (MMCC)

MMCC builds a feminist coalition across the Amazon River basin to mobilise direct action and policy advocacy to oppose the building of hydroelectric dams in the Xingu River. The group also raises awareness about the connections between women's natural resource rights and economic sustainability among indigenous and non-indigenous communities.

€34,000 (MONEY)

Rede Nami Feminista de Arte Urbana

This grant supports young women and girl feminist artists who are using graffiti and street art to promote women's rights. The group views art as a key tool to conduct public education and information sharing. Nami Rede uses these urban art forms to advocate for adolescent girls' and young women's access to sexual and reproductive health services and information.

€39,500 (VOICE)

Chile

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

OTD is building a visible trans movement in Chile by mobilising trans people to start groups throughout the country. The organisation's members advocate for trans people's rights by educating their communities and families on issues affecting trans people. OTD also works closely with the Ministry of Health and with parliamentary groups responsible for gender policies to ensure that trans people are recognised and protected by the state.

€100,000 (VOICE) [two-year grant]

Transgéneras por el Cambio

This group advocates for the human rights of trans people in the Talca region, especially with regard to access to housing and healthcare. It also works to address and stop hate crimes and other forms of violence against trans people.

€58,300 (BODY) [two-year grant]

Colombia

Comité organizador XII Encuentro Feminista Latinoamericano y del Caribe

This Committee facilitated the 12th *Encuentro Feminista* in November in Colombia. *The Encuentro* provides a forum for feminists in Latin America and the Caribbean to meet with each other face to face to connect and strategise on issues affecting women, girls and trans people in the region.

€40,000 (VOICE)

Mujeres Al Borde (two grants)

* This feminist media group organised and hosted a two-day meeting in November 2011 for 15 Mama Cash Latin American grantees. The meeting took place before and after the 12th *Encuentro Feminista*. One goal was to prepare grantees who were first-time participants in the *Encuentro*. Further, the meeting facilitated knowledge sharing, strategising about common themes, and an evaluation of Mama Cash by grantees.

€38,000 (VOICE)

* This grant covers the costs for editing and completing the production of the video that Mujeres Al Borde made of the above mentioned two-day Mama Cash grantee meeting in which grantees from across the region participated.

€3,000 (VOICE)

Guatemala

Organización Trans Reinas de la Noche

This group strengthens the trans movement in Guatemala through capacity building support of trans community-based organisations in rural areas. It also engages in joint advocacy to combat transphobia, to eradicate violence against trans people, and to introduce a law on gender identity at the national level.

€23,000 (BODY)

Guyana

Guyana Sex Work Coalition

The Coalition is building a strong sex worker movement in Guyana and the Caribbean. It advocates for sex work to be recognised as work and for the enforcement of sex workers' rights, access to healthcare, and protection from police violence.

€47,700 (MONEY)

Nicaragua

Movimiento de Mujeres Por Nuestros Derechos Humanos (MOMUNDH)

This group of young feminists is building a movement to advocate for girls' and young women's agency and sexual rights and against violence. It uses strategies such as community building, leadership development and advocacy in three disadvantaged neighbourhoods of Managua.

€51,300 (BODY) [two-year grant]

MIDDLE EAST & NORTH AFRICA

Lebanon

Nasawiya

This feminist collective of young women engages in advocacy, visibility and awareness-raising activities on a broad range of women's rights issues, including migrant workers' rights, sexual harassment and racism. The group has a particular focus on using social media and online tools in its activism.

€50,000 (VOICE)

Turkey

Amargi Women Solidarity Cooperative

Amargi aims to strengthen a feminist movement in Turkey that is committed to ending violence and discrimination against women. It builds feminist knowledge and analysis and uses these strategies to engage in dialogues with other women's organisations and the state.

€40,000 (VOICE)

Pembe Hayat LGBTT Dayanisma Dernegi

Pembe Hayat strengthens the sex worker and trans movement in Turkey through providing safe space, legal support and outreach in Ankara. It also supports informal trans and sex worker rights groups in other Turkish cities in the process of establishing advocacy organisations. Pembe Hayat advocates against hate crimes and other forms of violence perpetrated and perpetuated by the State.

€50,000 (BODY) [two-year grant]

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Bulgaria

Bilitis Lesbian and Bi-women Resource Center

This group empowers lesbians and bisexual women at the community level through self-support groups in different cities and leadership trainings for young women activists. It links this local activism to the national level through the organisation of the *Sofia Pride*, other visibility events, and advocacy campaigns for a same sex partnership law and a hate crimes law.

€44,000 (BODY) [two-year grant]

France

Strass (Syndicat du Travail Sexuel)

The only sex worker-led, human rights-focused organisation in France serves as the European coordinator for the Network of Global Sex Work Projects (NSWP). It builds the capacities of sex workers in France to document rights violations and pursue legal action against police and other professionals who violate their rights.

€50,000 (MONEY)

Hungary

Association of Hungarian Sex Workers (SZEXE)

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

€40,000 (MONEY)

Kazakhstan

Feminist League Kazakhstan

This group is challenging the national government to be more accountable in advancing and protecting women's human rights and gender equality. It evaluates the government's commitment to implement international policies, such as CEDAW; it also monitors the government's gender equality National Action Plans. The group works with rural women's networks to ensure that rural and indigenous women's issues are addressed.

€35,000 (VOICE)

Kyrgyzstan

Forum of Women's NGOs Kyrgyzstan

The Forum works to build the leadership capacity of Kyrgyz women to increase the participation of women from the provinces in political processes. It also aims to strengthen their ability to contribute to ending violence against women.

€100,000 (VOICE) [two-year grant]

Netherlands

Commission for Filipino Migrant Workers

This grant supports educating, empowering and mobilising Filipina migrant domestic workers across Europe to organise lobbying and advocacy coalitions with members of other social justice movements. The Commission mobilises pressure on European governments to ratify the *International Labour Convention on Decent Work for Domestic Workers*.

€50,000 (MONEY)

Poland

Ponton

This group of young sex educators promotes young women's and adolescent girls' sexual agency and decision-making by providing, and advocating for, comprehensive and progressive sexuality education in the Polish school curriculum. Ponton's approach reflects the perspective of young feminist sexual and reproductive rights activists.

€50,000 (BODY) [two-year grant]

Portugal

Associação ComuniDária

This grant supports the mobilisation of women migrant domestic workers in Portugal through rights-based education and lobbying for Portugal's ratification of the *International Labour Convention on Decent Work for Domestic Workers*. The association sensitises police, government officials and employers to the human rights of women migrant domestic workers through public workshops.

€18,000 (MONEY)



A workshop organised by SAPDA in Indonesia.

Serbia

Labris organizacija za lezbejska ljudska prava

Labris builds the lesbian community in Serbia and ensures lesbian leadership in the broader LGBT movement. The organisation advocates to change Serbia's laws to address LBT rights and ensure justice in cases of violations of the human rights of LBT people.

€68,600 (BODY) [two-year grant]

Women in Black Belgrade (WIB)

(two grants)

* This group is piloting a Women's Court as a strategy for achieving transitional justice. This Court allows women to testify about injustices they experienced during the Yugoslav wars before qualified judicial experts. WIB uses these testimonies in advocacy to influence ongoing transitional justice processes to be more responsive to violations of women's rights. This Women's Court will also be implemented in Serbia, Bosnia and Herzegovina, Croatia, Montenegro and Kosovo.

€100,000 (VOICE) [two-year grant]

* This grant allowed a Women in Black activist to share the experiences of working for women's rights in a militarised context in a Mama Cash panel on this topic during the Lova (Netherlands Association for Gender Studies and Feminist Anthropology) conference on gender and conflict in Amsterdam, July 6-8, 2011.

€1,318 (BODY)

United Kingdom

English Collective of Prostitutes

This collective advocates for the decriminalisation of sex work in the United Kingdom and globally through collaborative actions with sex worker-led organisations. It lobbies for greater government recognition of the impact of public budget cuts on low income women, which force many into the sex industry where they have few protections from police extortion and physical and sexual violence.

€50,000 (MONEY)

CROSS-REGIONAL / INTERNATIONAL

Association for Women's Rights in Development (AWID)

This grant provides support for hosting and facilitating the 2012 AWID Forum in Istanbul, titled *Transforming Economic Power to Advance Women's Rights and Justice*. AWID will create an international space for women's rights actors from different regions and areas of work, to come together to forge networks, to establish shared strategies for more effective action, and to set feminist agendas for advancing economic rights.

€40,000 (MONEY)

Global Action for Trans Equality (GATE)

This grant supports research and documentation on funding for trans organising: 'Where is the money for trans* rights?'; for advocacy in the donor community for funding trans rights movements; and for a feasibility study into the launching of a fund for trans rights.

€50,000 (BODY) [two-year grant]

ISIS International Manila

ISIS co-hosted Mama Cash's 2011 *Voice convening*, which brought 21 Voice grantees from all over the world together in Manila, the Philippines. The participants gave feedback on Mama Cash's grantmaking and Voice portfolio strategy; they identified potential partnerships and learning cohorts between themselves; and, they discussed trends and developments in the area of Voice around the world.

€48,100 (VOICE)

Mama Cash supports women's funds

Many of our women's funds grantees take part in Mama Cash's Strengthening Local Fundraising Initiative (see pages 26-27). In this overview, the abbreviation SLFI is used for this initiative.

AFRICA

Ghana

African Women's Development Fund (AWDF)

This contribution to the endowment fund supports AWDF's sustainability and capacity to provide long-term support to women's and girls' rights in Africa. The fund's focus is on economic empowerment; reproductive health and rights; arts, culture and sports; HIV; governance; and peace and security.

€25,000

Kenya

Urgent Action Fund - Africa

This regional fund makes emergency grants and provides technical support throughout Africa, and together with its grantees, engages in advocacy activities. For example, UAF-Africa supports women's human rights defenders at risk, and regional initiatives, such as a programme linking HIV/AIDS and violence against women.

€90,000 [two-year grant]

Democratic Republic of Congo

Fonds pour les Femmes Congolaises (FFC)

This young fund supports women and girl survivors of sexual violence. Through grants, capacity building and advocacy with international donors, the fund ensures that international aid to the Democratic Republic of Congo reaches local women activists working to address violence.

€50,000

Tanzania

Women's Fund in Tanzania - Empowering Local Heroes (WFT)

This emerging fund supports women's rights activists, with a focus on sex workers, women with disabilities and young women living with HIV/AIDS in Tanzania, through grants, capacity building, and developing feminist/rights-based philanthropy.

€40,000

ASIA AND THE PACIFIC

Hong Kong

HER Fund

To build its local fundraising programme, Her Fund conducted an assessment of its 'Share Talent Program', whereby local donors organise fundraising activities and donate the proceeds to the fund. Her Fund has also conducted market research as input for a marketing strategy for the fund's local fundraising aimed at individuals and the private sector.

€6,000

Sri Lanka

South Asia Women's Fund (SAWF)

This sub-regional fund supports women's groups in India, Bangladesh, Pakistan, Nepal and Sri Lanka that are working on sexual rights and against religious and cultural intolerance. SAWF provides grants, capacity building, and links with established women's rights organisations. The fund engages corporations in the region to support women's rights through their corporate social responsibility programmes.

€45,000

LATIN AMERICA

Argentina

Fondo de Mujeres del Sur (two grants)

* This fund provides grants to small women's organisations in Argentina, Paraguay and Uruguay working on sexual and reproductive rights, access to water, and influencing decision-making at the local level. The grant also covers institutional costs and the development of philanthropy for women's rights in Argentina and Paraguay.

€100,000 [two-year grant]

* As part of the SLFI, Fondo Mujeres del Sur worked with an expert to develop its fundraising plan and to develop the fundraising skills of the staff and board. The goal is to mobilise more resources for women's and trans movements in Argentina, Uruguay and Paraguay.

€5,100

Bolivia

Fondo de Mujeres Bolivia APTHAPI-JOPUETI (two grants)

* This emerging fund supports Indigenous and grassroots urban women's political participation, young feminist activism and sexual rights in Bolivia, through grants and institutional development. The fund is also developing a fundraising campaign to increase awareness of, and interest in, financially supporting women's rights among the Bolivian public.

€50,000

* As part of the SLFI, APTHAPI-JOPUETI worked with an expert to develop a fundraising plan and to build its staff capacities for local fundraising.

€1,600

Colombia

Fondo Mujer

The Fund is involved in a thorough process of organisational assessment with the goal of re-framing its mission, operational principles and structure, re-examining its interactions with women's movements, and creating a new three-year strategic plan (2012-2014) in order to better serve women's movements in Colombia.

€15,000.

Mexico

Sociedad Mexicana Pro Derechos de la Mujer (Semillas) (three grants)

* This fund supports Indigenous women, maquila workers and other marginalised groups of women in Mexico, through grantmaking, participatory monitoring and evaluation, skills building and organisational development. Semillas is also building a wide network of individual donors who are aware of and committed to supporting women's rights in Mexico.

€40,000

* As part of the SLFI, Semillas trains young staff members of Fondo Centroamericano de Mujeres (FCAM) in communications and local fundraising to increase FCAM's efficiency in raising money locally to better support women's movements in Central America.

€10,821

* Semillas will train fundraising staff members of the Women's Fund in Georgia and the Ukrainian Women's Fund in local and diaspora fundraising, to increase both funds' efficiency in raising money locally and from abroad to better support women's movements in Georgia and Ukraine.

€11,256

Nicaragua

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

* FCAM provides grants to young women's and girls' groups for public campaigns and advocacy on women's reproductive rights, including for changing abortion laws in several countries in Central America.

€10,000

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Czech Republic

Slovak-Czech Women's Fund (SCWF)

(two grants)

* This fund supports marginalised women's and trans groups through grants and technical support, and raises funds for women's rights among business women and local corporations in Slovakia and the Czech Republic.

€100,000

* As part of the SLFI, the director of the Slovak-Czech Women's Fund spent two days at Mama Cash to meet with the executive director on strategic organisational development issues and development of the SCWF's fundraising strategies.

€1,050

Serbia

Reconstruction Women's Fund (RWF)

As part of the SLFI's internship programme, the Communications Officer of the Reconstruction Women's Fund visited Mama Cash for a two-week internship focused on mutual learning about communications and fundraising from individual donors.

€815

Ukraine

Ukrainian Women's Fund (UWF)

As part of the SLFI, UWF hosted two colleagues from the Mongolian Women's Fund (MONES). They received training in fundraising and programme strategies to increase their fund's capacity to better serve local movements.

€4,765

CROSS-REGIONAL / INTERNATIONAL

Calala Fondo de Mujeres

This grant supports Calala to continue developing feminist and social change philanthropy in Spain (where the fund is based) in order to fund women's, girls' and trans people's movements in Latin America.

€40,000

FRIDA - The Young Feminist Fund

This grant contributed funding for the creation of a new international women's fund that will exclusively support young (up to 30 years of age) feminists' activism in the Global South and East through grants, capacity building and developing feminist philanthropy.

€30,000

Fondo Centroamericano de Mujeres (FCAM)

* This grant supports the establishment of a *Community of Practice*, an international initiative of women's funds to share and reflect on programmes and fundraising models to reach girls' and young women's groups at the grassroots level and in the margins of society.

€50,000

* FCAM hosted a meeting for Latin American members of the International Network of Women's Funds (INWF) to analyse the fundraising context in Latin America, and to strategise on the best ways to work together to raise more funds for women, girls and trans activism in the region.

€17,000

The Mediterranean Women's Fund (MWF)

This regional fund based in France plays a key role supporting feminist and women's movements in the Middle East, Northern Africa, and Southern Europe through grants, strategic convenings and support for organisational development.

€100,000 [two-year grant]



Volunteers from Ponton provide sexual education to young people in the streets of Poland.





Meet Mama Cash

Meet Mama Cash

Founders of Mama Cash

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

Board Members

Marjo Meijer (Co-Chair)	The Netherlands
Anastasia Posadskaya-Vanderbeck (Co-Chair until June 2011)	Russia/USA
Geetanjali Misra (Co-Chair from June 2011)	India
Eveline de Jong (Treasurer)	The Netherlands
Cecilia Alemany	Uruguay
Lin Chew	Singapore/Hong Kong
Khadijah Fancy (joined December 2011)	USA/United Kingdom
Jessica Horn	Uganda/United Kingdom
Marijke Kuijpers	The Netherlands
Barbara Limanowska	Poland
Idelisse Malavé	Puerto Rico/USA
Myra ter Meulen	The Netherlands

Advisory Network Grantmaking

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

Management team

Nicky McIntyre	Executive Director
Annie Hillar	Director of Programmes
Janet Zeegers	Director of Finance & Operations
Eefke Langendonk	Director of Development and Communications (until April 2011)
Corine Aartman	Director of Development and Communications (interim, from April until December 2011)

Programmes team

Ellen Ambags	Programme Associate Asia and the Pacific
Carol Angir	Programme Officer for Voice
Azita Azargoshab	Programme Officer for Money
Eva Cukier	Programme Associate Europe and the Commonwealth of Independent States (interim, from December 2011)
Gabriëlle de Kroon	Programme Associate Latin America and the Caribbean (until October 2011)
Barbara Lotti	Programme Associate Africa and the Middle East
Tamara Pels-Idrobo	Programme Associate Latin America and the Caribbean (from September 2011)
Sophia Sakhanberidze	Programme Associate Europe and the Commonwealth of Independent States
Alejandra Sardá-Chandiramani	Senior Programme Officer for Women's Funds
Esther Vonk	Senior Programme Officer for Body

Development and Communications team

Esther Arp	Development Officer for Individual Giving
Sarah van Brussel	New Media Associate
Janine van Doorn	Development Officer for Individual Giving, Data Administration
Yolanda Jansen	Senior Development Officer for Individual Giving
Susan Jessop	Senior Development Officer for Institutional Giving
Esther Lever	Development Officer for Institutional Giving
Desiree Mullenders	Development Associate for Individual Giving (until November 2011)
Chantelle de Nobrega	Development Officer for Institutional Giving (from September 2011)
Liz van Omme	Senior Communications Officer
Paulette van 't Veer	Development Associate for Individual Giving (interim, from October 2011)
Ingrid Verver	Communications Officer

Finance and Operations team

Jennifer Aggus	Executive Associate (interim, from April until November 2011)
Anne Assehn	Financial Officer
Sarah Clifton	Data Management Officer (until November 2011)
Titia van der Hoek	Office Manager (until February 2011)
Anne Jong	Financial Associate
Kim Lam	Office Associate
Marijke Marica	General Assistant
Sanne Rezk-Van der Haar	Office Manager
Liesbeth Schipper	Executive Associate
Ellen van Steenis	Office Manager (interim, from June 2011 until December 2011)
Hanneke Timmer	Human Resources Advisor

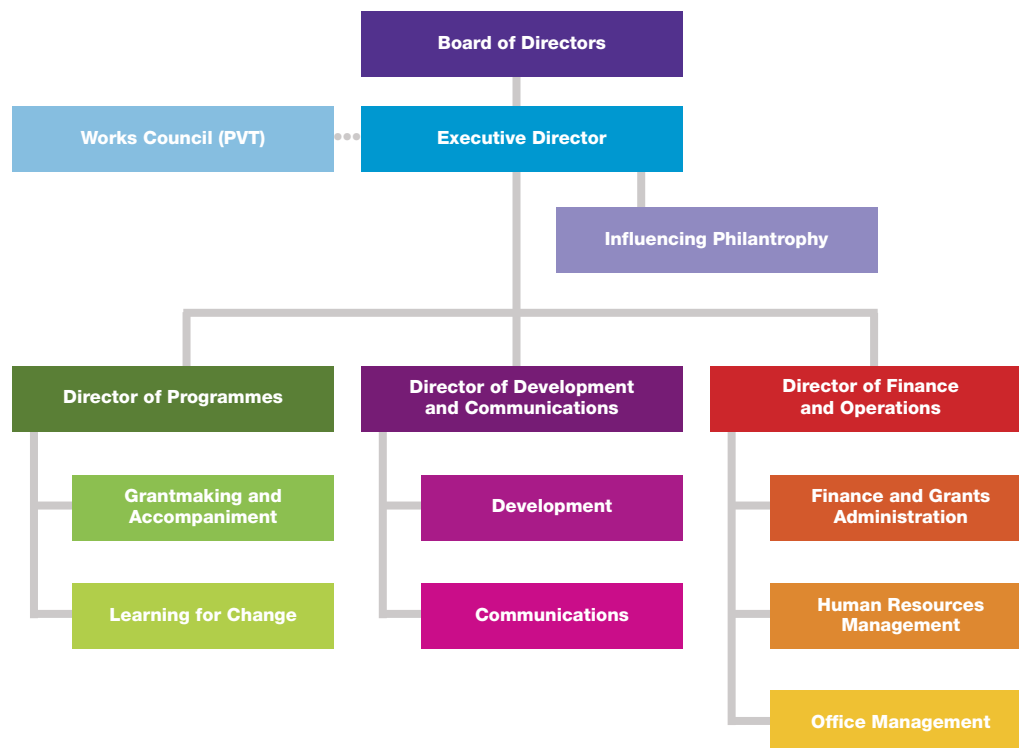
Volunteers and Interns

Maria Breure	Volunteer Programmes
Karin van Duijnhoven	Volunteer Secretariat
Andrea Huls	Volunteer Communications
Ellen van Steenis	Volunteer Secretariat
Kyra Slikkerveer	Volunteer Secretariat
Marjolein Terpstra	Volunteer Grants Administration
Paulette van 't Veer	Volunteer Data entry

Trainers financial courses 'Women, Money and Ideals'

Pit Gooskens	PIT Gestalttherapie & Life Planning
Trèske Heere	Wijs & Water, Money and Life coaching
Marijke Kuijpers	Independent Financial Advisor

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



Mama Cash's contributors in 2011

Individual donors

Mama Cash's 6,000 active individual donors, supported us with gifts ranging from €1 to €50,000. In 2011, we received an exceptional gift of €570,000.

Donor advised funds and Named funds

Anneke van Baalen/De Bonte Was Fund (NL)
Mama Cash – Baas Fund (NL)
Maria Willard Fund (NL)
Nan Lombaers/Els Huijser Fund (NL)
Riek Stienstra Fund (NL)

Foundation and government donors

AJG Foundation/King Baudouin Foundation United States (USA)
American Jewish World Service (USA)
Arcus Foundation (USA)
Anonymous Foundation/King Baudouin Foundation United States (USA)
Dreilinden Gesellschaft für gemeinnütziges Privatkapital mbH (DE)
Nationale Postcode Loterij (NL)
Irish Aid (IE)
Levi Strauss Foundation (USA)
Ministry of Foreign Affairs/DGIS – MFS II (NL)
Nike Foundation (USA)
Oak Foundation (CH)
Sigrid Rausing Trust (UK)
Swedish International Development Cooperation Agency – Sida (SE)
Triodos Foundation (NL)

In-kind supporters

(all from The Netherlands)

Doob Design
ING Bank
Juniper
PA Consulting
Techsoup

Special contributors

(all from The Netherlands)

Business Queens / De Goudse Verzekeringen
Evita Social Home Shopping
FoodSteps
Gemeente Hoorn
Kaartje2go.nl
Mams at work
Northern Initiative
Triodos Bank N.V.
Wereldwinkel Laren
YouBeDo B.V.
ZIJ B.V.



**Many thanks
to all our contributors!**



Meeting of one of the Girls' Forums organised by the Pastoralist Girls Initiative in Kenya.



Annual accounts 2011

Management Report

Introduction

Mama Cash is made up of three teams: Programmes, Development & Communications, and Finance & Operations. The Management team – which includes the Executive Director, and the heads of the teams – oversees the work of the organisation.

This management report contains separate reports from each of these three teams.

Key Facts and Figures for 2011

- Mama Cash secured nearly €6.3 million in income. This represents 105% of our 2011 budget projections, a decrease of 15% in comparison to 2010. The decrease is due to receipt of an unexpected and exceptional gift in 2010.
- Mama Cash's total expenditures were nearly €6.3 million. This represents 97% of what was projected for 2011, and an increase of 4% in comparison to 2010.
- Mama Cash made 87 grants to 79 women's, girls' and trans rights organisations, totaling €3.55 million. This was over €150,000 more than what we projected for 2011, and an increase over 2010 of almost 11%. Expenditures related to securing objectives were nearly €5.2 million, or 82% of total expenditures.
- In 2011, Mama Cash's income and expenditure was almost equal. We closed the financial year 2011 with a negative balance of € 23,302.



Maritza Velasquez Estrada from ATRAHDOM, Guatemala, during the *Encuentro Feminista* in Colombia, November 2011.



The feminist collective Nasawiya organises demonstrations in Beirut, Lebanon.

Programmes

The Programmes team is responsible for implementing the programmatic vision laid out in Mama Cash's 2009-2013 strategic plan. We make grants to women's funds and women's, girls', and trans people's rights groups that push beyond the status quo, supporting them to strengthen their organisations and expand their impact. We connect them with like-minded groups and potential donors through convenings and other networking opportunities. And we support them to monitor, evaluate, and document their work in ways that allow them to deepen their practice, spread their wisdom, and influence wider philanthropic priorities.

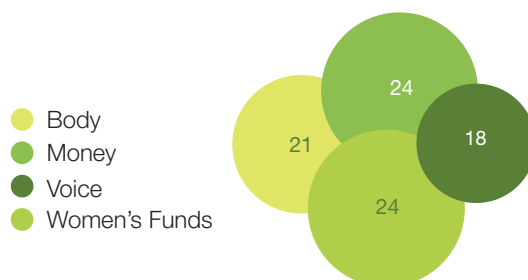
Key Facts and Figures

Mama Cash increased her grantmaking from €3.2 million in 2010 to €3.55 million in 2011, an 11% increase that exceeded our 2011 budget projections by €150,000. We received 1,416 grant requests and awarded 87 grants. By comparison, we registered 1,929 requests and awarded 96 grants in 2010.

Of the 87 grants we made in 2011, 21 were multi-year grants (for terms of two years), representing 24% of the total number of grants made. This represents a significant increase over 2010, when we made 11 multi-year grants, 11% of the total number of grants awarded in 2010.

For the thematic and regional distribution of the awarded grants, please see the charts on this page.

Number of grants per portfolio



Number of grants per region



Accomplishments

Our 2011 programmatic achievements built on momentum generated in 2010. We continued to sharpen our strategic priorities, expand our support for existing grantees through an increase in multi-year grants, and seek partnerships with more groups working on the margins of their communities, countries, and movements. Furthermore, we extended our Advisory Network, and refined our grantmaking tools and practices based on internal reflection and feedback from our grantees. This was the first year since the launch of our 2009-2013 strategic plan that we have operated with all portfolios fully staffed. This has enabled us to create more moments for reflection and mutual capacity-building within the team and to improve the accompaniment we provide to our grantees.

Refining our strategic priorities

The grants we made in 2011 reflected two key strategies for pushing beyond the status quo. First, we actively sought and strengthened partnerships with emerging groups working on the margins of the broader women's movement

and other social justice movements. And second, we organised opportunities for these groups to expand their networks of contacts and spheres of influence, as well as build knowledge and solidarity with like-minded groups.

Supporting groups at the margins

Our commitment to funding groups at the margins is reflected in the strategic directions and priorities for our four thematic portfolios: Body, Money, Voice, and Women's Funds. By the end of the year, all four portfolios had defined focus areas and outcomes – with an emphasis on activists and organisations whose experiences and priorities are sidelined or dismissed altogether by mainstream social movements.

The distribution of our 2011 grants reflects our refined focus group priorities: 14% of our funding went to rural women organising to claim their rights locally and nationally. Rural women's rights issues are often addressed by groups based in capital cities that offer programmes for rural women. Therefore, we have prioritised and reached out to rural groups that are self-led and want to claim their rights in their own voices, rather than as beneficiaries of groups working on their behalf.

Similarly, 11% of our funding supported self-led sex worker groups to build their collective voice as a human rights movement. We have also sought to fund those on the margins of sexual rights movements. Therefore, almost 10% of our funding went to lesbian organising, and 10% to trans people's organising – groups whose priorities and concerns are often not visible within the agendas of both the sexual rights movement and the wider women's movement. Adolescent girls are an underrepresented constituency in women's movements worldwide. For this reason, Mama Cash is committed to directly supporting them as leaders, rather than simply beneficiaries, of women's organisations. Although 19% of our total grantmaking support went to groups that focus on girls' and young women's organising (15 grants in total, compared to only three grants in 2010), we fell short of our 2011 goal to invest at least 5% of our funds in adolescent girl-led groups, and allocated only 1% of our funding to one group led by adolescent girls.

Our struggle to meet this goal sparked deeper reflection within Mama Cash on how best to identify and support girl-led groups. We are currently exploring a range of strategies to address this challenge, including a more intensive effort to seek out adolescent girl groups in 2012. We are also



A demonstration for the rights of sex workers, organised by the English Collective of Prostitutes in London.

developing a grantmaking approach that addresses the particular obstacles adolescent girls face in accessing funding, and that takes into account the ways in which they organise – which may differ from how adult women organise.

Building movements

By supporting our grantees to grow and develop and by providing them with opportunities to learn and strategise together, Mama Cash aims to contribute to their individual and collective capacity to influence existing social justice movements and build new ones.

In 2011, we supported groups and movements of women with disabilities, women living with HIV, rural and indigenous women, young women, sex workers, lesbian and bisexual women, and trans people to participate in women's rights meetings and conferences. They came together to tackle common challenges and construct shared agendas, to network and build alliances with women's rights groups, and to lobby for inclusion of their concerns and priorities in the broader women's rights agenda in their countries or regions.

We also organised regional and thematic convenings, and supported grantees' participation in events within the academic and philanthropic communities. Please find examples on pages 38 and 39.

Our emphasis on linking, learning, and movement-building reflects our grantees' own suggestions for how Mama Cash could best support and strengthen their work. We solicit feedback from grantees on a regular basis, but in 2011 we

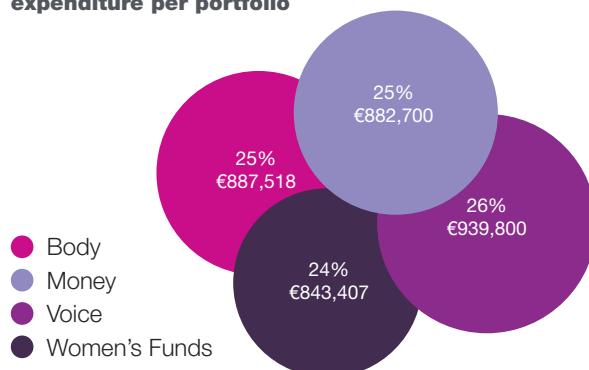
gained particularly rich information through a grantee survey conducted as part of the midterm review of our strategic plan. Grantees' comments and reflections shape the priorities and practices of the Programmes team. They challenge us to use our access, influence, resources, and networks to build bridges and create spaces where unlikely allies can come together, and to spread the knowledge they have built through experience. In 2012, we will maintain our commitment to facilitate the movement-building and mutual learning our grantees have identified as so valuable to their work.

Refining our geographic priorities and identifying more self-led groups

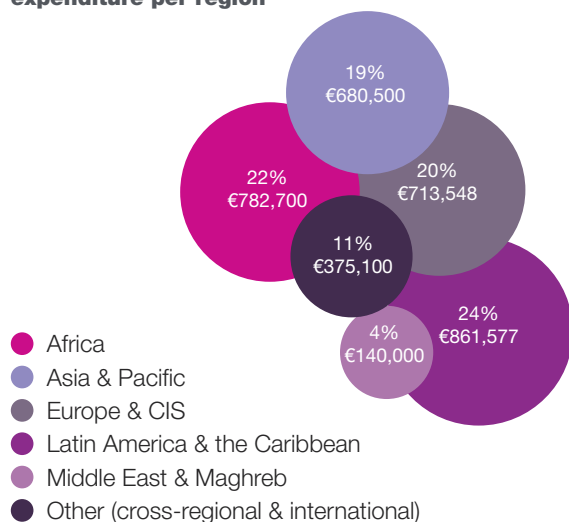
In 2011, we took steps to even out the geographic distribution of our grants and ensure that the applications we receive reflect our commitment to funding self-led groups. For example, nearly a third of the funding requests we receive originate from Uganda and Kenya. Yet few of these applications are from self-organised groups of women, girls, and trans people working on the margins of women's movements to challenge injustice and bring about social change. In 2011, we piloted a strategy of working with groups in Kenya and Uganda on an invitation-only basis to reduce the volume and increase the quality of applications. We also surveyed our grantees, advisors, and other allies to identify the issues, approaches, and groups in Kenya and Uganda that fit our grantmaking priorities, while seeking to build a stronger understanding of the local landscape for funding and organising. The results of this process will serve as the basis for a renewed grantmaking strategy for Kenya and Uganda in 2012.

We also aimed to increase support for self-led groups in the Middle East and North Africa (MENA), a region currently underrepresented in our overall grantmaking portfolio, setting the goal of allocating at least 5% of our total funding to groups in this region in 2011. We almost met that target, awarding 4% of total grantmaking funds to groups in the MENA region in 2011 (a percentage level with our 2010 investment). As with our efforts to deepen support for girl-led groups, our struggle to identify emerging groups in the MENA region – rather than larger, higher-profile, and well-funded organisations – led us to revisit our approach. We will dedicate more energy to increasing our support for such groups in 2012. In the meantime, we are working with our grantee-partner, the Mediterranean Women's Fund, to ensure that women's groups are represented in post-dictatorship movements across North Africa and are present in influential spaces where donors can learn from their experiences and insights.

Total grant amounts and percentage of overall grant expenditure per portfolio



Total grant amounts and percentage of overall grant expenditure per region

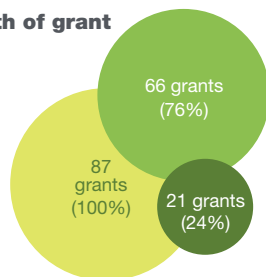


Providing longer-term support

Mama Cash's approach to grantmaking focuses on providing our grantees with the consistency and flexibility they require to grow as organisations, to build momentum, and to seize strategic opportunities. For this reason, the vast majority of our grants are for core institutional support: in 2011, 87% of the funds we awarded provided core support. Consistent with our commitment to fund organisations over the longer term, the bulk of our funding in 2011 (69% of our total grantmaking money) went to renewal grants. Also 21 of the 87 grants made were

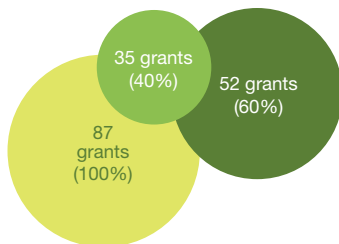
Number of grants per length of grant

- Multi-year grants
- Single-year grants
- Total



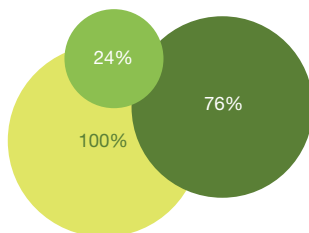
Number of grants per type of grants

- Renewal grants
- First time grants
- Total



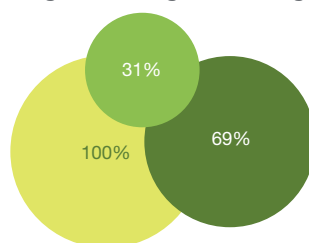
Length of grant as percentage of total grantmaking expenditure

- Multi-year grants
- Single-year grants
- Total



Type of grant as percentage of total grantmaking expenditure

- Renewal grants
- First time grants
- Total



multi-year grants. In 2012, we will reassess our targets for funding new grantees versus renewing support for existing grantees to be sure we are on track with our 2009-2013 strategic plan grantmaking goals.

Refining our grantmaking practice

The results of the grantee survey conducted during the midterm review of our strategic plan, as well as our own reflection and analysis, indicated that we needed to improve our day-to-day grantmaking practice in two key areas. We need to honour the timeframes we set for negotiating, approving, and awarding grants; and we need to put more sustainable systems in place to document and share our work and the work of our grantees.

We adopted several new processes in 2011 in response to these challenges. We established quarterly and annual monitoring and reflection cycles within the Programmes team. This enables us to build on achievements within and across portfolios, and to learn collectively from what went well and what could be improved. We also fine-tuned our due diligence procedures to streamline the grantmaking process, successfully reducing the average amount of time it takes for us to process a grant, and distributing the awarding of grants more evenly across the year.

Finally, we document our work with greater accuracy and timeliness. This allows us to arrive at a better understanding of how our grantees' work contributes to changing the lives of women, girls, and trans people in their communities, as well as how Mama Cash's support and accompaniment contributes to building our grantees' organisational and programmatic capacities.

An area that grantees also signalled for improvement is how much and well we communicate the various aspects of our programmatic work to them. This includes communicating about our strategies and focus areas within each portfolio, how we measure achievements, our work with women's funds and our efforts to influence philanthropy, and what we learn from our grantees. In 2012 we will focus additional energy on communicating the vision for each of our thematic portfolios to our grantees and allies world-wide, including how these visions fit into our strategic goals. We will also explore more sustainable strategies for enabling grantees to share with one another knowledge and insights gained through their efforts to push beyond the status quo.



Rede Nami uses graffiti to raise awareness on sexual and reproductive rights in Brazil.



Advisors of FRIDA - The Young Feminist Fund, at a meeting in Beirut, Lebanon.

Building our Advisory Network

Mama Cash aims to build a global network of 50 advisors by the end of our 2009-2013 strategic plan. The Advisory Network is a group of individuals with expertise in women's rights who give feedback on groups who apply for funding from Mama Cash, and who provide critical insights into our strategic thinking for each of the four portfolios. Advisors are selected based on their thematic and regional expertise and their collaboration with Mama Cash is guided by clearly defined roles and responsibilities. Once approved, they serve a term of three years.

In 2011, we added eight Advisors to the Network, increasing our total number of Advisors to 16. Several of these Advisors played a crucial role in the planning and facilitation of Mama Cash convenings, including the *12 Encuentro Feminista Latinoamericano y del Caribe* in November, where advisors facilitated a candid, participatory evaluation of Mama Cash's performance with grantees.

Deepening our Learning and Evaluation

The Programmes team strives to be accountable to all of our stakeholders, but we focus particular attention on being accountable to our grantees, and to reaching the goals we set for ourselves as a team. In 2011, we successfully finalised the planning, monitoring, and evaluation procedures piloted in 2010. We tracked our progress against the objectives laid out in our annual plan, solicited and incorporated grantees' feedback on our grantmaking, accompaniment,

and reporting, and took time to reflect internally on our own challenges and areas for improvement.

In 2011, we also joined a learning and evaluation initiative with the International Network of Women's Funds, supported by the Switzerland-based Oak Foundation and an anonymous donor. The initiative seeks to gather, consolidate, and disseminate effective monitoring and evaluation practices used by women's funds. The goal is to capture and share the multiple contributions women's funds make to philanthropy and women's organising worldwide, and in the process, to build women's funds' capacity to monitor, evaluate, and communicate the impact of their work.

Finally, we made important progress in 2011 in refining and clarifying our strategic priorities within each of our thematic portfolios, identifying focus areas, drafting portfolio-level outcomes, and linking those outcomes to our grantee selection and approval process. With the support of a learning and evaluation officer (a position we aim to fill in 2012), we will finalise our portfolio outcomes based on feedback from our grantees and other stakeholders and incorporate them into Mama Cash's overall learning and evaluation framework that will be finalised in 2012. The framework will enable us to aggregate the data we collect in more meaningful ways. It will also provide us with an opportunity to test whether the tools we currently use to monitor and assess individual grants give us sufficient insight into how our grantmaking and accompaniment contributes to positive changes in the lives of women, girls, and trans people.

Development & communications

The Development and Communication team is responsible for mobilising financial resources, raising the visibility of Mama Cash and the work of our grantees, and building support for women's, girls', and trans people's human rights globally. Our efforts to raise funds go beyond securing the income we need to support our own work. We also work to influence other donors and to leverage more funds to support women's, girls', and trans people's human rights.

In 2011, we maintained our emphasis on securing more varied and multi-year funding support from both institutional and individual donors, and on understanding and influencing the current landscape of foundation giving in Europe for women, girls, and trans people.

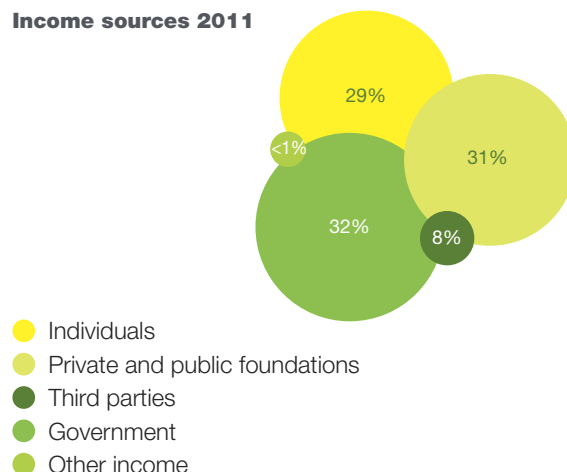
Development (Fundraising)

Key Facts and Figures

Mama Cash's total income in 2011 was €6.275 million, 5% more than our budgeted income projection of €5.965 million. Although our 2011 income has grown by 8% relative to 2009, an exceptional €1.82 million gift received in 2010 gives the impression that our income has decreased since last year (from €7.376 million in 2010 to €6.275 million in 2011). This is deceptive, since the €1.82 million gift – while received and counted as income in 2010 – must be spent over a minimum of five years.

The largest share of Mama's Cash's income in 2011 came from private and public foundations (31%), governments (32%), and individuals (29%, including donor advised funds).

Income sources 2011



INSTITUTIONAL DONOR GIVING

Key Facts and Figures

In 2011 Mama Cash raised €4.4 million from institutional donors (95% of our goal of €4.66 million from institutional sources), representing 71% of our total income. We raised 32% of total income from governments and 31% from foundations. We also received generous unrestricted funding from the Dutch Postcode Lottery (€500,000), classified as a 'third party' in our annual accounts accounting for 8% of our total 2011 income.

Although the €1.9 million we raised from foundation donors fell short by 22% of the 2011 goal for foundation giving, we significantly exceeded our budget expectations in the area of government donors.

Donor types

Government donors

Mama Cash received €2 million in 2011 from three government donors: the Dutch Ministry of Foreign Affairs (DGIS), the Swedish International Development Cooperation Agency (Sida), and Irish Aid. We were delighted to secure a new five-year grant of 25 million Swedish krona (approximately €540,000 per year) from Sida. This generous and unrestricted core support will fund the continued implementation of our current strategic plan. We also worked with our Hivos Alliance partners to begin implementing work supported by a five-year grant from the Dutch Ministry of Foreign Affairs (2011-2015) through the MFS II subsidy programme.

Despite these successes, two of our original goals in the area of government funding – to secure funding from a new government donor, and to secure funding from the European Commission – remained unmet. First, in light of our success in convincing existing government donors to deepen their support, we decided against devoting significant attention to securing a new government donor. And second, the time and energy we devoted to exploring possible funding from the European Commission failed to yield an opportunity that matched our work and the work of potential partners.

Foundation donors

Although foundations represent a significant source of Mama Cash's income, our foundation funding in 2011 fell short of the expectations laid out in our budget by approximately €545,000. Several factors contributed to this. First, we decided to focus on strengthening existing relationships, instead of cultivating new ones. Second, we decided to allocate more staff time to influencing philanthropy more broadly, rather than maintaining an exclusive focus on mobilising resources for Mama Cash. And finally, we submitted one major request to a new donor that was unsuccessful.

We were successful in securing renewal grants from three foundation donors: the Arcus Foundation, the Nike Foundation (a three-year commitment), and an anonymous donor. We also received a three-year unrestricted grant from the Levi Strauss Foundation, and continued to receive funds from multi-year agreements with the Sigrid Rausing Trust and the Oak Foundation that were secured prior to 2011. Additionally, we received a grant from the Oak Foundation to support a feasibility study for a European major donor acquisition campaign. We also received an additional grant from an anonymous institutional donor that supports our grantmaking to strengthen our capacity to cultivate mid-level and major individual donors.

Accomplishments and challenges

Building relationships, sharing knowledge

Mama Cash's institutional donors are essential partners. Beyond funding our work, as global philanthropic actors they play a critical role in shaping priorities and possibilities for women's, girls', and trans people's organising worldwide.

Throughout 2011, we sought opportunities to collaborate with our institutional donors, strengthening shared knowledge of how to best support social change and social justice. In December, for example, we participated in a peer learning meeting with Irish Aid staff, sharing what we have learned since 2009 about the importance of broadening definitions of 'gender-based violence' to include women, girls, and trans people whose experiences of violence are often overlooked in existing programmes. We also met twice during the year with the Nike Foundation's Grassroots Girls Initiative donor consortium to share learning about how best to support adolescent girls' organising.



Nicky McIntyre (l) and Janet Zeegers (r) from Mama Cash receive the €1.3 million cheque from the Dutch Postcode Lottery.

“The incidence of violence against women in Mexico and Central America is alarmingly high. Women who stand up for their rights and who work to expose and denounce injustice experience even greater danger. The Dutch Postcode Lottery is pleased to contribute to addressing the problem and wholeheartedly supports Mama Cash’s project ‘Alive and Kicking’.”

Judith Lingeman, Manager Charities,
Dutch Postcode Lottery



Act Women, a grantee of the Reconstruction Women’s Fund in Serbia organises street performances on psychological violence and abuse of women.

Leveraging new funding

Alive and Kicking Initiative

Mama Cash is committed to using our networks and visibility to increase overall funding available for women’s human rights activism. In 2011, we submitted a proposal for extra project support from the Dutch Postcode Lottery, for the initiative *Alive and Kicking: We Defend Women who Defend Human Rights*. Early in 2012, we were thrilled to learn our proposal will be funded.

The grant of €1.3 million will provide two years of support for the Mesoamerican Women Human Rights Defenders Initiative, a project conceived and coordinated in partnership with a coalition of women’s rights organisations in Mexico and Central America that aims to prevent, rapidly respond to, document, and publicise acts of violence against women human rights defenders across Mesoamerica. This funding will also allow Mama Cash to give the Initiative high visibility in the Netherlands and to provide opportunities for Dutch citizens to express solidarity and raise their voices against the violence experienced by women human rights defenders. Mama Cash is very grateful to the Dutch Postcode Lottery for this generous support.

Red Umbrella Fund

In 2011, our three years of work with the Collaboration to Advance the Human Rights of Sex Workers resulted in the creation of the Red Umbrella Fund, an innovative collaboration between sex workers and donors. The Fund has a year-one mandate to raise €730,500 (1 million USD) in new money for sex worker-led organisations working to secure the human rights of sex workers. The Fund, which will be hosted by Mama Cash, aims to award €510,000 in grants in 2012.

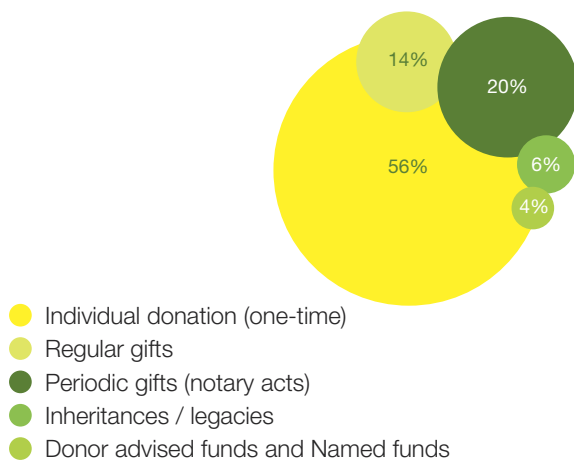
Another initiative expected to leverage new funding is our *Community of Practice* in support of young women and girls, funded by the Nike Foundation and co-led by the Fondo Centroamericano de Mujeres and Mama Cash. For more information see page 39.

Key Facts and Figures

In 2011, individual donors contributed €1.81 million to Mama Cash, 45% more than the budgeted goal of €1.246 million. Donations from individuals accounted for 29% of our total income. Compared to the previous year, income from individuals went down, but 2010 was an unusual year because of an exceptional gift of €1.82 million to be drawn down over a minimum of five years. An analysis of broader trends revealed that our individual funding levels have in fact increased by 19% since 2009.

One-time donations made up 56% of our income from individual donors in 2011, including a substantial and unexpected one-time gift of almost €570,000 from a long-time major individual donor. Regular gifts made through a direct debit system and notary act gifts (five-year commitments), which provide a valued and consistent funding base for Mama Cash, continued to increase this year. We raised an additional €42,445 from Donor advised funds and Named funds in 2011, representing 3.6% of our income from individual donors – a figure that does not include resources made available in 2011 from multi-year gifts awarded in previous years by Donor advised funds. Finally, we received approximately €117,000 in legacy income – more than double the amount received in 2010.

Individual giving per category of gift (2011)



Accomplishments

Deepening donor engagement

We aimed to quadruple our base of core individual donors to 20,000 individuals by 2013, with their contributions representing at least 35% of our total income. However, based on extensive testing and research, in 2010 we decided to revise our targets. Although we still aim to raise 35% of our annual income from individual donors by 2013, in order to meet that goal, we are now focused on building deeper and more substantive relationships with a smaller number of current and potential middle and major donors (donors who give upwards of €500 annually, or who have or are in a position to establish donor-advised funds). This strategy includes direct, personalised outreach, as well as outreach to their networks, families, and friends.

In 2011, we worked to inform, engage, and energise our individual donor base through substantive, intimate events and personalised telephone and e-mail contact. We kept current donors informed via our printed and digital newsletters and regular mailings, supplemented by personal meetings, phone calls, and thank-you notes. Our outreach and events are designed not only to sustain our donors' commitments to supporting Mama Cash, but also to engage them as activists in their own right, providing them with the tools and support to become champions for women's, girls', and trans people's human rights worldwide, and supporting them to enlist others in their efforts.

In 2011, we organised eight events for our most committed donors. We invited them for example for a special briefing on how Mama Cash's Money portfolio supports economic justice for women, girls, and trans people. In collaboration with *De Kleurrijke Karavaan* (*The Colourful Caravan*, a women's choir) and generously underwritten by one of our donors, we co-hosted a theatrical event *De Kleurrijke Mama's* (*Colourful Mamas*). This event provided an opportunity for approximately 80 donors to share dinner, learn more about the work of Mama Cash, network, and enjoy an inspiring evening of theatre.

Our fundraising efforts paid off in 2011. Mama Cash's individual donors contributed a total of €919,032 in major gifts, including significant contributions from two Donor advised funds and an unexpected one-time gift from a long-time major donor of almost €570,000. We succeeded in attracting 630 new donors, expanding our individual donor base to almost 6,000 active donors. In 2011, the annual average gift of individual donors who donated through a one-time gift, regular gift, or notary act, was €129

(excluding donors that gave over €5,000). The average including major gifts was € 225.

We will continue to refine our donor engagement strategy based on requests and suggestions from our individual donors – feedback we take seriously and address promptly.

Campaigning for Mama Cash

On December 9, 2011, the eve of the International Day for Human Rights, we launched the ‘Recipes for Change’ campaign, inviting donors to share their enthusiasm for Mama Cash’s work by preparing and hosting dinners for their family and friends. All those who expressed interest in the campaign received dinner kits and were encouraged to share the changes sparked by Mama Cash and our grantees worldwide with their guests. The dinners emphasised that we can all contribute important ingredients – courage, strategic thinking, perseverance, and money – to a shared recipe for change.

The campaign – which was launched during our traditional end-of-year giving drive – yielded promising preliminary results. In December 2011 alone, 27 donors requested dinner kits, and many more gave money. The campaign uses webpages, a digital and printed newsletter, an online video, and social media to create awareness and generate donations. Together, the ‘Recipes for Changes’ and our end of year appeal generated more than €84,000. We plan to continue the campaign throughout 2012 as a means of staying connected to our donors and providing them with the tools to raise funds and recruit friends for Mama Cash.

Donors raising funds for Mama Cash

In 2011, individual donors raised €51,236 in funds and attracted numerous additional supporters for Mama Cash through a wide range of activities, resulting in a 20% increase in contributions from donor-led fundraising initiatives since 2010. We encourage our donors to engage in their own fundraising efforts, supporting them with the tools and materials they need to put their ideas into practice.

We deeply appreciate the commitment, dedication, and creativity that all of these supporters contribute to our work. You can find examples of inspiring donor activities on pages 42-43.

Donor advised funds

Mama Cash currently receives funding from four Donor advised funds: the Nan Lombaers/Els Huijser Fund, the Anneke van Baalen/De Bonte Was Fund, Mama Cash-De Baas Fund, and the Maria Willard Fund. While these funds brought in new income of €42,445 in 2011, we continue to spend down funds raised from previous multi-year grants (generating approximately €600,000 each year).

Legacy of the Riek Stienstra Fund

In 2011, following three years of fundraising and research, the Riek Stienstra Fund (RSF) – a joint initiative launched in 2008 in partnership with Hivos – drew to a close. The Fund, which generated financial support from Dutch individuals for lesbian, bisexual, and trans people’s (LBT) rights organisations globally, and which supported groundbreaking research on LBT realities in Africa and Asia, paid tribute to the legacy of Riek Stienstra (1942-2007), a Dutch leader and activist in the field of LGBT rights.



Screenshot of the Dutch campaign webpage 'Recipes for Change'



Riek Stienstra Fund meeting, November 2011

We commemorated the achievements of the RSF at a special event held in Amsterdam in November 2011, launching the research report *Women-Loving-Women in Africa and Asia*. The report is the culmination of a multi-year research project funded by the RSF that sought to document the complex lived experiences of lesbian, bisexual, and trans women from eleven countries in Africa and South Asia. The research was conducted by close to 60 individuals from local activist organisations working with LBT women, all of whom were trained and supported by the Kartini Asia Network, with support from the RSF. The resulting report not only sheds light on the largely invisible experiences of LBT women from across Africa and Asia, but also leaves behind an infrastructure of local activist-researchers with the skills and data required to deepen the impact of their work.

The November 2011 event was also an opportunity to take stock of the impact the RSF has had on making more resources available for LBT rights organisations globally in a relatively short period of time. Thanks in part to the Fund's influence, Mama Cash has nearly tripled her investments in LBT rights groups since 2008, and Hivos has nearly doubled their investments in the same period. For both organisations, the Fund helped spark a deeper commitment to funding LBT human rights work – a commitment that will endure long after the close of the Fund.

Legacy gifts

In 2011 we received €117,374 in legacy gifts – 226% more than in 2010 and 134% above the €50,000 projected in our 2011 budget. Eight new donors informed us that they had written Mama Cash into their wills. To stimulate awareness of this special way of giving, we featured a legacy donor in our 2010 annual report and included information about legacy gifts in our newsletters and brochure.

The *Erfdochter*s (Women with Inherited Wealth)

This year marked the 25th anniversary of the *Erfdochter*s, giving us an opportunity to honour Mama Cash co-founder Marjan Sax, who established the first *Erfdochter*s group in 1986. She continues to facilitate the groups and to support women with inherited wealth in negotiating family dynamics, managing finances, and developing as philanthropists. On the occasion of the *Erfdochter*s' 25th anniversary, the group raised over €9,500 in honorary gifts, earmarking them for Mama Cash's History Project.

In 2011, two *Erfdochter*s networking events drew 43 participants in total. In May, Marjan Sax established the 12th *Erfdochter*s group, consisting of ten women from



Marjan Sax at the 25th anniversary of the *Erfdochter*s.

different backgrounds and professions and ranging from 35 to 66 years of age.

Communications

Mama Cash's Communications team is responsible for sharing key information and lessons learned with our grantees, donors, and potential donors, as well as our peers and colleagues in women's rights and social justice movements worldwide. We raise the visibility of Mama Cash's work and the work of our grantees by engaging with the media, organising events, maintaining Mama Cash's websites, and developing and disseminating print and online newsletters, publications, videos, and other communications materials.

For many years, Mama Cash's Communications team's primary orientation has been toward core individual donors in the Netherlands. Our 2009-2013 strategic plan, however, identified other constituencies – most importantly, our grantees and our institutional donors – with whom ongoing, substantive communication is critical. We aim to commu-

nicate effectively with diverse stakeholders, as well as ensure that our communications provide information to, and share information from, women's, girls', and trans people's organisations and movements. This requires a flexible set of capacities and approaches, as well as a more comprehensive communications strategy. We aim to further develop this strategy in 2012, but in the meantime, throughout 2011 we took steps to broaden the reach and deepen the character of our external communications.

Accomplishments

Mama Cash in the media

In 2011, Mama Cash's first-ever commercial aired on Dutch television during the week of March 8. We placed several articles and otherwise garnered coverage in a range of Dutch publications, publicising the work of current and former grantees (including Pink Space in China and the Coalition of African Lesbians in South Africa), as well as our 'Recipes for Change' campaign. We also attracted significant media attention for the launch of the research report *Untapped Potential: European Foundation Funding for Women and Girls*, with articles in *Effect Magazine* (the magazine of the European Foundation Centre), *Alliance Magazine*, *Opzij* and *FM Magazine*.



Thanks to our partnership with the Dutch Postcode Lottery, a Mama Cash radio spot was broadcast in February 2011 on 13 different regional radio stations in the Netherlands, and a companion video aired on February 26, preceding a popular Postcode Lottery television programme. In addition, on March 11, the Lottery profiled Mama Cash

grantee Tonga Women and Children Crisis Centre in a full-page advertisement in Dutch newspapers *De Telegraaf* and *Het Financieele Dagblad*. Mama Cash is very grateful to the Dutch Postcode Lottery for this significant exposure.

Mama Cash online

Mama Cash views online communications as a critical tool for deepening understanding of and support for our work. In 2011, we saw a considerable increase in the number of fans and followers on our Facebook and Twitter pages, both of which succeeded in driving web traffic to our English-language website. We tripled our base of followers on Twitter, from 374 in 2010 to 1,075 in 2011. And our

Facebook fan base more than doubled in 2011 (from 736 to 1,534), providing a platform for grantees, women's rights activists, and Dutch individual donors to interact and share news on women's, girls', and trans people's rights.

In 2011, our websites drew visitors from every single country in the world, with the exception of Greenland, North Korea, Guinea, and Western Sahara. Traffic to our English-language website increased in 2011, whereas traffic to our Dutch-language website declined slightly compared to 2010 levels, perhaps reflecting the increasingly international character of our online audience.

Although we had initially planned to redesign and relaunch our website in 2011, we decided to postpone this process until we have a chance to finalise our new communications strategy. That way, we can ensure that our new site meets the needs of a more diverse set of stakeholders, including middle and major level individual donors, institutional donors, and grantees. We plan to launch the new website in the summer of 2012.

Keeping donors engaged and informed

In 2011, Mama Cash sent out three editions of our printed Dutch language newsletter (she has news) and eight editions of our Dutch e-zine (she has e-news). Separately, Mama Cash prepared and distributed four editions of our English language e-zine to our international base of friends and supporters. We also produced a video aimed at engaging individual donors in the Netherlands in our 'Recipes for Change' campaign, which encourages donors to raise funds for Mama Cash through organising dinner parties in their homes.

Amplifying grantee voices and stories

The Communications team used several new strategies in 2011 to raise the profile of our grantees' work and build awareness of the role Mama Cash plays in supporting that work. In May 2011, members of the Communications team travelled to Manila, the Philippines, to participate in a convening of Mama Cash's grantees in the Voice portfolio, with representatives from 20 countries. During the meeting, grantees shared 'Stories of Change' that conveyed the powerful changes their work has sparked – from accounts of personal transformation to processes of organisational change to participation in popular revolutions. Participating in the convening allowed the Communications team to collect stories and to conduct follow-up interviews with grantees. The first three of these stories were published on Mama Cash's website and featured in our 2011 newsletters.



Mama Cash grantee GALANG works to empower and organise urban lesbians living in poverty in the slums of Manila, the Philippines. The great work of GALANG is featured in a video.



Mama Cash facilitates knowledge and strategy sharing between women, girls and trans groups, by organising convenings on a regular basis. This video shows the importance of convenings.



One of the participants in Mama Cash's 'Yes we Clean' action at the Women Inc. Festival in Amsterdam.

Mama Cash is convinced of the power of video to document our grantees' work, as well as our efforts to link them together. Traveling to the Philippines for the *Voice Convening* gave us the opportunity to shoot and produce a short video on GALANG, a Mama Cash grantee that works to empower and organise urban lesbians living in poverty in the slums of Manila. The video was an opportunity for our grantees to share their work in their own words and in their own communities, as well as to give voice to the individuals they represent.

A second video produced in 2011 focused on how the convenings Mama Cash organises for grantees and activists support mutual learning, build solidarity, and can spark and sustain transnational movements of women, girl, and trans activists. The video on convenings draws on the experiences of Mama Cash's grantees and staff at both the Voice Convening and the first meeting of the *Community of Practice* on strengthening direct support for girls' organising, held in Amsterdam in September 2011

Both videos (as well as our video on the 'Recipes for Change' campaign), are available on our Youtube channel: www.youtube.com/mamacashfundforwomen.

International Women's Day

On March 8, International Women's Day, Mama Cash's executive director Nicky McIntyre participated in a debate on economic rights for women at the 15th edition of *Womenspeak!* During the preceding weekend, we participated in the Women Inc. Festival in Amsterdam. At our information booth hundreds of people joined our 'Yes we Clean' action, which engaged participants to sweep away gender injustice for good.

Is the Netherlands a country where *all* women want to live?

In September 2011, Mama Cash and four of our Dutch grantees attended *Power, care, and female geniuses: 30 years after Joke Smit*, a meeting that was organised to commemorate one of the Netherlands' most prominent second-wave feminists and to reflect on the current position of women and the state of gender equality in the Netherlands. Mama Cash and our grantees hosted the workshop 'Is the Netherlands a country where all women want to live?', evoking Smit's famous protest song, 'There is a country where women want to live'.

The aim of the workshop was to shed light on the fact that the issues championed by the 'mainstream' women's movements and the government – such as increased labour market participation, division of labour at home, and childcare – primarily reflect the priorities and concerns of middle-class Dutch women, leaving the concerns and priorities of many other women who live in the Netherlands unrepresented.

Barriers

During the workshop, Mama Cash grantees Vrouwen Tegen Uitzetting (*Women against Deportation*), the Commission for Filipino Migrant Workers, the Netherlands Transgender Network, and the International Committee on the Rights of Sex Workers in Europe reflected on the experiences of women refugees, domestic workers, trans women, and sex workers in the Netherlands today. They highlighted the barriers to social participation and lack of access to fundamental rights that these women face.

The story of 21-year-old Ajdan from Vrouwen Tegen Uitzetting, an organisation that aims to build solidarity between female refugees and Dutch women with the goal of changing public opinion and policy regarding asylum seekers, exposed how difficult it is to live without documentation in the Netherlands. Ajdan went underground when, after living in an asylum seekers' centre for years, her application for asylum was rejected because her home country of Azerbaijan was deemed 'safe'.

Fe Jusay of the Commission for Filipino Migrant Workers (CFMW) pointed out that the Netherlands is a country of equality and human rights – but not if you are 'without papers'. CFMW works to address this situation by advocating for labour rights and work permits for foreign domestic workers, many of whom work informally and are thus highly vulnerable to violations of their rights. "The demand for domestic workers in the Netherlands is high, and the number of people coming here from the South to do this work is increasing", Fe explained. "But as the work is nearly always informal, they are 'illegal'."

Exclusion on a daily basis

Marianne Jonker of the International Committee on the Rights of Sex Workers in Europe (ICRSE) called attention to the high level of shame and self-stigmatisation among sex workers. Although sex work has been legalised in the Netherlands, there is still a taboo attached to it. ICRSE aims to end this 'suffering in private' by supporting sex workers to speak out and be proud.



Mama Cash workshop at the meeting in honour of Joke Smit.

Finally, Sophie Schers of the Netherlands Transgender Network criticised Dutch government policies that require trans persons to undergo sterilisation before they can obtain identity documents stating their chosen gender. The Network addresses this violation of the right to self-determination by raising public awareness of the discrimination that trans people face and lobbying for new legislation.

All-inclusive agenda

At the conference's closing plenary, Mama Cash emphasised the need for Dutch women's movements and policymakers working on issues of gender equality to insist on an inclusive agenda that acknowledges diversity among women in the Netherlands. Such an agenda would take into account the interests of all women, including those who are still fighting for their fundamental human rights – in the areas of work, health, education, security, and self-determination.

Finance & Operations

The Finance and Operations team is responsible for the management of a variety of internal resources and processes at Mama Cash. These include financial management, office space and systems, information and communication technology (ICT), and human resources.

Key Facts and Figures

In 2011, Mama Cash raised a total of €6.275 million, representing 105% of our projected budget for 2011 and 85% of our income in 2010¹. Our total 2011 expenditures were €6.298 million, representing 97% of our projected expenditures for 2011 and 104% of our 2010 expenditures. Total expenditures related to Mama Cash's programme objectives were €5.165 million, representing 82% of our overall expenditures. The costs for income acquisition were 13% of our total expenditures or €840,516 in total, representing 85% of the amount we budgeted. Finally, management and administration costs accounted for 5% of our total expenditures (€293,161 total), representing 103% of the amount we budgeted for this area.

Grants and Finance Administration

The Finance and Operations team is responsible for the grants administration and collaborates closely with the Programmes team to ensure that grantmaking, grants administration, and the allocation of programme funds all run smoothly. This structure makes our handling of grant contracts and payments very efficient: our 2011 grants were paid within 3-10 days of being approved. The grants administration staff also provides valuable support to the Programmes team and our grantees worldwide in the areas of budgeting and financial reporting.

Mama Cash office space

Mama Cash negotiated and signed a new 10-year rental contract for our offices in 2010. As of February 2011, the new contract includes an additional four rooms on the ground floor, designated as extra office and meeting space. Throughout 2011 we made critical renovations to our office space, repainting the walls, improving the acoustics, laying new flooring, and – thanks to the generosity of our landlord – replacing and upgrading the electrical system. Frank ter Horst from Doob Design further advised Mama Cash on the interior design of our office spaces. Employees of the ING Bank and IT company Juniper assisted us in painting the office. They took part in initiatives of the Dutch Oranje Fonds and Amsterdam Cares, two NGOs that organise groups of volunteers to assist charitable organisations with in-kind support.

Information and communications technology

In addition to improvements in our physical space, we also upgraded our IT system in 2011. We replaced our servers and purchased new software through TechSoup, an organisation that connects non-profit organisations to technology donation programmes from suppliers such as Microsoft, Cisco and Symantic. Our alliance with TechSoup saved us approximately USD45,000 (almost € 35,000) in software licensing fees. Following a one-day meeting with PA Consulting in 2011, one of its consultants invested time in developing a database to improve Mama Cash's monitoring of earmarked gifts.

Establishing a comprehensive database for fundraising and grantmaking has been a high priority for Mama Cash over the past two years. We underwent a test conversion in the autumn of 2011, a process which revealed that the data model used by our supplier was insufficient to support the structure of our data and required database functions. In light of this situation, we have decided to explore an alternative database system. Our focus in 2012 will be to select and implement a database that can optimally support the processes and procedures associated with fundraising and grantmaking.

Human resources

Mama Cash abides by the Collective Labour Agreement for the welfare sector. Supported by recently updated and

1. In 2010, Mama Cash's income was significantly higher than expected due to a large multi-year gift.

In-kind support

We deeply appreciate the gifts, time, and expertise provided by Doob Design, ING Bank, Juniper, PA Consulting, and Techsoup. The in-kind value of these gifts and time is approximately €45,000.

streamlined individual performance assessment and professional development systems, Mama Cash seeks to create a work environment in which staff members can excel. Our systems provide effective orientation for new employees, education and training, ongoing coaching and feedback, and staff career development opportunities (including opportunities to advance within Mama Cash). We evaluated our job assessment and development tools and systems in 2011, making improvements where necessary.

We continue to recruit, support, develop, and train well-qualified and talented personnel. In total, seven staff members left the organisation and seven new members were recruited in 2011. Two staff were recruited according to 'highly skilled migrant' regulations. This is an immigration law in the Netherlands enabling organisations like Mama Cash to hire highly skilled staff from outside the European Union. At the end of 2011, Mama Cash had 29 staff members: 52% with full-time positions (14.97 FTE) and 48% with part-time positions (12.04 FTE).

One of Mama Cash's priorities in recent years has been to prevent, manage, and – where possible – reduce absence of employees due to sickness. Mama Cash monitors staff who are ill according to the *Poortwachter* protocol. In 2011, prevention of sickness and improved protocols related to employee sick-leave led to our third consecutive year of low sickness absence.

Table: FTEs and sickness absence

	2011	2010	2009
Number of employees	29	31	31
Average number of full-time equivalents (FTEs)	27.02	29.63	22.04
Sickness absence percentage	1.7%	2.34%	2.44%

Works Council

Mama Cash has a Works Council (*personeelsvertegenwoordiging*, PVT) consisting of representatives of the staff. The Works Council addresses human resources policies

and procedures during regular meetings with the Executive Director and the Human Resources Advisor.

Volunteers

Seven volunteers worked at Mama Cash in 2011, making contributions to the Development and Communications team, the Finance and Operations team, and the Programmes team. On average, volunteers worked one day a week at Mama Cash's office in Amsterdam.

Volunteers are not remunerated. They are reimbursed for their travel expenses up to a set level. The creation of new volunteer positions is discussed and approved by the Management team. Volunteer openings are published on Mama Cash's website, and selection of volunteers is based on a review of candidates' qualifications. These procedures are in line with Mama Cash's approved policy for volunteers, interns, and members of the Advisory Network.

The Programmes team is currently building a new international Advisory Network, which will consist of between 50 and 60 advisors, each with expertise, experience, and networks in at least one of Mama Cash's four thematic areas. The advisors are eligible to receive a yearly stipend of €100 in acknowledgement of the time and effort they dedicate to Mama Cash. Seven advisors were nominated and appointed to the Advisory Network by the Board in 2011, bringing the total number of advisors to 15. The Programmes team aims to have completed recruitment for the Advisory Network by the end of 2013.

Pensions

Beginning in January 2010, Mama Cash established an 'available premium pension' scheme for new personnel. The new pension scheme allows for sustainable investments, flexible employee contribution levels, and a reduced risk for Mama Cash on incoming 'value transfers'. The existing allocated pension scheme was renewed for another five years on January 1, 2010. In 2011, one 'value transfer' took place from an employee who left Mama Cash and switched from the Mama Cash pension scheme to another pension scheme.

Investment policy

The Board of Mama Cash approved the following investment policy in 2011:

- Mama Cash is a socially responsible organisation and socially responsible investments are, therefore, a priority.

Investments are based on sound, professional financial analysis and are screened 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.
- The assets will be managed by a professional asset manager. The Board is responsible for the selection and monitoring of the asset manager.
- The asset manager contracted by Mama Cash uses screens for socially responsible investments that are in line with the values and mission of Mama Cash. Inclusionary screens guide managers toward socially responsible investments, including companies and funds that enable free labour movement and embrace collective labour agreements, and that directly or indirectly contribute to the protection of nature and the environment. Exclusionary screens guide asset managers away from investments in companies and funds that directly or indirectly contribute to the violation of human rights (including child or forced labour), that engage in discriminatory or corrupt practices, or that are engaged in the production of tobacco, or the production and supply of weapons.
- The investment policy will be applicable to all stocks, bonds, savings, and deposit accounts, as well as other possible assets.

Liquidity and cash flow

The balance of total liquid assets available on 31 December 2011 was €3.8 million – an increase of 19% in comparison with 2010. This is the result of having awarded more multi-year grants, in line with the goals laid out in our 2009-2013 strategic plan. Funds required to honour contractual commitments to grantees for the second year of a multi-year grant are reserved, and those funds are released following approval of grantees' interim reports. Funds that are not needed immediately for regular operations are placed in savings accounts, from which they can be withdrawn directly. Currently, Mama Cash holds savings deposits with ASN Bank, a bank that specialises in socially responsible investments.

Risk management

Financial risks

Income from institutional donors can fluctuate as the policies of both governments and the international community change. Moreover, the number of NGOs based in the Netherlands and international women's funds continues

to increase, resulting in greater competition for funding. Mama Cash deals with this financial risk and its implications by:

- Continuing to diversify our base of income. We obtain 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 CBF 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, our continuation reserve is at 60% of our annual operational expenses.

Operational risks

Mama Cash has an ambitious strategic plan and very committed staff working to implement that plan. This could result in a situation where available staff hours are insufficient to fulfil our programmatic and operational ambitions, leading to excessive work pressure on staff.

Mama Cash deals with these operational risks as follows:

- Mama Cash strives for a work environment in which staff members collectively contribute to team objectives, where progress toward goals is reviewed on a regular basis, 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 detailed manuals used by our teams, and we continue to assess which processes can be simplified further. The Management team is also discussing ways to improve clarity on task division among staff members and teams.

Reputation risks

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

Board Report

A. Accountability Statement from the Board

As holder of the Central Bureau of Fundraising Hallmark (Centraal Bureau Fondsenwervings Keur) for charity organisations, Mama Cash upholds the three general principles of the Good Governance Code. These three principles relate to the following topics:

1. Distinction between supervisory, managerial, and executive functions;
2. Optimisation of the effectiveness and efficiency of expenditure, and;
3. Communication with stakeholders.

1. Distinction between supervisory, managerial, and executive functions

The Board of Mama Cash is the highest body in the Foundation. All powers and responsibilities of Mama Cash are vested in the Board.

The principles of governance used by Mama Cash are set out in two main documents: the *Articles of Association* and the *Board Regulations*. These documents state, amongst other things, which decisions require approval by the Board, and which responsibilities are delegated to the Executive Director. The Executive Director is responsible for the day-to-day running of the organisation, as is described in the *Mandate of Executive Director*.

The composition of the Board reflects the international character of Mama Cash, her target groups, and other stakeholders. Board members are recruited on the basis of their specific competencies, such as knowledge of grantmaking (programmes), finance, organisational development, and fundraising and communications. Members also bring diverse networks and experiences from women's rights movements. The Board follows a nomination protocol for recruiting, selecting, and appointing new members, based on a profile of the necessary qualities required by the Board.

The Board carries out an annual internal evaluation of the functioning of the Board and its officers. Recommendations are discussed in a closed session of the Board.

2. Optimising effectiveness and efficiency of expenditure

Mama Cash strives to use funds in a way that ensures the effective and efficient realisation of her objectives.

We develop multi-year strategic plans, including multi-year budgets. The 2009-2013 strategic plan, *On the Move for Women's Rights*, was approved in December 2008.

Mama Cash uses an outcome-oriented annual planning process. Based on the five-year outcomes in our strategic plan, we plan activities, identify intended results, allocate responsibilities and resources, and establish a timeline. Annual plans are developed in consultation with staff during the annual planning process and are approved by the Board. The plans are monitored via semi-annual meetings, as well as monthly and quarterly financial income and expense reports, which are discussed in the Management team and forwarded to the Finance Committee and the Board. If necessary, the Board advises and makes recommendations to the Executive Director.

Mama Cash's grantmaking programme seeks to fund women's, girls', and trans people's organisations that fit our criteria based on review of a short Letter of Interest (LOI) submitted by potential grantees. Our criteria can be found on the Mama Cash website in English, Dutch, French, Russian and Spanish. For those groups that proceed beyond the LOI phase, Mama Cash engages in extensive discussions with each group about vision, goals, structure, capacities, strengths, and challenges. Mama Cash collaborates with grantees to develop work plans with specific objectives and indicators of success, as defined by the groups themselves. From the beginning of the relationship, our Programmes team supports grantees to reflect critically and strategically about their work, empowering them to ask for what they really need in order to grow and become stronger.

The monitoring of grants made to grantees is conducted through required narrative and financial reports by grantees. Grantmaking outcomes are also evaluated in collaboration with institutional donors.

A new evaluation and learning framework is being developed and will be integrated into our grant cycle in 2012. This framework will emphasise evaluation for the purpose of learning, encouraging grantee participation and ownership over both the process and the results.

External monitoring is done by our auditors, PricewaterhouseCoopers, during its annual auditing process. They report to the Board annually by means of the Management Letter. The Management Letter and audit report are discussed with the auditors, the Executive Director, and the Finance Committee members on an annual basis.

3. Communication with stakeholders

Mama Cash believes that every woman, girl, and trans person should have the power and resources to participate fully and equally in creating a peaceful, just, and sustainable world. Mama Cash understands that to achieve this, we must work in partnership with a range of actors to address the root causes of social injustices. For Mama Cash, communications is not simply a marketing tool to build brand and visibility, but also a tool for engaging our stakeholders and a means to advance programmatic, advocacy, and accountability objectives.

Mama Cash communicates in a conscientious, ethical, and transparent manner

- to stimulate donors, policymakers, and other institutions to become allies of women's movements;
- to facilitate learning among our stakeholders;
- to increase donor giving and donor loyalty; and,
- to be accountable to our stakeholders and share the impact of the work we support.

In all of her communications Mama Cash complies with Dutch privacy legislation. In 2011, the Board approved a new communications with stakeholders policy (the contents of which follow).

3A. Guiding Principles for communication with stakeholders

Effectiveness and efficiency

Mama Cash conveys our messages in an effective and efficient manner. Mama Cash replies without unnecessary delay to information requests by the media and the public. Appropriate communications channels are used depending on the target audience and the message Mama Cash wants to communicate. Mama Cash uses the Annual Report to show her accountability to all our stakeholders during a calendar year.

Clarity

Mama Cash aims to be transparent and sends uniform and clear messages on key policy issues. Mama Cash avoids unnecessary jargon in her communications. Mama Cash reinforces clarity by adhering to a well-defined visual identity in her external communications.

Cultural awareness

As an international foundation, Mama Cash operates in a multicultural environment. While most of our communications materials are provided in English and Dutch only, we strive to communicate with our stakeholders in their own languages to the extent possible.

Complaints

Mama Cash takes feedback from all stakeholders very seriously and has a complaints procedure for individual and institutional donors and grantees.

3B. Key stakeholder groups

Mama Cash divides her stakeholders into the following groups:

Grantees

Mama Cash strives for the utmost conscientiousness in her communications with grantees. We aim to be a partner in their development, supporting them throughout the grant period to think strategically about how they can develop as organisations and increase the effectiveness of their work. The collaboration between grantees and Mama Cash is laid down in an agreement. Beyond our bilateral relationships with grantees, Mama Cash employs a range of strategies that allow grantees to share their learning with one another.

Individual donors

Individual donors play a key role in Mama Cash's ability to attain our goals. These donors often feel a strong commitment to the objectives of Mama Cash, and it is important to keep them up to date on how our organisation is developing and how the funds we raise are spent. Information from our individual donors is kept confidential and will not be shared with third parties.

Institutional donors and governments

Substantive and financial collaborations with institutional donors and governments are all laid down in contracts. Reports and evaluations keep these stakeholders informed of the progress and results of our work.

Advisors

Advisors are an important link between Mama Cash and communities of women's rights activists worldwide. These experts are committed to social justice philanthropy and grantmaking, and are linked to a broad range of feminist groups, organisations, and networks, and represent broad geographic diversity. Advisors are regularly updated on the strategy and activities of Mama Cash through written updates, convenings, and direct contact with Mama Cash staff.

Networks and peer organisations

Mama Cash is an active member of relevant professional and activist networks, and we are committed to promoting and sustaining cooperation with peer organisations. Key to this successful cooperation is open exchange of information and, if and when required, a Memorandum of Understanding.

Media

Effective and proactive media relations are an essential aspect Mama Cash's communications strategy. We consider the engagement and education of members of the media to be an end in itself, as well as an effective means – together with the use of social media – to reach other key audiences.

General public

Mama Cash is committed to credibly assessing and disseminating the outcomes of our grantees' work, and to building communities of interest to support women's, girls', and trans people's movements. We therefore focus on reaching key strategic audiences within the general public.

Staff

Mama Cash would not be able to perform without committed employees and volunteers who have the requisite education, knowledge and experience. Our employees are actively involved in developing the strategic plan, the annual plan, and their own individual work plans, all of which undergo regular staff evaluation.

Others

Mama Cash recognises that entities working with Mama Cash, such as vendors and consultants, need to be

informed about the work of Mama Cash and about women's, girls' and trans people's human rights more generally.

B. Board Activities In 2011

During the financial year 2011, the Board met four times. A face-to-face meeting took place in Amsterdam in June, and the Board met through conference calls in March, September, and December. Due to circumstances, the Board met via a conference call in December, instead of in a face-to-face meeting. The next face-to-face meeting is planned for April 2012.

During the meetings, the Executive Director presented reports on progress, activities, and finances in reference to the approved 2011 Annual Plan. The 2010 Annual Report, the 2010 Annual Accounts, the Management Letter from the auditors, the 2011 midterm review of the 2009-13 strategic plan, and the 2012 Annual Plan were all approved in accordance with the *Articles of Association* and in line with the 2009-2013 strategic plan.

Based upon the strategic plan, new policies were approved, among them the *Policy on Communications* (see the earlier chapter *Guiding Principles for communication with stakeholders*) and the *Investment Policy* (see page 85).

Based on the 2011 strategic plan midterm review, the Board reaffirmed the strategic directions set out two and half years ago in the 2009-2013 strategic plan.

Furthermore, the Board continued with the History Project, which aims to capture the history of Mama Cash since the organisation was founded, and which will eventually result in a website.

All Board materials are posted on Mama Cash's intranet, thus ensuring easy and timely access to all documents for Board members.

The Board evaluates its activities every year. During the 2011 evaluation, the Board decided to hold more strategic discussions around specific issues like funding for trans people's rights and the pros and cons of forming alliances.

Committees, Task Forces, and Advisory Councils

The Board creates work groups – committees, task forces, and advisory councils—to work on tasks that must be completed outside Board meetings. These work groups are charged with the development of proposals for Board action. The membership of work groups is reviewed once a year.

Executive Committee The Executive Committee supplies guidance, feedback, and support to the Executive Director when needed, as well as solicited and unsolicited advice about the running of the organisation. The Executive Committee formally met four times in 2011.

Finance Committee The Finance Committee advises the Board on budgets, annual accounts, management letters from the auditor, and financial policies (such as investment and risk management policies). The Finance Committee meets with the auditor to discuss the audit findings. The Finance Committee formally met four times in 2011. The Finance Committee prepared the Investment Policy for Board approval.

Governance Committee The Governance Committee oversees the regular review and updating of the Board's description of its roles and responsibilities, as well as the responsibilities of individual Board members. It supports Board development activities and handles Board nominations. In 2011, the Governance Committee developed the Board Policy on Communications and it advised the Board on governance issues for the application to become the host of the Red Umbrella Fund. The Committee discussed governance issues and nominations through e-mail.

Programme Committee The Programme Committee advises the Board on policies concerning Programmes and more specifically on the ratification of large and multi-year grants. The Programme Committee formally met once in 2011, discussed other programmatic issues through email, and advised the Board on programmatic issues for the application to become the host of the Red Umbrella Fund.

Fundraising and Communications Committee

The Fundraising and Communications Committee advises the Board on policies concerning fundraising and communications. In the course of 2011 the Fundraising and Communications Committee was put on hold, due to the fact that there was no permanent Director of Fundraising and Communications.

Task Force History Project The Task Force History Project leads the research and realisation of a website on the history of Mama Cash. The Task Force kept in contact through e-mail. An advisory Council supported the research on the first twenty years of the history of Mama Cash, it met once in 2011 and it was discontinued after the research was completed.

Jubilee Advisory Council The Jubilee Advisory Council on Mama Cash's 30th anniversary was established in December 2011. The first meeting of this Council will take place in 2012.















From left to right: Marjo Meijer, Marijke Kuijpers, Anastasia Posadskaya-Vanderbeck, Myra ter Meulen, Lin Chew, Jessica Horn, Barbara Limanowska, Cecilia Alemany, Idelise Malavé, Eveline de Jong, and Geetanjali Misra. Not in the photo: Khadijah Fancy.

Composition of the Board in 2011

The Board of Mama Cash consists of a minimum of five and a maximum of 15 members. In 2011, the Board had 11 members. Current Board members recommend and select new candidates for the Board, guided by a nomination protocol that is part of the *Board Regulations*. The Board has an international membership. Board members are appointed for a period of three years. Performance assessments and the requirements for membership determine the outcome of the renewal process. Board members can serve a maximum of two three-year terms.

Composition of the Board of Mama Cash as of December 31, 2011

	Name	Function within the Board	Board member since	Affiliation/Profession	Relevant additional functions
	Marjo Meijer	Co-chair	June 2006 Co-Chair since June 2007 Reappointed June 2009	Medical doctor/artist/donor activist, the Netherlands	n.a.
	Geetanjali Misra	Co-chair	June 2009 Co-chair since June 2011	Executive Director of Creating Resources for Empowerment (CREA), India	• Member of Cordaid's International Advisory Group, The Netherlands • Member of the FHI360's Advisory Group, USA • Board member of Reproductive Health Matters, United Kingdom • Board member of Women's Initiatives for Gender Justice, The Netherlands
	Anastasia Posadskaya-Vanderbeck	Co-chair	June, 2006 Co-chair from June 2007 to June 2011. Resigned June 2011	Coordinator of the Global Programme 'Safe Cities Free of Violence Against Women and Girls' (UNIFEM), USA	n.a.
	Eveline de Jong	Treasurer	November, 2007 Reappointed December 2010	Independent financial advisor, the Netherlands	n.a.
	Lin Chew	Member	June, 2006 Reappointed June 2009	Independent consultant on women, human rights, and migration, Hong Kong	Chairperson of Institute for Women's Empowerment, Hong Kong
	Marijke Kuijpers	Member	December 2006 Reappointed December 2009	Independent financial consultant, the Netherlands	n.a.
	Jessica Horn	Member	November 2007 Reappointed September 2011	Independent women's rights consultant, United Kingdom	• Board member of Urgent Action Fund - Africa, Kenya • Advisor to African Leadership Centre University of Nairobi/Kings College • Advisor to FRIDA - The Young Feminist Fund (global) • Advisor to the journal <i>Development</i>
	Idelisse Malavé	Member	February 2008 Reappointed March 2011	Independent organisational consultant working with social change groups and networks, USA	• Chairperson of Rockwood Leadership Institute, Berkeley, USA • Board member of National Domestic Workers Alliance, Washington, D.C., USA and Interaction Institute for Social Change, Boston, USA
	Myra ter Meulen	Member	March 2008 Reappointed March 2011	Independent consultant on youth policy and the prevention of child abuse, the Netherlands	• Board member of Women's Wallet, The Netherlands • Member of Vrouwen Tegen Uitzetting, The Netherlands
	Barbara Limanowska	Member	June 2009	Acting Head of Operations, Senior Gender Mainstreaming Expert, European Institute for Gender Equality, Lithuania	n.a.
	Cecilia Alemany	Member	August 2010	UNOPS Portfolio Manager in Uruguay	• Co-chair of Better Aid (global network) • Board member of CIVICUS, South Africa • Coordinator and affiliate of Mercosur Economic Research Network, Uruguay • Professor at the Latin American Center on Human Economics, Uruguay
	Khadijah Fancy	Member	December 2011	Independent gender and women's rights consultant, United Kingdom	Board Member at EMPower

Changes in the Board

In 2011, Khadijah Fancy joined the Board of Mama Cash. Two Board members, Idelisse Malavé and Myra ter Meulen, were reappointed for a period of three years. In June 2011 the Board regretfully accepted the resignation of the Co-chair Anastasia Posadskaya-Vanderbeck. Geetanjali Misra succeeded her as Co-chair in June 2011.

Board expenses

Board members are not remunerated. They may claim compensation for reasonable expenses incurred in the course of conducting Board business. In 2011, the Board expenses were in total €27,400. From this amount, €11,200 supported travel and hotel expenses for face-to-face Board meetings and conference calls for Board, committee, and task force meetings. A further €16,200 was allocated to the History Project, which aims to capture the history of Mama Cash.

C. Management

In 2011, Mama Cash continued to be led by Executive Director Nicky McIntyre. She is responsible for the day-to-day management of the organisation and leads the Management team. The performance of the Executive Director is evaluated yearly by the Board.

Remuneration of the Executive Director

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

In 2010 the Board of Mama Cash reassessed the Executive Director's remuneration based on the above-mentioned VFI guideline and Code Wijffels. The Board used the 'Basis Score for Directors' (BSD) to value/weigh the different criteria. The result of this assessment was a BSD score of 435 points, recommending a maximum annual income of €109,550.

Table: Executive Director Salary in 2011

Name	N. McIntyre	
Function	Executive Director	
Terms of employment		
Term	Indefinite	
Hours	36	
Part-time percentage	100	
Period	1/1-31/12	
Remuneration 2011 (EURO)		
Annual income		
Gross salary	90,780	
Holiday allowance	6,341	
End of year payment, (13 th month)	8,138	
Total annual income		105,259
Social Security charges (employer's part)		7,829
Pension expenses (employer's part)		15,904
Total remuneration 2011		128,991
Total annual income 2010		116,984
Total remuneration 2010		132,150

Based on the results of this assessment, the Board recommended that the Executive Director's salary be adjusted, beginning January 2011, to ensure that it falls within the maximum income its BDS score suggests. The Executive Director voluntarily accepted this adjustment.

The Executive Director is a Board member of the Women's Funding Network, based in the United States. No remuneration is received for this function.

Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2011, truly and fairly reflect the financial position and operations of Mama Cash. The whole 2011 annual report gives a true and fair reflection of the programmes, activities, and results achieved in 2011, based on what was agreed upon in the 2011 annual plan.

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

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Balance as of 31 december 2011

(after appropriation of results)



All amounts are in Euros

(The numbers between brackets refer to the Explanatory Notes on pages 99-103)

	31-12-2011	31-12-2010
Assets		
Tangible assets (1)	199,035	57,052
Intangible assets (2)	23,984	93,534
Receivables (3)	161,574	424,744
Investments (4)	800,276	880,203
Liquidities (5)	3,839,360	3,230,277
Total Assets	5,024,229	4,685,810
Liabilities		
Reserves		
› Continuation reserve (6)	1,223,577	988,533
Funds		
› Asset management fund (7)	233,020	150,585
› Designated funds	237,476	70,851
› Donor advised and Named funds (8)	1,264,264	1,771,669
Total Funds	1,734,760	1,993,105
Long-term debts (9)	326,215	220,473
Short-term debts (10)	1,739,677	1,483,699
Total Liabilities	5,024,229	4,685,810

Statement of income and expenditures as of 31 december 2011

	Actuals 2011	%	2011 Budget	%	Actuals 2010	%
INCOME						
Income from own fundraising						
Private individuals (12)						
› Individual donors	1,624,153		1,147,292		1003,317	
› Income from inheritances / legacies	117,374		50,000		36,000	
› Donor advised funds	42,445		27,920		1,962,802	
› Named funds	24,471		21,280		37,660	
› Sales promotion material	50		0		151	
› Fee financial courses	1,176		0		4,020	
Total private individuals	1,809,669	29%	1,246,492	21%	3,043,950	42%
Foundations (13)						
› Private foundations	1,949,597		2,319,000		2,245,530	
› Public foundations	-25,747		150,000		125,000	
Total foundations	1,923,850	31%	2,469,000	42%	2,370,530	33%
Companies						
› Corporate funds	0		0		0	
Total companies	0	0%	0	0%	0	0%
Total income from own fundraising	3,733,519	60%	3,715,492	63%	5,414,480	74%
Income third parties (14)						
› Dutch Postcode Lottery	500,000		500,000		500,000	
Total income third parties	500,000	8%	500,000	8%	500,000	7%
Income joint actions (15)						
› Riek Stienstra Fund (Hivos)	0		0		1,611	
Total income joint actions	0	0%	0	0%	1,611	0%
Income governments (16)						
› Governments	2,004,925		1,690,000		1,375,112	
Total governments	2,004,925	32%	1,690,000	29%	1,375,112	19%
Total income fundraising	6,238,444	100%	5,905,492	100%	7,291,203	100%
Result on investments (17)						
› Interest on liquidity	75,559		30,000		62,783	
› Result on investments	-56,446		30,000		68,042	
Totale result on investments	19,113		60,000		130,825	
Other income						
› Income previous financial year	0		0		0	
Total other income	0		0		0	
Other profits and losses (18)						
› Other profits and losses	17,899		0		-45,473	
Total other profits and losses	17,899		0		-45,473	
TOTAL INCOME	6,275,456		5,965,492		7,376,555	
% of budget	105%					
% of last year	85%					

(continued)

	Actuals 2011	%	2011 Budget	%	Actuals 2010	%
EXPENDITURES RELATED TO OBJECTIVES						
Grantmaking programme						
› Body Portfolio	887,518		850,000		834,700	
› Money Portfolio	882,700		850,000		721,000	
› Voice Portfolio	939,800		850,000		829,000	
› Women's Fund Portfolio	843,407		850,000		816,500	
Total direct grantmaking	3,553,425		3,400,000		3,201,200	
› Other direct costs related to grantmaking	62,891		42,906		49,796	
› Implementation grantmaking programme	457,065		541,146		519,064	
Total grantmaking programme	519,956		584,052		568,860	
Accompaniment						
› Direct costs Accompaniment	74,803		55,044		50,487	
› Implementation Accompaniment	274,239		324,687		311,440	
Total Accompaniment	349,042		379,731		361,927	
Learning for Change						
› Direct costs Learning for Change	26,123		57,662		44,168	
› Implementation Learning for Change	182,826		216,458		207,626	
Total Learning for Change	208,949		274,120		251,794	
Influencing Philanthropy						
› Direct costs Influencing Philanthropy	205,428		181,802		205,885	
› Implementation Influencing Philanthropy	328,281		374,917		342,890	
Total Influencing Philanthropy	533,709		556,719		548,775	
Total expenditures related to objectives	5,165,081	82%	5,194,622	80%	4,932,556	81%
(as percentage of total income)	82%		87%		67%	
Income acquisitions costs						
› Costs fundraising direct	233,602		324,085		215,760	
› Costs fundraising running costs	521,016		652,637		559,104	
› Costs obtaining government grants	72,779		0		55,960	
› Costs joint actions	12,236		10,640		20,442	
› Costs investments	883		5,000		2,470	
Total Income acquisitions costs	840,516	13%	992,362	15%	853,736	14%
(as percentage of income from fundraising)	13.5%		16.8%		11.7%	
Management and Administration						
› Costs Management and Administration	293,161	5%	283,860	5%	286,960	5%
Total expenditures (19)	6,298,758	100%	6,470,844	100%	6,073,252	100%
% of budget	97%					
% of last year	104%					
RESULT	-23,302		-505,352		1,303,303	
Result allocation						
Asset management fund	82,435				51,415	
Designated funds	166,625		521,250		-140,440	
Donor advised funds & Named funds	-507,406				1,380,911	
Continuation reserve	235,044				11,417	
RESULT	-23,302		521,250		1,303,303	

Cash flow statement

	2011	2010
Cash flow from operational activities		
Continuation reserve	235,043	11,417
Mutation in funds	-258,345	1,291,886
Result	-23,302	1,303,303
Adjustments for:		
› Depreciation of tangible fixed assets	32,813	20,681
› Depreciation of intangible fixed assets	15,945	28,396
› Changes in the value of investments	79,927	-57,093
	128,685	-8,016
Change in working capital:		
› Receivables	263,170	-299,109
› Short-term liabilities	255,979	-536,503
	519,149	-835,612
Cash flow from operational activities	624,532	459,675
Cash flow from investment activities		
Investments in:		
› Tangible assets	-174,796	-48,345
› Intangible assets	53,605	-52,148
Investments/disinvestments in:		
› Investments/disinvestments in equity and bonds	0	-270,100
Cash flow from investment activities	-121,191	-370,593
Cash flow from financing activities		
Mutations in long-term liabilities	105,742	-93,050
Cash flow from financing activities	105,742	-93,050
Increase/decrease in liquidities	609,083	-3,968
Liquidities movements		
Liquidities as of 1 January	3,230,277	3,234,245
Increase/decrease in liquidities	609,083	-3,968
Liquidities as of 31 December	3,839,360	3,230,277

Explanatory notes on the cash flow statement

The cash flow overview is drawn up according to the indirect method. Cash flows in foreign currency have been translated into Euros using the exchange rate valid on the transaction date. In 2011, the cash and cash equivalents increased by €609,083. This increase can be explained as follows:

1. Changes in cash flow from operational activities

Receivables

The change in the accounts receivable is largely accounted for by the decrease in funds to be received from institutional donors (see also note 3: Receivables, page 99).

Short-term liabilities

Changes in short-term liabilities are mainly due to the category 'grants allocated but not yet paid'. More grants were actually paid within the financial year (see also note 10: Short-term liabilities, page 103).

2. Changes in cash flow from investment activities

In 2011, investments were made for the refurbishment of the office of Mama Cash and the upgrade of the IT system (see also note 1 and 2, page 99).

3. Changes in cash flow from financing activities

The change in long-term liabilities is related to loans that have been placed at the disposal of Mama Cash. Loans that will expire in 2012 have been transferred to short-term liabilities.

Explanatory notes on the annual accounts

Mama Cash Foundation

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

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

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

The Dutch Tax and Customs Administration has designated Mama Cash as a 'General Benefit Intended Institute' (*Algemeen Nut Beoogende Instelling, ANBI*). Therefore, Mama Cash does not need to pay gift tax or inheritance tax. Dutch donors to Mama Cash can deduct their donation from their income taxes or corporate taxes (within legal limits).

Guiding principles

The annual accounts are prepared in accordance with the accounting guidelines for Fundraising Institutions (Directive 650) of the Dutch Accounting Standards Board (DASB).

The objective of these guidelines is to provide the public with clarification 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 increase transparency.

During the strategic plan midterm review, which was conducted mid-2011, it became apparent that not all focus areas (Grantmaking, Accompaniment, Learning for Change and Influencing Philanthropy) of Mama Cash's current strategic plan had been sufficiently incorporated into the presentation of Mama Cash's budget and accounts.

A reallocation of budget and costs has therefore taken place to better represent these focus areas. The figures for 2010 have been reclassified accordingly.

Accounting principles

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

Foreign currency The currency of reporting is the Euro. Assets and liabilities in foreign currency are valued against exchange rates as of 31 December 2011. Transactions in foreign currencies are recalculated at the exchange rate on the transaction date. Exchange rate differences are stated under 'other general costs' and have been applied to the credit or debit of the profit and loss account.

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

The following percentages are being used:

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

Investments Bonds and shares are assessed at their market value. Unrealised value differences on investments and funds,

both those listed on the stock exchange and those not listed, are applied directly as a benefit or a charge against the result.

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

Mama Cash UK Mama Cash UK was established on 20 April 2006 in order to facilitate fundraising from UK-based institutional donors. The process to obtain charity status was subsequently initiated in the United Kingdom. On 13 May 2008, Mama Cash UK was awarded charity status under registration number 1124039. In 2011, the decision was made by the Board of Mama Cash UK to strike Mama Cash UK off the charities register, meaning that Mama Cash UK no longer exists. The costs for administration and handling outweighed the income from fundraising. Besides, UK residents can obtain a tax deduction by donating via Transnational Giving Europe, of which Mama Cash is a member. The current account relationship between Mama Cash and Mama Cash UK, which had been established in previous annual accounts, was settled at the end of 2011 and has since ceased to exist.

Reserves and funds The reserves consist of freely disposable capital and designated funds. The freely disposable capital provides security for the continuity

of the organisation. Mama Cash's policy is to maintain sufficient freely available capital to cover the operational costs of the organisation for at least one year.

Designated funds, including Donor advised funds 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 realisable. Grants allocated to women's groups and 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 centres: Grantmaking Programme, Accompaniment, Learning for Change, Influencing Philanthropy, Fundraising and Campaigns, and Management and Administration. Accommodation costs, office costs, and depreciation costs are allocated to these cost centres based on the average FTEs during the year 2011. The total number of FTEs includes replacement as a result of pregnancy and care leave. Costs are allocated as follows:

Table: Cost allocation

Type of cost	Allocation	
Board	100% Management and Administration	
Executive Director	40% Management and Administration	
	60% Influencing Philanthropy	
Financial administration	100% Management and Administration	
Grants and donor administration	50% Grantmaking, 50% allocation pro rata based on average FTEs	
Accommodation	Allocation pro rata based on average FTEs	
Office and general costs	Allocation pro rata based on average FTEs	
Depreciation	Allocation pro rata based on average FTEs	
	Average FTE 2011	Average FTE 2010
Grantmaking programme	6.05	7.36
Accompaniment	3.63	4.41
Learning for Change	2.42	2.94
Influencing Philanthropy	4.72	4.71
Fundraising and Campaigns	7.31	7.34
Management and Administration	2.90	2.86
Total	27.02	29.63
Pregnancy/Care leave replacement	0.75	0.41

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

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

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

Donations Direct individual donations have been incorporated on a cash basis.

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

Gifts in kind Gifts in kind are registered against fair value in The Netherlands. The fair value is estimated as the regular selling price of suppliers minus a reduction which best reflects the circumstances in which the gift is made. Contributions from volunteers are not financially accounted for.

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

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

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

Expenses for Influencing Philanthropy The expenses for Influencing Philanthropy are costs associated with efforts to persuade institutional donors and other philanthropic organisations to invest more in women's, girls', and trans people's rights. This category includes research, travel and meeting expenses incurred in the process of enhancing the cooperation of women's, girls' and trans people's organisations all over the world.

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

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

Explanatory notes for the balance sheet

1. Tangible assets

Tangible assets investments were primarily related to investments in the IT hardware systems and the refurbishment of the office of Mama Cash which took place in 2011.

Table: Tangible assets

	Inventory	Office equipment	Hardware	Refurbishment	Total 2011	Total 2010
Acquisition value						
Balance as of 1 January	85,140	66,508	157,993	0	309,641	261,297
Purchasing	2,428	875	24,062	147,431	174,796	48,344
Balance as of 31 December	87,568	67,383	182,055	147,431	484,437	309,641
Depreciation						
Balance as of 1 January	73,878	27,089	151,622	0	252,589	231,908
Depreciation	8,306	9,484	6,598	8,425	32,813	20,681
Balance as of 31 December	82,184	36,573	158,220	8,425	285,402	252,589
Book value as of 31 December	5,384	30,810	23,835	139,006	199,035	57,052

2. Intangible assets

Intangible assets investments were primarily software acquisitions to upgrade the IT system in the office. The implementation of the new database has been discontinued early 2012 (see page 81). The investments related to this new fundraising and grantmaking database have been written off.

Table: Intangible assets

	Total 2011	Total 2010
Acquisition value		
Balance as of 1 January	303,601	251,453
Purchasing	30,267	52,148
Disinvestment	-83,872	0
Balance as of 31 December	249,996	303,601
Depreciation		
Balance as of 1 January	210,067	181,671
Depreciation	15,945	28,396
Disinvestment	0	0
Balance as of 31 December	226,012	210,067
Book value as of 31 December	23,984	93,534

3. Receivables

The receivables are short-term assets. The "Funds to be received" category concerns official contracts with institutional donors where the funds have not yet been transferred, or were only transferred after the reporting at the end of the contract period (e.g. Dutch Ministry of Foreign Affairs). All outstanding receipts from institutional donors were received in 2011.

Table: Receivables

	Total 2011	Total 2010
Gifts/periodic gifts to be received	33,996	7,230
Prepaid costs	24,739	17,218
Interest to be received	83,566	68,443
Funds to be received	0	255,604
Other receivables	7,107	67,177
Coupon interest	11,569	6,049
Reimbursement of sick leave insurance	0	3,023
Inheritances/legacies to be received	597	0
Balance as of 31 December	161,574	424,744

4. Investments

Responsible investment is a priority for Mama Cash. The investment portfolio in 2011 consisted of shares and bonds that meet our responsible investment criteria.

In comparison to 2010 no changes were made to the investment portfolio.

On the total portfolio, an unrealised investment deficit of €79,927 was booked.

Table: Value of investments

Bonds and shares	Total 2011	Total 2010
Balance as of 1 January	880,203	553,010
Purchasing	0	376,020
Disinvestment	0	-105,920
Unrealised investment value differences	-79,927	57,093
Balance as of 31 December	800,276	880,203

5. Liquidities

At the end of 2011, a relatively large amount of money was in Mama Cash's savings accounts. This is because the interest rates for longer-term deposits were lower than the interest paid on savings accounts. The average interest received on the savings accounts was 2.7%.

Table: Liquidities

	Total 2011	Total 2010
Cash	913	216
Current and savings accounts	3,838,447	3,230,061
Balance as of 31 December	3,839,360	3,230,277

6. Continuation reserve

The purpose of the continuation reserve is to cover the risks in the short-term 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 Fundraising Institutions Association (*Vereniging Fondsenwervende Instellingen, VFI*). The guidelines allow for a maximum reservation of 1.5 times the costs of the operational organisation. The operational organisation is defined according to the VFI-code as: "Costs own staff, housing costs, office and general cost on behalf of the own organisation, management costs, costs for fundraising, as well as the costs of out-sourced services concerning the above-mentioned posts".

Mama Cash does not strive for a maximum reserve, but aims for a reserve of one time the annual operational costs. In 2011 an addition of €317,479 was made to the continuation reserve. As a result the continuation reserve is at 60% of the operational costs in 2011. Mama Cash aims to increase this continuation reserve in the coming years.

Table: Continuation reserve

	Total 2011	Total 2010
Balance as of 1 January	988,533	977,116
Transfer to/from designated funds	-82,435	-51,415
Additions	317,479	62,832
Balance as of 31 December	1,223,577	988,533

7. Funds

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

Table: Funds

	Designated funds assets	Designated funds	Donor advised & Named funds	Total 2011	Total 2010
Balance as of 1 January	150,585	70,851	1,771,669	1,993,105	701,219
Additions	82,435	237,476	66,916	352,356	2,135,938
Withdrawals	0	-70,851	-574,321	-610,701	-844,052
Balance as of 31 December	233,020	237,476	1,264,264	1,734,760	1,993,105

8. Donor advised funds & Named funds

Table: Donor advised funds & Named funds

	Donor advised funds				Named funds		
	Maria Willard Fund	Nan Lombaers / Els Huijser Fund	Anneke van Baalen/ Bonte Was Fund	Mama Cash - Baas Fund	Riek Stienstra Fund	Total 2011	Total 2010
Balance as of 1 January	69,288	1,422,820	23,040	256,521	0	1,771,669	390,758
Additions	24,000	0	10,790	7,655	24,471	66,916	2,013,672
Withdrawals	-40,250	-400,000	-20,000	-89,600	-24,471	-574,321	-632,761
Balance as of 31 December	53,038	1,022,820	13,830	174,576	0	1,264,264	1,771,669

Donor advised funds

Maria Willard Fund

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

Table: Balance Maria Willard Fund

	Total 2011	Total 2010
Balance as of 1 January	69,288	54,658
Additions	24,000	49,130
Withdrawals	-40,250	-34,500
Balance as of 31 December	53,038	69,288

Named funds

Nan Lombaers/Els Huijser Fund

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

Table: Balance Nan Lombaers/Els Huijser Fonds

	Total 2011	Total 2010
Balance as of 1 January	1,422,820	0
Additions	0	1,876,281
Withdrawals	-400,000	-453,461
Balance as of 31 December	1,022,820	1,422,820

Anneke van Baalen/De Bonte Was Fund

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

Table: Balance Anneke van Baalen/De Bonte Was Fund

	Total 2011	Total 2010
Balance as of 1 January	23,040	32,420
Additions	10,790	10,620
Withdrawals	-20,000	-20,000
Balance as of 31 December	13,830	23,040

Mama Cash-Baas Fund

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

Table: Balance Mama Cash-Baas Fund

	Total 2011	Total 2010
Balance as of 1 January	256,521	303,680
Additions	7,655	39,981
Withdrawals	-89,600	-87,140
Balance as of 31 December	174,576	256,521

Riek Stienstra Fund

In 2008, the Riek Stienstra Fund was established in memory of Riek Stienstra, an activist for the rights of lesbian, bisexual, and transgender (LBT) people. Riek Stienstra passed away in November 2007. The objectives of the fund were to mobilise resources, creating awareness, and educating donors in the Netherlands on behalf of organisations and initiatives that stand up for the freedom and equal rights of lesbian and bisexual women and trans people globally.

The fund was jointly owned by Mama Cash and Hivos, the Humanist Institute for Development Cooperation, and bears the subsidiary name "Hivos & Mama Cash fund for lesbian, bisexual and transgender rights".

The income raised by the fund is equally divided between Hivos and Mama Cash. Both organisations disbursed the money they receive to their partner organisations and grantees. Mama Cash was responsible for fundraising as well as marketing and communications on behalf of the fund. As the fund administrator, Mama Cash reflected the total value of the fund in her accounts (see also page 107). At the end of 2011 a joint decision was taken by Hivos and Mama Cash to discontinue the Riek Stienstra Fund.

Table: Balance Riek Stienstra Fund

	Total 2011	Total 2010
Balance as of 1 January	0	0
Additions	24,471	37,660
Withdrawals	-24,471	-37,660
Balance as of 31 December	0	0

9. Long-term liabilities

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

Loans that will expire in 2012 have been accounted for as short-term liabilities (see also the Table “Loans contracted” below).

Table: Long-term liabilities

	Total 2011	Total 2010
Balance as of 1 January	220,473	313,522
Extensions of loans	141,726	48,678
Loans < 1 year transfer to short-term liabilities	-45,984	-141,727
New Loan contracted	10,000	0
Balance as of 31 December	326,215	220,473

10. Short-term liabilities

“Allocated grants” concern grants that have been approved, but not yet paid to grantees. In line with the Strategic Plan 2009-2013, more multi-year grants have been approved. These are accounted for in full in the first year in which they are awarded. The next funding instalment will be released upon approval of a progress report.

“Funds received in advance” are contributions from institutional donors which were received in 2011, but are intended for use in 2012.

Table: Short-term liabilities

	Total 2011	Total 2010
Allocated grants	1,083,600	833,100
Other creditors	134,636	150,459
Accrued liabilities	155,621	123,730
Funds received in advance	137,806	50,000
Tax and social security premiums	97,515	99,100
Holiday allowance end of the year	63,589	68,992
Leave day entitlements	20,926	16,591
Loans contracted	45,984	141,727
Balance as of 31 December	1,739,677	1,483,699

Loans contracted that will expire in 2012 have been accounted for as short-term liabilities.

In total, six loans expired in 2011. All of them were extended by the supplier of the loan.

Table: Loans contracted

	Total 2011	Total 2010
Balance as of 1 January	141,727	51,001
Additions	45,984	141,727
Extensions	-141,727	-48,678
Loans paid back	0	-2,323
Balance as of 31 December	45,984	141,727

11. Obligations not included in the balance

Mama Cash has a tenancy agreement for the premises at Eerste Helmersstraat 17, Amsterdam. The tenancy agreement for the ground floor will end in February 2016, while the agreement for the second and third floor will end in April 2020. The annual rent for the ground floor is €14,345 and for the second and third floor €71,740. The rental commitment through the end of the contract is valued at €650,430 (price level 2011).

Mama Cash has a leasing contract for three photocopying and printing machines for three years ending in 2014. The lease obligation through the end of the contract is valued at €24,780 (price level 2011).

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

Explanatory notes for the statement of income and expenditures

12. Fundraising income

In 2011, income raised from fundraising exceeded the budget by 6% for a total amount of € 6,238,444. This was largely due to an increase in individual donations. Donations from private individuals amounted to €1.8 million, or 29% of total fundraising income. One-time, regular, and periodic gifts increased 62% in comparison to 2010. This was due to one large gift of an individual donor, while both regular and periodic gifts also increased in comparison to 2010. The average amount of giving per individual donor has increased during the year, from €91 to €129 (excluding donors that gave over € 5,000). The average including major gifts was € 225.

Donor advised funds and Named funds reached 136% of the budget.

In 2011, three new legacies were received, and four legacies were financially settled. An additional legacy has been received partly in advance. At the end of the year two legacies were not yet finally settled. The total amount of legacies/inheritances reached 134% of the budgeted amount. See for more information page 77.

Table: Private individual income

	Actuals 2011	%	Budget 2011	Actuals 2010
Individual donors				
Individual donations (one-time)	1,007,343			465,154
Regular gifts	259,966			215,892
Periodic gifts (notary act)	356,844			322,271
Sales promotion materials	50			151
Fee financial courses	1,176			4,020
Total individual donors	1,625,379	91%	1,147,292	1,007,488
Donor advised funds & Named funds				
Anneke van Baalen/De Bonte Was Fund	10,790			10,620
Mama Cash-Baas Fund	7,655			39,981
Maria Willard Fund	24,000			49,130
Nan Lombaers/Els Huijser Fund	0			1,863,071
Riek Stienstra Fund (see also 15: Joint actions)	24,471			37,660
Total Donor advised funds & Named funds	66,916	2%	49,200	2,000,462
Inheritances and legacies	117,374	7%	50,000	36,000
Total private individuals	1,809,669	100%	1,246,492	3,043,950
% Total fundraising income		29%		

13. Private and public foundations and companies

Private and public foundations donations totalled €1.9 million, or 31% of total fundraising income. Grants were received from eight different private foundations. The foundation agreements relate to single and multi-year funding agreements. Project proposals are submitted to the respective foundations, and single or multi-year contracts are signed. Mama Cash submits interim and

final progress and financial reports to these foundations. The grant from Nike Foundation is included under “private foundations” and not under “corporate funds”. No donations were received from companies.

The negative amount under “Public foundations” refers to a restitution of unused earmarked funds to a donor.

Table: Private and public foundations

	Actuals 2011	%	Budget 2011	Actuals 2010
Foundations				
Private foundations	1,949,597		2,319,000	2,245,530
Public foundations	-25,747		150,000	125,000
Total foundations and companies	1,923,850		2,469,000	2,370,530
% Total fundraising income		31%		

14. Income from third parties

Income from third parties relates to the contribution made by the Dutch Postcode Lottery. Mama Cash received a grant for a five-year period beginning in 2009. Third parties contributed to 8% of total fundraising income.

Table: Third parties

	Actuals 2011	%	Budget 2011	Actuals 2010
Third parties				
Dutch Postcode Lottery	500,000		500,000	500,000
Total third parties	500,000		500,000	500,000
% Total fundraising income		8%		

15. Income joint actions

In collaboration with Hivos, the Riek Stienstra Fund was established in 2008 (see also under “Named funds” on page 102). The income received by the fund is equally divided between Hivos and Mama Cash. “Income joint

actions” refers to income received by Hivos on behalf of the Riek Stienstra Fund. The “Expenditures joint actions” refers to payment of the 50% Hivos share of the income received.

Table: Joint actions

	Actuals 2011	Budget 2011	Actuals 2010
Income joint actions			
Riek Stienstra Fund (Hivos)	0	0	1,612
Total income joint actions	0	0	1,612
Expenditures joint actions			
Riek Stienstra Fund (Hivos)	12,236	0	20,442
Total expenditures joint actions	12,236	0	20,442

16. Income from governments

In 2011, Mama Cash received three grants from governments amounting to 32% of total fundraising income. A new five-year contract was received from Swedish Inter-

national Development Cooperation Agency (Sida). 2011 was the first contract year for the Hivos Alliance funding under MFS II (see also page 73).

Table: Governments

	Actuals 2011	%	Budget 2011	Actuals 2010
Governments				
Irish Aid	240,000		240,000	240,000
Ministry of Foreign Affairs the Netherlands/DGIS	0		0	900,000
Hivos Alliance (MFSII)	1,216,180		1,150,000	0
Swedish International Development Agency/Sida	548,745		200,000	235,112
Bilateral donor	0		100,000	0
Total governments	2,004,925		1,690,000	1,375,112
% Total fundraising income		32%		

17. Result on investments

The interest on liquidities increased by almost 20% in comparison to 2010. A temporary surplus of liquidities was deposited in savings accounts. These savings accounts represent lower risk than investments and, in 2011, had a higher interest rate than long-term

deposits. The yield from (coupon) interest and dividends increased by 170% in comparison to 2010. As a result of the Euro-crisis, which had a great impact on the stock market, there has been a non-realised investment result of minus €79,927.

Table: Result on investments

	Actuals 2011	Budget 2011	Actuals 2010
Interest on liquidities	75,559		62,783
Coupon interest and dividend received	23,481		10,949
Non realised investment value differences	-79,927		57,093
Result on investments	19,113	60,000	130,825
Commission and expenses	-883		-2,470
Total result on investments	18,230	60,000	128,355
% of budget	30%		

18. Other profits and losses

Other profits and losses mainly include the restitution of part of a grant. The implementation of this grant was discontinued.

Table: Other profits and losses

	Actuals 2011	Budget 2010	Actuals 2010
Other profits and losses			
- Other profits and losses	17,899	0	-45,473
Total other profits and losses	17,899	0	-45,473

19. Expenses

In 2011, Mama Cash subdivided direct and operational costs and accounted for them according to activities based on an internal distribution key (see cost allocations on page 97). The distribution key is based on the number of FTEs per department. In 2011, a total

amount of €3,553,425 was spent on direct grants. This was 56% of the overall expenses and 105% of what was budgeted. Other expenses have been monitored closely. In total, expenditures were almost €170,000 less than budgeted.

Table: Distribution of Expenses

	Costs related to objectives				Costs incurred to obtain income					Total Actuals 2011	Budget 2011	2011 % of budget	Total Actuals 2010
	Grantmaking Programme	Accompaniment	Learning for Change	Influencing Philanthropy	Fundraising and Campaigns	Obtaining Government Grants	Expenditures joint actions	Investments	Management and Administration				
Direct programme costs	3,553,425	37,068	966	11,510	4,398	424			811	3,608,602	3,400,000	56%	3,201,200
Other direct costs	62,891	37,735	25,157	193,918	229,204	22,106			52,555	623,566	697,270	10%	645,467
Joint actions							12,236			12,236		0%	
Personnel costs	395,722	237,433	158,289	280,468	453,432	43,731			210,378	1,779,453	2,018,829	28%	1,917,590
Accommodation costs	20,854	12,513	8,341	16,254	22,976	2,216			10,001	93,155	107,045	1%	111,016
Office and general costs	29,574	17,744	11,830	23,051	32,583	3,142		883	14,182	132,989	169,060	2%	148,900
Depreciation costs	10,915	6,549	4,366	8,508	12,025	1,160			5,234	48,757	68,000	1%	49,079
Total	4,073,381	349,042	208,949	533,709	754,618	72,779	12,236	883	293,161	6,298,758	6,460,204	98%	6,073,252
% of total expenditures	65%	6%	3%	8%	12%	1%	0%	0%	5%	100%			
% of budget										98%			

Costs Mama Cash fundraising

The Central Bureau of Fundraising's standard prescribes a maximum of 25% of total expenditures for the costs of 'own' fundraising. Mama Cash's fundraising represents 13% of total expenditures and falls well within this standard.

Costs management and administration

Mama Cash strives to be cost conscious and to ensure that the percentage of management and administration costs, as a percentage of total costs, falls between 5% and 8%. In 2011, the costs for management and administration remained almost the same in comparison to 2010, at €293,161. This represents 5% of the overall costs, which is within our standard.

Table: specification of personnel costs

	Actuals 2011	Budget 2011	Actuals 2010
Gross salaries	1,221,042		1,281,459
End of year payments	109,454		114,744
Provision holiday allowance	97,684		102,405
Employer's social security contribution	193,304		204,240
Employer's pension contribution	106,948		103,340
Other personnel costs (e.g. commuting, personnel insurances, training)	51,021		111,402
Total personnel costs	1,779,453	2,018,829	1,917,590

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. In line with the agreements from the Collective Labour Agreement, no salary increases took place in 2011. The budget did include an anticipated salary increase of 2%. "End of year payments" and "holiday allowance payments" are also part of the CAO. Employees contribute 7% towards their pension scheme. Mama Cash contributes the remainder of the pension contribution.

Other personnel costs include commuting expenses, personnel insurance and training. The average number of FTEs decreased from 29.63 in 2010 to 27.02 in 2011, in accordance with the strategic plan.

20. Sources of income per objective and allocation to activities for 2011

Table: Sources of income per objective and allocation to activities for 2011

	Individual donors	Donor advised funds	Named funds	Joint actions	Private foundations	Public foundations	Third parties	Hivos Alliance	Irish Aid	Sida	Other income	TOTAL 2011
From designated funds 2010		539,850			10,000	27,790			1,000	32,061		610,701
Total income 2011	1,742,754	42,445	24,471		1,949,597	-25,747	500,000	1,216,180	240,000	548,745	37,011	6,275,456
Total income + designated funds	1,742,754	582,295	24,471	0	1,959,597	2,043	500,000	1,216,180	241,000	580,806	37,011	6,886,157
Expenditures												0
Strategic grantmaking programme												
Body Portfolio	118,418	72,000	10,400		284,900			276,800	125,000			887,518
Money Portfolio	308,200	162,000			246,000			138,500	28,000			882,700
Voice Portfolio	247,715	79,000			483,985			129,100				939,800
Women's Funds Portfolio	203,807	155,000			286,000			158,600	40,000			843,407
	878,140	468,000	10,400		1,300,885	0	0	703,000	193,000	0	0	3,553,425
Direct programme costs	11,597				17,143			17,433	9,003			55,177
Total programme costs	889,737	468,000	10,400	0	1,318,028	0	0	720,433	202,003	0	0	3,608,602
Joint actions				12,236								12,236
Operational costs												
Other direct programme costs	20,556	1,000			38,619	6,014		9,165	3,057	34,004		112,415
Direct programme support costs	32,753	18,826	428		85,102		116,427	113,303	8,369	127,325	8,618	511,151
Personnel costs	414,261	53,724	1,220		242,854		332,245	323,329	23,882	363,345	24,593	1,779,453
Accommodation costs	21,687	2,813	64		12,714		17,393	16,927	1,250	19,021	1,288	93,156
Office costs	30,960	4,015	91		18,150		24,831	24,164	1,785	27,155	1,838	132,989
Depreciation costs	11,350	1,472	33		6,654		9,104	8,859	654	9,956	674	48,757
Total operational costs	531,567	81,850	1,836	0	404,093	6,014	500,000	495,747	38,997	580,806	37,011	2,677,920
Total expenditures	1,421,304	549,850	12,236	12,236	1,722,121	6,014	500,000	1,216,180	241,000	580,806	37,011	6,298,758
Total income 2011 minus expenditures												-23,302
Total income minus expenditures	321,450	32,445	12,236	-12,236	237,476	-3,971	0	0	0	0	0	587,399
Income to designated fund next financial year	0	32,445	0	0	237,476	0	0	0	0	0	0	269,921
Added to continuation reserve	321,450	0	0	0	0	-3,971	0	0	0	0	0	317,479

21. Other information

No transactions related to the financial year 2011 took place after closure of the accounts.

Auditor's report



Independent auditor's report

To: the Board and management of Stichting Iduna Cash

We have audited the accompanying financial statements 2011 of Stichting Manna Cash, Amsterdam, which comprise the balance sheet as at 31 December 2011, the statement of income and expenditures for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

Board's responsibilities

The board is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Furthermore, the board of directors is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

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

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

Polysciences/Amersham Pharmacia Biotech, P.O. Box 100, 1000 AB Amsterdam, The Netherlands

[illegible]



Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Mama Cash as at 31 December 2011, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

Amsterdam, 5 April 2012

PricewaterhouseCoopers Accountants N.V.

Original signed by H.A. Wink RA

Looking forward to 2012

June 2011 was the half-way point in Mama Cash's current strategic plan, and it was a natural moment to reflect. Our current plan consciously integrated a number of strategies – grantmaking, providing accompaniment, learning for change, and influencing philanthropy – into a unified framework, and we wanted to review our progress. But we didn't just look back. We also identified the challenges that still require focus in 2012 and beyond.

In 2012, we will continue to place an emphasis on providing core support and building closer relationships with our grantees. To make our support more meaningful and responsive, we will further streamline our grantmaking process and increase our renewal and multi-year grants. And we will continue to emphasise areas that have been underrepresented, such as strengthening our grantmaking to organisations led by adolescent girls.

We are also very excited about two new special initiatives, the Red Umbrella Fund and the Meso-american Initiative of Women Human Rights Defenders, in which Mama Cash plays a role. These two initiatives (described elsewhere in this report) will make important contributions to movements to secure women's human rights.

Our midterm review showed relatively low levels of awareness among stakeholders about the significance of our women's funds programme. As a result, we will give new attention in 2012 to making the case for the key role that women's funds play in supporting local women's movements and also in influencing local philanthropy to be more responsive to women and girls. Mama Cash will continue to work with our women's funds partners to strengthen their local fundraising capacities, identified by most funds in the portfolio as an important area for growth.

Mama Cash's strategic plan prioritises learning from change and sharing what we learn. We have made progress since 2009, by developing and implementing new monitoring and learning tools, but we recognise that we need to go further. In 2012, we will continue to

refine our learning and evaluation framework and to sharpen our communications strategies so that we can more effectively capture and share learning.

We also want to respond to requests that we do more to facilitate collaborative learning among grantees. We will attend the *12th AWID International Forum on Women's Rights in Development* in April as a strategic moment to connect with both grantees and other donors to identify opportunities for advancing our collective work and learning. We also plan a learning meeting later in the year to bring together grantees from the Body and Money portfolios to look at intersections in their work on bodily integrity and economic justice.

It takes resources to support our work, and money is a key resource. Mama Cash's annual budget has increased significantly since we launched our current strategic plan; for example, we gave 41% more money out in direct grants in 2011 relative to 2008 (the year before the current plan started). As the 2012 and 2013 budgets on the facing page show, we plan to continue growing so that we can expand our support to movements for social justice worldwide.

However, even if we realise our growth ambitions, we know that the resources Mama Cash allocates will still fall dramatically short of what is needed to fuel women's, girls' and trans people's movements worldwide. Thus, continued deliberate engagement with other philanthropic actors is a key goal for 2012. We aim to influence other donors to allocate more resources to organisations led by women, girls and trans people, and we further want to challenge the philanthropic sector in Europe to shift the nature of support for women and girls to more clearly emphasise women's human rights.

In short, Mama Cash and our grantees will collectively continue being *pushy* for change.



Budget 2012^{*}-2013

Overview projected income per income source

Income Source	2012	2013
(Available income) committed income from institutional donors	2,751,250	2,475,250
Institutional income identified but not committed	3,686,860	3,741,860
Institutional income to be identified	410,000	1,604,000
Subtotal institutional income (committed and identified)	6,848,110	7,821,110
Total individual income, incl. committed and projected funds	1,445,000	1,475,000
Other income	60,000	60,000
TOTAL AVAILABLE INCOME	8,353,110	9,356,110
growth indicator versus budget 2011	133	112

Overview projected expenditures

Expenditures	2012	2013
Programme services		
Direct grantmaking		
• Body Portfolio	900,000	1,025,000
• Money Portfolio	900,000	1,025,000
• Voice Portfolio	900,000	1,025,000
• Women's Funds Portfolio & Strategic Partnerships	1,661,360	1,761,360
• Red Umbrella Fund	511,400	511,400
<i>Subtotal direct grantmaking</i>	<i>4,872,760</i>	<i>5,347,760</i>
Direct grantmaking implementation costs	689,269	708,305
<i>Subtotal Direct grantmaking implementation costs</i>	<i>5,562,029</i>	<i>6,056,065</i>
Accompaniment support	437,615	499,518
Learning for Change	281,808	345,820
Influencing Philanthropy	515,769	653,215
<i>Subtotal Programme services</i>	<i>1,235,192</i>	<i>1,498,553</i>
Income acquisition costs	1,208,854	1,403,417
Costs Management and Administration	270,140	377,000
TOTAL EXPENDITURES	8,276,215	9,335,035
Result	76,895	21,075

* In September 2011, two versions of the 2012 budget were prepared. The first version was based on the continuation of the current activities of Mama Cash. The second version included two ambitious initiatives: the Red Umbrella Fund and the "Alive and Kicking" initiative. In the meantime, Mama Cash was chosen to host the Red Umbrella Fund, and the "Alive and Kicking" initiative has been funded. Therefore the budget version including these activities is presented here.

Credits

TEXTS

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Dolar Vasani
Mama Cash

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Sarah van Brussel

Mama Cash's institutional donors



SIGRID RAUSING TRUST



Triodos  Foundation

LEVI STRAUSS FOUNDATION

 **OAK**
FOUNDATION

Nike Foundation



Ministry of Foreign Affairs of the
Netherlands

See also the overview of Mama Cash's contributors on page 63.



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www.facebook.com/mamacashfund



Our vision

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