

unstoppable

Annual Report 2009

ma
ma
cash

(she changes the world)

unstoppable

annual report 2009



**In 2009, Mama Cash made
100 grants to 85 women's
organisations and
14 women's funds in 49 countries.**

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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.

embracing
open
dedicated
committed
determined



unstoppable in 2009

2009 was an especially difficult year for millions of women around the world, yet women were unstoppable in their efforts to defend and advance their rights.

When the military overthrew the government in Honduras, women's rights activists mobilised to protest this attack on democracy. They did not retreat even after some were beaten, sexually abused, and even murdered by the military. Feministas en Resistencia, a Mama Cash grantee, was at the forefront of the protests.

When the governments of Uganda and Rwanda proposed harsh anti-gay legislation, women's rights leaders from neighboring African countries travelled to protest side by side with Rwandan and Ugandan activists. The Coalition of African Lesbians, a Mama Cash grantee, helped to lead the solidarity effort.

When the parliament of Tonga refused to ratify the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the entire staff of the Tonga National Centre for Women and Children resigned in protest. They formed the Tonga Women and Children Crisis Centre (TWCCC) and pitched in their own money to open Tonga's only domestic violence safe house. They continue to speak out boldly about the situation for women in Tonga. TWCCC is a Mama Cash grantee.

In 49 countries around the world, our grantees are fighting to win their full human rights. They are sexual and ethnic minorities, older women, adolescents, indigenous women, poor women, single mothers, migrant women, sex workers, rural women, and women with disabilities.

Now they are raising their voices and taking their places. They are changing laws, cultures, and lives for everyone.

Mama Cash's Annual Report *Unstoppable* is dedicated to brave women and girls around the world who take risks and keep pushing for their rights in the face of economic and political pressures, violence, and great resistance to their cause.

**Let us tell you just how
unstoppable women are.**

two steps forward

A letter from Mama Cash Board Co-chairs Marjo Meijer and Anastasia Posadskaya-Vanderbeck, and Executive Director Nicky McIntyre

from left to right:
Marjo Meijer,
Anastasia
Posadskaya-
Vanderbeck
and Nicky McIntyre



Dear Friends and Supporters,

In Guatemala, women who toil in factories and fields, at home, and as domestic workers have united to demand their labour rights. This emerging movement is being led by Asociación de Trabajadoras del Hogar a Domicilio y de Maquila (ATRAHDOM), a Mama Cash grantee.

During some of the toughest economic times in modern history, ATRAHDOM has succeeded in introducing a host of women's labour rights amendments into the national parliament. ATRAHDOM is now poised to begin a nationwide campaign to gain public support for these amendments. You will learn more about the successes of ATRAHDOM in this annual report.

2009 was the second, and perhaps the most painful year of the global recession. As we write to you, the International Labour Organisation has just announced that 27 to 33 million people in the formal economy lost their jobs in 2009. Women's unemployment is topping men's worldwide. Poverty is on the rise due to interlocking crises of the economy, the rising costs of food and fuel, loss of funding for safety net programmes, the destruction of natural environments, and global warming.

Yet once again, our grantees and women's rights movements all over the world persevered. In fact, they not only persevered, they took important steps forward and created new, *lasting* opportunities for women and girls to participate fully and make decisions about their lives.

Mama Cash is also moving forward. We are partnering more closely with our grantees, helping them to build their capacity, form alliances, and launch powerful initiatives. These deeper partnerships enable us to take bigger steps to support ambitious organisations that are ready to grow and expand their influence. This past summer, we also increased our maximum grant size, and we began making some larger grants and more multi-year grants.

In November, Mama Cash and the Open Society Institute co-hosted an international donor forum on sex workers' rights that took place in Amsterdam. Mama Cash has been funding the human rights movement of sex workers from the day we opened our doors twenty-six years ago. We believe that when women organising at the margins of societies are given more resources, women's movements and societies are transformed and become more inclusive of everyone's rights.

In December, Mama Cash, the Association for Women's Rights in Development (AWID) and Hivos co-hosted *No Steps Back on the Hard Gains Won*, a resource development meeting attended by women's rights organisations and major funders from around the world. Participants shared information about the impact of the economic crisis on funding for women's rights and strategised about how to get more financial support for women's rights movements now and in the coming years.

Today, women's and girls' rights organisations face many daunting financial challenges. Foundations worldwide experienced a 15 to 22% drop in overall assets in 2008. According to the most recent research conducted by AWID, giving to women's rights declined substantially as a result in 2009 and will likely decline further in 2010. But our grantees need *more*, not *less*, financial support during this crisis.

This is why, in 2009, Mama Cash took the bold step of committing to raise the money that would allow us to increase our funding of women's rights organisations by 20%. In fact, we gave nearly 3 million Euros in 100 grants in 49 countries: a 19% increase over 2008. With your help, we will continue to give more in the years ahead.

We would like to close our letter by asking you to join us in remembering three women activists who died in the earthquake in Haiti on January 12: Anne Marie Coriolan, Magalie Marcelin, and Myriam Merlet, a valued local advisor to Mama Cash. Shortly after the quake, an international collaboration of feminist funds and organisations convened to create the Feminist International Solidarity Initiative. The Initiative will serve the urgent health, communication, and advocacy needs of women and girls in Haiti. It has been launched in honour of these three champions of women's rights.

We commend our grantees for their resilience and perseverance, and we look forward to sharing their stories with you. Our grantees are truly unstoppable and will continue to motivate us in the years ahead. We hope that their passionate perseverance will inspire women's rights supporters everywhere to be unstoppable too.

In solidarity,

Marjo Meijer
Anastasia Posadskaya-Vanderbeck
Nicky McIntyre

big moves

In 2009, Mama Cash launched its new grantmaking programme.

We support the empowerment of women and girls in the areas of *body, money, voice,* and *women's funds*

Mama Cash responded to the interconnected and global nature of women's rights activism and issues by moving from regional grantmaking to theme-based grantmaking. This has given us more flexibility to find and fund social change movements working on the issues that are most pressing for women and girls right now. Working thematically, we can better participate in creating powerful movements for change across regions and even nations.

Our new grantmaking programme funds women's and girls' rights organisations working on interconnected issues of *body, money,* and *voice*. Our new framework for working with local and regional women's funds allows Mama Cash to give grants to partner funds, but also to enter into joint fundraising initiatives and other mutual support activities.

We work for lasting change

Mama Cash gives grants to support human rights organisations run by and for those women and girls who are most often ignored by societies, cultures, and even by mainstream women's movements.

The majority of our grantees are sexual and ethnic minorities, older women, adolescents, indigenous women, poor women, single

mothers, migrant women, sex workers, rural women, transgender people, and women with disabilities.

Why? Because when the people whose dignity is most regularly denied take their places and win their rights, societies and cultures experience lasting change and become more respectful of everyone's rights.

We fund breakthroughs

Our grantees are ready to take big steps to grow their organisations and their networks and to increase the impact that their work has on women's lives. Mama Cash is ready to help them do it.

- We fund groups that can create and take advantage of strategic opportunities to shape laws, cultures, and traditions that protect and benefit women and girls.
- Our new strategy emphasises institutional support and capacity-building grants. We are also giving more multi-year grants. This is the kind of support that women's groups told us they need to move to the next level and become sustainable and strong.
- We are making fewer grants so that we can form deeper relationships with grantees and help them to shape their workplans, leverage our funding to obtain more funding, and get results.

Mama Cash made 100 grants to 85 women's organisations and 14 women's funds in 49 countries.

We made 14 multi-year grants, and over half of the grants we awarded were larger than €25,000.



Desalambrando in Argentina works to stop violence against lesbians and bisexual women, including violence within lesbian relationships. Mama Cash awarded Desalambrando a multi-year grant in 2009 to assist it in creating a Latin American network of lesbian and bisexual women's groups. Network members will grow stronger together by sharing best practices, successes, and challenges.

shaking things up

2009: Women's rights groups pushed back against great social, political, and economic forces to challenge the status quo and bring real change to their communities and nations.

BODY



30 grants | € 974,866

Mama Cash gave grants to support the movements of lesbians, bisexual women, and transgender people and to organisations working to stop violence against women, build cultures of peace, and fight for reproductive rights and choice.

Turkmenistan

The government of Turkmenistan does not acknowledge the severity of violence against women and girls, and it actively tries to prevent women's rights organisations and other NGOs from operating. Police abuse is unchecked. Women activists are at greatest risk.

Two brave Mama Cash grantees run women's crisis centres and are working to educate women about their rights, pressure the government for reform, and stop the violence, including police brutality, against women.

MONEY



23 grants | € 545,325

Mama Cash gave grants to groups that fight for the economic rights of women migrants, informal workers, domestic workers, sex workers, factory workers, women whose livelihoods were affected by disasters and climate change, and women and girls living under regimes where marriage and inheritance laws discriminate against them.

Philippines

In the Philippines, *Kaisa Ka Baguio* organises female street vendors, small farmers, and fisherwomen. Women vendors are often not given spaces at the markets. They are harassed by the police and by local authorities who destroy or steal their merchandise. This past year, Kaisa Ka negotiated with its city government to preserve workspace for women market vendors and to stop a city market from being torn down.

VOICE



33 grants | € 945,300

Mama Cash gave grants to groups that encourage women's participation in politics and governance and women's leadership, run education and advocacy campaigns, conduct feminist research, and promote women's access to justice.

Sierra Leone

The post-war justice system in Sierra Leone often jails poor, non-literate women for years without trial and convicts women of serious crimes, even sentencing them to death, without requiring evidence or a proper defence.

AdvocAid, a Mama Cash grantee, works directly with female prisoners to educate them about their legal rights and the legal system and to help them find defenders and file appeals.



14 grants | € 522,500

Mama Cash believes that a strong architecture of women's funds is key to building powerful, effective women's rights movements. We provide grants and accompaniment support to women's funds so that they can in turn sustain grassroots women's rights organisations, networks, and movements in their regions.

This past year, Mama Cash gave grants to local and regional women's funds in Mexico, Nicaragua, Bolivia, Serbia, Mongolia, Hong Kong, Chile, France, Slovakia, Georgia, Argentina, Czech Republic, Colombia, and Ukraine.

Hong Kong

Since Hong Kong was handed back to the People's Republic of China as a Special Administrative Region (SAR) in 1997, the SAR administration has funneled money into social welfare charities. Women's NGOs and grassroots women's organisations that are generally "pro-democracy" and "pro-human rights" find it difficult to access resources for their work in Hong Kong.

Her Fund gives grants to self-organised, grassroots women's organisations working on economic justice, mutual support and justice for refugees and asylum seekers, and young girls' empowerment. One of its grantees has successfully lobbied the government to set a minimum wage standard for non-skilled and semi-skilled workers, the majority of whom are women.

a mama cash special update



Remember *Stars of Hope*, Palestine's first women's rights organisation for women with disabilities? We told you about this daring organisation in our last annual report when it had been in existence for only a year. Now in the second year of its Mama Cash grant, *Stars of Hope* is really moving and shaking things up.

What Stars of Hope has accomplished:

- trained 85 rural Palestinian women with disabilities to act as community advocates and help other women with disabilities in their villages;
- convinced the Ministry of Women's Affairs to include an allocation for women with disabilities on the national budget discussion agenda;
- was offered (and accepted!) a seat on the Social Service Ministry's working group where *Stars of Hope* is able to directly advocate, educate, and help to inform national social service strategies and budgeting.

Disabled women's rights worldwide

In 2009, Mama Cash funded four more organisations run by and for women with disabilities. *The Association for Women with Disabilities* in India, *Dawogro* in Tanzania, *Women's Action* in Montenegro, and *Koyonzo Disabled Group* in Kenya are advocating for the inclusion of disabled women's rights in the main agendas of women's movements in those countries and internationally.

women
with disabilities
are
unstoppable



**Working together,
we are unstoppable.**

Women's funds
Women's and girls' rights organisations
Mama Cash donors



seven unstoppable champions for women's rights

we gain our e

what?

Tonga Women and Children Crisis Centre (TWCCC) works to eliminate all forms of violence against women and children.

why?

Nearly half of the women in Tonga experience violence at the hands of an intimate partner or family member every year. In most countries of the Pacific, violent punishment of children is defended as being part of local culture.

The staff walkout came just as the Tongan parliament voted against CEDAW, claiming that women are highly respected and cherished in Tonga and that there is no need for such a declaration. When the Executive Director of TWCCC spoke out and presented the facts, the Prime Minister's office issued a press release claiming that she was misleading the people of Tonga and that CEDAW would ruin the social fabric of Tonga.

what now?

The newly autonomous TWCCC is placing more emphasis on advocacy and legislative change. Its staff is experienced, strategic, and determined to end the culture of violence toward women and create a new model of governance and activism for women's rights NGOs in the region.

we gained our autonomy

Tonga Women and Children Crisis
Centre • Kingdom of Tonga

"We used to be called the Tonga National Centre for Women and Children, and we ran the only domestic violence safe house on the island of Tonga. On October 30th, 2009, 17 of our 18 staff resigned. In Tonga, NGO Boards are normally government controlled. We were not able to remain in that undemocratic situation, especially since our government had just refused to ratify the Convention on the Elimination of All Forms of Discrimination against Women. Our walkout really created history here. We formed a new, autonomous NGO based on feminist principles and women's human rights.

Our staff donated what they could to pay for our first two months rent on our new office. We had one computer between us and worked while sitting on the floor. We asked our family and friends for desks and chairs. That's how we started until we got our grant from Mama Cash at the end of 2009.

We want to be the voice of women and children and not be afraid to advocate for gender equality! Because we have broken away, we can now speak out about the need to empower girls and women in Tonga so that they don't become a statistic of gender-based violence. We want to ensure that we can change the world for many women and children in Tonga who continue to suffer at the hands of an aristocratic and patriarchal society that refuses to acknowledge and accept women as equals."

**A Tongan woman
who divorces her
husband leaves with
only the assets she
brought into the
marriage.**

**Tongan law
does not recognise
spousal rape.**

we are building a labour movement

Asociación de Trabajadoras del Hogar a
Domicilio y de Maquila • Guatemala

“We are women domestic, factory, agricultural, and home-based workers. Our contribution is key to the national economy, but we do not have the same rights and benefits as others. The few rights we do have, both as women and as workers, are violated daily.

In 2007, we started an initiative to introduce national labour code amendments that would give us the same rights and protections as other workers. We convened a group with people from the labour ministry, the women’s secretary, and other women’s organisations. For six months, we analysed every article of the labour code and wrote the amendments needed to bring justice and equality to our sectors.

The amendments were introduced in August 2009. Now we must educate the members of parliament and gain public support. Otherwise, our amendments will not get to the parliament floor for a vote. Together with other women’s organisations and unions, we are doing a national campaign. We will go around making people aware of why this is needed and encourage people to put pressure on their local representatives. We hope to bring this to a vote by July 2010.”

**A domestic
worker in
Guatemala
earns an
average of
\$29 USD
per month.**



Only 1% of Guatemalan women earn the \$224 USD per month minimum wage for non-farm workers.



what?

Asociación de Trabajadoras del Hogar a Domicilio y de Maquila (ATRAHDOM) trains and organises women workers in Guatemala so that they can know, exercise, and demand their rights. It works to integrate its members into existing unions and women's, feminist, and social justice movements.

why?

Domestic workers have no minimum wage or social benefits. Girls as young as five work in households in Guatemala City. The only legal regulation protecting them is a maximum 14 hour work day. In practice, their working days average 18 hours. More than 60% of women employed in Guatemala are home-based workers who are completely unprotected by labour laws. In the factories, 60 to 80% of all workers are women. In Guatemalan factories, women workers are often forbidden to talk to each other, or to go to the toilet during the entire workday. The response to women who try to organise is violent and sometimes results in murders.

what now?

ATRAHDOM is monitoring the work of the Ministry of Labour and Social Welfare Inspection Units, exposing their failures through the media and pushing for reforms that will guarantee better protection for women workers.

what?

Voices of Women is a young, emerging group in Amsterdam. It trains refugees, asylum seekers, trafficked women, sex workers, and undocumented and migrant workers to use different forms of media to present themselves accurately in the face of overwhelming stereotypes and misrepresentation in the mainstream media.

why?

Although sex work is legal in the Netherlands, it is a profession that is still strongly stigmatised. Sex workers are misunderstood, widely portrayed as victims, and are discriminated against as women and as workers. Sex work happens when there is genuine consent. This means a person is not manipulated or frightened into providing sexual services. If there is no genuine consent, then the situation is one of bondage or trafficking. The Netherlands is one of the world's prime destinations for trafficked women, yet very few women come forward each year to seek help from authorities.

what now?

Mama Cash stands with sex workers' movements worldwide and insists that sex workers must have the same rights and responsibilities as other workers. At the same time, we totally condemn trafficking and seek justice and freedom for all women who have been forced or coerced into any working situation that they have not freely chosen.

Along with Voices of Women, other grantees, and funding partners worldwide, Mama Cash is expanding its commitment and widening the circle of support to ensure that women in the sex industry can exercise and enjoy their rights and that trafficked women can win their rights and their freedom.



we give media tools to sex workers and trafficked women



Voices of Women is one of the few initiatives in the Netherlands that gives marginalised women media tools so that they can create and present their own stories.

Voices of Women • The Netherlands

“We work with women who have been trafficked and with current and former sex workers. Some of the women have been trafficked into the sex industry, and some of them were forced into other kinds of labour, such as bonded domestic work. Most of the women have migrated from other countries to the Netherlands.

On one level, we train women who are marginalised in the Netherlands to tell their stories using powerful media tools such as radio, photography, and video. We want to give them the skill and opportunity to express the complexities of their lives.

But we don't stop there. Our goal is to use media to create a more humanised and multi-faceted picture of the sex industry. We want to show this industry as a complex fabric, composed both of women workers who are entitled to demand their rights as workers and women who have been forced into the industry.

Many people looking in from the outside have quite a polarised view. Women are either victims, or they are making choices. But as in any other area of life, there are many grey zones. We will create a moving exhibition that tells the stories of sex workers and trafficked women in their own voices and images. In the long-term, we want to create an independent media centre run by and for women from these communities.”

Legislation currently before the Dutch parliament would mandate the registration of all sex workers, despite strong opposition from sex workers themselves to the terms of the proposed law.

what?

Centre Féminin pour la Démocratie et les Droits de l'Homme en Côte d'Ivoire (CEFCI) provides leadership and literacy training to encourage the emergence of women as political, social, and economic leaders and to confront the stigmatisation of HIV-positive women.

why?

The women's movement in Ivory Coast has grown in the wake of the civil conflict.

Women's organisations are providing assistance to survivors of sexual violence and are demanding reparations and justice.

CEFCI is one of the few women's rights organisations supporting the active involvement of young women in political and electoral processes. Along with Mama Cash, CEFCI promotes women's leadership as a key strategy to ensuring lasting peace.

what now?

The political context for CEFCI's work is complicated. When elections do take place,

CEFCI will then have the opportunity to evaluate its success and expand the number of women candidates in training. Alongside

the candidate training programme and HIV/AIDS education, CEFCI is educating parents in Katiola and Niakara about the importance of allowing girls to remain in school and finish their education.



"It's good to make policy, but above all be armed with courage and perseverance."

Madame Geneviève Kpangnou Toure, a CEFCI trainee and experienced political activist, is running for the post of Deputy in the National Assembly.

we are running for seats in the national assembly

Centre Féminin pour la Démocratie et les Droits
de l'Homme en Côte d'Ivoire • Ivory Coast

**There have
been no
elections in
Ivory Coast
since
December
2000.**

"Katiola is a city in the north of Ivory Coast. We are working with ten women from the slums there to train them to run for local offices and seats in the National Assembly. The women are also being mentored by Madame Assana Sangare. She is one of the few women deputies in the National Assembly, and she is from the region near Katiola. We are very happy about this.

The main problems for women here are nonliteracy, lack of food, domestic violence, HIV/AIDS and lack of political representation. The civil war that began in 2002 destroyed the infrastructure and farms. The central government is not strong here in the North where the rebellion still continues. The situation for women's rights is fragile and women's access to basic rights is very difficult. The money for reconstruction in the North is not enough, and many villages are left to manage for themselves.

The women are really eager and learning, but we are going through a chaotic period. On February 12th, 2010, the President dissolved the government along with the independent electoral commission. There have been violent protests and deaths. A new government has been formed, but the situation is very unstable. The elections were planned for March, but it's not known now when the elections will be held. It might take a few months. We will continue training women to actively participate in the electoral process. Whatever happens, we will be ready."

**Only 18 of the
203 National Assembly
seats in Ivory Coast are
held by women.**

we passed an anti-discrimination law

Labris – Organizacija za Lezbejska
Ljudska Prava • Serbia

**Fifty percent of
Serbian people believe
that homosexuality is
a danger to society.**

“Last year, Serbia passed the anti-discrimination law that we worked on for six years. The law bans discrimination on the grounds of sexual orientation and gender. Now our job will become even harder because we will have to fight to see that the law is enforced by a very conservative judicial system.

We will work with a coalition of LGBT (lesbian, gay, bisexual and transgender) groups to promote and test the law. First we are going to be trained in testing discrimination. The law says that if you witness or experience discrimination, for instance in hiring, you can go and testify. We hope to be able to use these cases to make the courts do their job of enforcing the law. This is completely new territory for us.

One huge problem for lesbians in Serbia is invisibility. Until last year with the events surrounding the banned pride parade, there were very few out lesbians. The main reason is fear of violence. So far, only members of Labris have been willing to come out in public.

**Labris conducted
research in 2005
and discovered
that more than
70% of LGBT
people in Serbia
have personally
experienced
violence because
of their sexual
orientation or
gender expression.**

Serbia has fascist groups that are very visible and even supported by some right-wing political parties and by the church. The police have been doing a better job of making arrests in cases of human rights violations, but when the cases get to court, they often fall apart. Violence is our everyday experience. But nothing will stop us now.”



what?

Labris is the most established and visible lesbian rights organisation in Serbia. It advocates for LGBT rights and provides legal, educational, psychological, and social support for lesbians.

why?

The young leadership of Labris is moving boldly to bring about systemic change in Serbia where 70% of the population thinks homosexuality is a disease. Labris was one of the main organisers of the 2009 pride parade in Belgrade. The police would not guarantee the safety of the marchers due to death threats and outbreaks of anti-gay violence in the days leading up to the parade, in effect, banning it. Nearly all LGBT people in Serbia live in fear of being discovered.

what now?

Labris continues to take the risks needed to create the social and legal conditions that will allow LGBT people to safely exercise their legal rights. In 2010, they will begin drafting a domestic partnership law. This is expected to take four to five years to win. They also plan to start an unprecedented public dialogue about the ways in which LGBT people are represented in the curriculum of the Serbian educational system.

what?

Fondo Centroamericano de Mujeres started giving grants in 2004. They focus on grassroots human rights groups in Central America run by and for women and adolescent girls. Their grantees are indigenous women and girls, women and girls of African descent, lesbians, bisexual, and transgender women and girls, factory and domestic workers, sex workers, women living with HIV/AIDS, and immigrants.

why?

Local and regional women's funds give emerging, grassroots women's movements the support and resources they need to grow. Women's funds are often the first to identify opportunities for women and girls to organise and make real gains at the local and regional levels. They can respond to immediate crises and be there for the long-term, creating a sustainable foundation for achieving women's human rights.

One of the greatest challenges in working with young women's organisations is that they need a great deal of non-financial support. Local women's funds can provide training and tools. They can help with planning, budgeting, financial management, conflict resolution, and leadership development. Women's funds can create spaces for sharing experiences and best practices among groups in order to strengthen them and improve their impact.

what now?

In El Salvador, the Colectiva Juvenil Feminista has already supported the creation of three other young feminist organisations in nearby towns. The four groups are planning a joint campaign to advocate for access to emergency contraception. The young members of the Colectiva are helping the newer groups to organise and have even established their own leadership internships.

we are strengthening feminist youth networks

Fondo Centroamericano de Mujeres • Nicaragua



Women's funds give grants that fund women-led solutions to the root causes of social injustice.

"Since our Fund was launched in 2004, our primary programme has been Ola Joven. It means 'young wave'. We want to put more resources into groups led by adolescent girls and young women who are promoting and defending their human rights. Central America is a region with a young population. In 2009, we supported 74 young women's groups. We believe it is the younger women who must decide how to overcome the difficulties they face.

The members of Colectiva Juvenil Feminista (Young Feminist Collective), one of our grantees in El Salvador, range in age from 10 to 24 years old. They live in very conservative neighbourhoods where girls are not supposed to be seen or heard. Yet the Colectiva is integrating more and more adolescent girls and young women into its activities. This is a great achievement.

The town where the girls live is unsafe because of the gangs. The Colectiva gives talks in schools for students and teachers. They work in

public spaces, such as parks. They use radio and produce posters. They use all of these strategies to talk about the different forms of violence and how to prevent them.

During the electoral campaign in 2008-2009, the Colectiva created its own political agenda and presented it publicly to the candidates. The candidates signed on! Now, with other feminist organisations, they are following up to see if the politicians are delivering on their promises."

In 2009, Fondo Centroamericano de Mujeres gave \$395,000 USD to organisations run by and for adolescent girls and young women.

I love knowing my donation helps women

Stacey Graas, Graphic Designer • The Netherlands

"In late 2008, I was organising a women's event. I was also looking for a good cause I could include in my plan, something we could contribute to while we enjoyed ourselves. A friend of mine told me about Mama Cash and that it was totally focused on women's rights. That was perfect.

I give to Mama Cash because I feel rich in a way and fortunate with all the possibilities I have in my life. Think of how it is in the world. Help everybody out. That's what I want to tell other young women such as myself who might be thinking of giving.

Mama Cash stands out for me. It's like the old saying, you can give a person a fish, or you can teach her how to fish. Mama Cash doesn't just fix problems, she changes the world for women.

Last year I started my graphic design company. For the Mama Cash Campaign 88 Days, I am giving a percentage of my income. I love the feeling that my donation is working for women around the world. If I have a moment or a chance to help Mama Cash, that's what I do."

26% percent of Mama Cash's income in 2009, or €1,522,470, came from caring and engaged individuals such as Stacey. These donations were individual gifts, legacies, and grants from donor advised funds.

Thank you Stacey and all of our wonderful donors worldwide!



what?

Stacey Graas is a Mama Cash donor. She has participated in our last two annual campaigns. She recently donated her graphic design services to Mama Cash.

why?

Individual donors provide a crucial portion of the unrestricted funding that keeps Mama Cash financially healthy and able to do its work. Such funding allows us to reach out, often being the first to support powerful, grassroots women's rights movements. The loyalty of our individual donors provides the security our grantees need: knowing Mama Cash will be there, year after year, ready to take the risks that make real change happen for women and girls.

Mama Cash donors give much more than money. They give their time, creativity, and energy, especially during our annual Campaign 88 Days. They tell their friends and colleagues about the work of Mama Cash. They encourage their governments to do more to support women's human rights. They volunteer, give us great ideas, and are true friends as we travel the path together to gain more freedom for all women and girls.

what now?

Mama Cash is reaching out more than ever to our worldwide family of supporters. We are building exciting networks online a Facebook and Hyves. We are developing many new ways for supporters to get more informed and involved. Keep an eye on your mailbox and on the Mama Cash website. In the coming year, there will be many more opportunities to give, serve, connect, share, and learn.

yes we did!

Highlights of our goals for 2009
and how we met the challenges.



We said we would launch our new grantmaking programme in 2009.

- Our new programme went public on August 1. We are now giving grants in the thematic areas of *body*, *money*, *voice*, and *women's funds*. We are developing more long-term strategic partnerships with our grantees.
- In 2009, we awarded 14 multi-year grants, and 58% of the grants we awarded were larger than €25,000.



We said we would award three million Euros in approximately 100 grants to women's groups and funds that met our new grantmaking criteria.

- We awarded €2,987,991 in 100 grants to 99 women's rights organisations and women's funds in 49 countries.

That's nearly 20% more than we gave in 2008!



We said we would increase our total income by 22%.

- 2008 income: €4,708,132
- 2009 income: €5,804,259

Increase: 23%!



We said we would expand our resource base.

- We secured four important new multi-year grants: a five-year grant from the Dutch Postcode Lottery, a three-year grant from the Sigrid Rausing Trust, a two-year grant from the Starry Night Fund of Tides Foundation, and a two-year grant from Hivos.

Mama Cash is incredibly grateful to these donors for their invaluable longer-term commitment to supporting our work.

- 1,600 donations totalling €195,000 made our 2009 Campaign 88 Days – *Cook Up a Revolution for Women's Rights* – a wonderful success. The *Noordelijk Initiatief* contributed by organising a dinner and presentation of the play 'Medea' in Groningen, the Netherlands. More than 100 people joined in.



We said we would build networks and promote learning among women's rights organisations and allies.

- We organised a strategic networking meeting in Bangkok of experts and activists working to ensure that women and girls have the right to control and enjoy their bodies.
- We convened a meeting of grantees from Serbia, the Western Balkans, the South Caucasus and the Western Commonwealth of Independent States. Participants looked at the underlying causes of violence and trafficking and how these affect women's lives. This meeting was supported with a generous grant from the Oak Foundation.



We said we would create participatory evaluation and learning tools to help us assess the outcomes of the women's and girls' human rights work we support.

- We hired a new Programme Officer for Learning and Evaluation.
- We began working much more closely and collaboratively with grantees to develop workplans and to discuss what grantees need to meet their objectives.



We said we would leverage support for funding women's and girls' human rights work globally.

- We commissioned research on the status of European foundation funding for women and girls.

The research will help us to gain an understanding of the scope, distribution, and diversity of Europe-based foundation funding for women and girls and will help us to mobilise increased philanthropic leadership, ideas, and resources. This project will culminate in the release of a research report in the fall of 2010.

- Mama Cash and the Open Society Institute convened a dialogue among donor organisations to learn how we can increase funding for and build the capacity of sex worker rights organising.
- We convened an international forum on resource mobilisation for women's rights with our co-hosts AWID and Hivos.



We said we would raise awareness about women's and girls' rights.

- In 2009, Mama Cash was featured or mentioned in 115 Dutch and foreign magazines and newspapers with a total readership of 7,854,142 people.



We said we would increase our visibility and impact online.

- The number of visitors to our Dutch website nearly doubled in 2009.
- Mama Cash is mentioned and linked on about 783 other websites.
- Our Facebook and Hyves pages have a growing number of fans.

meet mama cash



Founders of Mama Cash

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

Management Team

Nicky McIntyre	Executive Director / Interim Director of Development and Communications
Annie Hillar	Director of Programmes
Janet Zeegers	Director of Finance & Operations

Board Members

Marjo Meijer	Co-Chair
Anastasia Posadskaya- Vanderbeck	Co-Chair
Eveline de Jong	Treasurer
Lin Chew	
Jessica Horn	
Jasvir Kaur	term ended June 2009
Marijke Kuijpers	
Barbara Limanowska	joined June 2009
Idelisse Malavé	
Myra ter Meulen	
Geetanjali Misra	joined June 2009
Wanda Nowicka	term ended June 2009

Programmes Department

Ellen Ambags	Programme Associate
Carol Angir	Programme Officer for Voice
Gita Busjeet	Programme Officer for Learning and Evaluation
Antje Fierens	Interim Programme Associate
Elise Le Guil	Programme Associate
Silke Heumann	Interim Programme Officer
Gabriëlle de Kroon	Programme Associate
Barbara Lotti	Interim Programme Associate
Alejandra Sardá	Interim Senior Programme Officer for Voice
Saskia Vliek	Programme Associate
Esther Vonk	Senior Programme Officer for Body

Advisory Council Grantmaking

Mintwab Aliyou	Sub-Saharan Africa
Katja Assoian	Europe and the Commonwealth of Independent States
Gisela Dütting	Middle East and North Africa
Leila Jaffar	the Netherlands / Middle East and North Africa
Zaina Maimu	Sub-Saharan Africa
Madeleine Maurick	Sub-Saharan Africa
Hanka Mongard	Europe and the Commonwealth of Independent States
Lorraine Nencel	Latin America and the Caribbean
Christina Reyna	Latin America and the Caribbean

Finance & Operations Department

Anne Assehn	Financial Officer
Titia van der Hoek	Office Manager
Anne Jong	Financial Associate
Kim Lam	Office Associate
Marijke Marica	General Assistant
Liesbeth Schipper	Executive Associate
Hanneke Timmer	Human Resources Advisor

Development and Communications Department

Esther Arp	Development Officer for Individual Giving
Sarah van Brussel	New Media Associate
Janine van Doorn	Development Officer for Individual Giving; data administrator
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
Liz van Omme	Senior Communications Officer
Ewa Szepletowska	Coordinator Jubilee Events
Ingrid Verver	Communications Officer

Staff who left in 2009

Josephine Abahujinkindi	Programme Officer
Beata Baradziej	Programme Associate
Anna Maria Doppenberg	Senior Communications Officer
Nathalie Gil	Office Assistant
Joseline de Koning	Development Associate for Individual Giving
Naima Moussati	Programme Officer
Jessica Sinclair-Kerckhoven	Programme Associate

Volunteers in the Netherlands

Jessica de Boer, Maria Breure, Tori Egherman
 Ana Fernández, Laura van Geel, Maxime Look
 Caroline Lettinga, Marjo van Loosdregt,
 Giang Nguyen Thuy, Susanna Sanz Guardo
 Josian Sweets, Elena Sarancha, and Louise Vigeant.

Trainers Financial Courses 'Women, Money and Ideals'

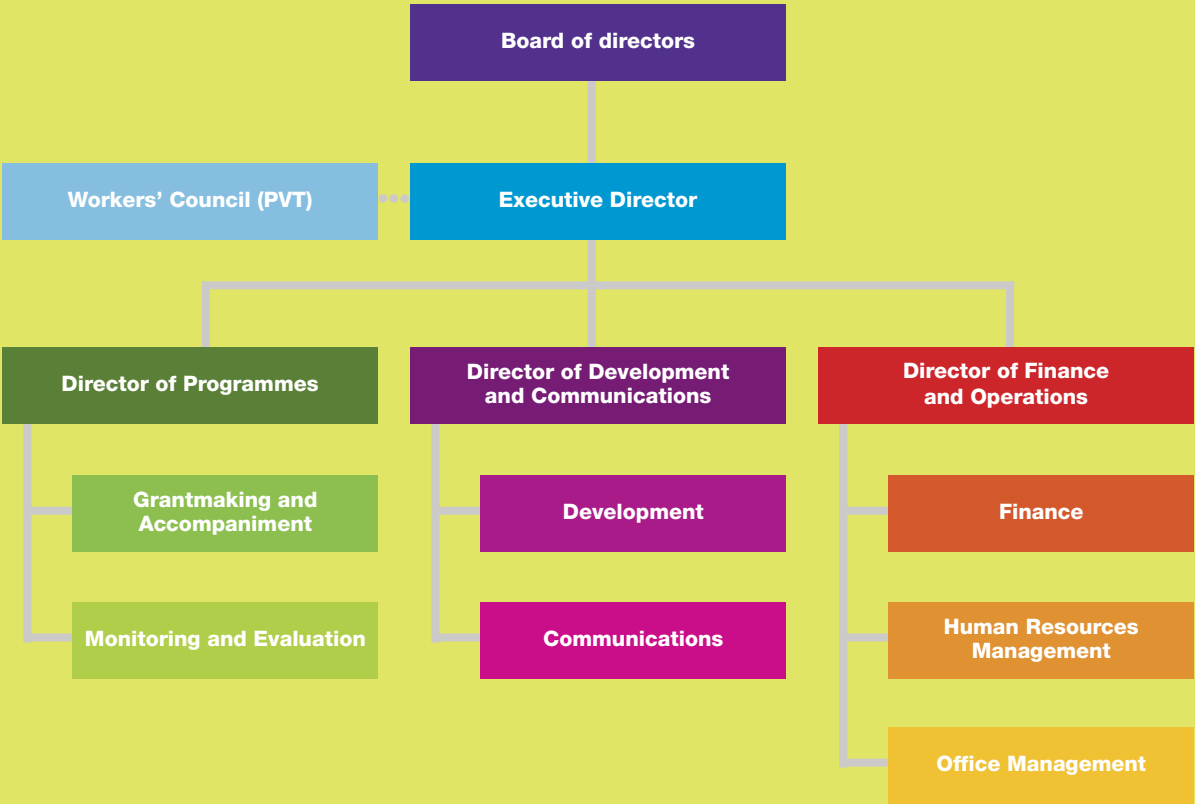
Margriet de Vegt	Fortis Investments
Claudia Stellingwerf	Triodos Bank

Institutional and Corporate Donors

Anneke van Baalen – De Bonte Was Fund (NL)
 Anonymous Foundation/King Baudouin Foundation United States (USA)
 Barrow Cadbury Trust (UK)
 Diepeveen Fund (NL)
 Dutch Postcode Lottery (NL)
 Ford Foundation (USA)
 Foundation Open Society Institute – Zug (CH)
 Goldman Sachs International/Charities Aid Foundation (UK)
 G&J Publishers / Glamour Magazine (NL)
 Helena Lako Foundation (NL)
 Hivos (NL)
 International Women's Contact (NL)
 Irish Aid (IE)
 Levi Strauss Foundation (USA)
 Mama Cash – Baas Fund (NL)
 Maria Willard Fund (NL)
 Ministry of Education, Culture and Science (NL)
 Ministry of Foreign Affairs/DGIS (NL)
 Nan Lombaers-Els Huijser Fund (NL)
 Nike Foundation/Charities Aid Foundation America (USA)
 Oak Foundation (CH)
 Sigrid Rausing Trust (UK)
 Starry Night Fund of Tides Foundation (USA)
 Stichting Kleding Inzameling Charitatieve Instellingen (NL)
 Stichting Ondersteuning Vrouwen Vrijwilligerswerk (NL)
 Swedish International Development Cooperation Agency – Sida (SE)
 Tides Foundation (USA)

Several small companies and foundations

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



**Mama Cash supports
women's and girls' groups**

**Mama Cash supports
women's funds**

meet our grantees



mama cash supports women's groups

AFRICA

Ivory Coast

Centre Féminin pour la Démocratie et les Droits de l'Homme en Côte d'Ivoire (CEFCI)

Providing leadership training to stimulate and support the emergence of women as political, social, and economic leaders and to confront stigmatisation of HIV positive women.

€28,000 (VOICE)

Ghana

Women's Development Initiatives

Improving the status of women in the Volta region by raising awareness about women's rights with a special focus on sexual and reproductive health and land and property rights. Building local women's capacity to advocate for participation in local governance and protection from violence.

€20,000 (VOICE)

Kenya

Koyonzo Disabled Group

Conducting and disseminating the results of a local survey of employment and business opportunities for women with disabilities and training women and girls with disabilities in vocational skills (such as ICTs). Advocating condom use to address the high HIV/AIDS infection rate in the community.

€7,500 (MONEY)

Pastoralist Girls Initiative (PGI)

Advocating to change harmful traditional practices, such as female genital mutilation, early marriage, and lack of access to education, so that rural Somali women and girls can live free from violence.

€23,000 (VOICE)

Resource Center for Women and Girls

Developing the agency of girls and young women to advocate for their rights and mentoring a new generation of feminist leaders through girls' camps, a young women's leadership institute, and intergenerational organising. Providing safe spaces for girls to learn about their right to a life free of violence.

€32,000 (VOICE)

Women Rights Institute for Peace (WRIP)

Creating an early warning and intervention system to protect girls and women from female genital mutilation and other harmful traditional practices. Supporting women to expose violations before the Kenya Truth and Reconciliation Commission.

€20,000 (VOICE)

Nigeria

International Center for Environmental Health & Development (ICEHD)

Advocating for women's rights protections in the Niger Delta and building the capacity of women to mobilise in response to the extensive oil exploitation that is destroying the environment and women's livelihoods.

€25,000 (MONEY)

Democratic Republic of Congo

Regroupement des Femmes Leaders (REFEL)

Organising and training rural women in Tshela, Congo Central Province to run for local elections, impact legislation, and campaign for more participation of women in politics.

€7,300 (VOICE)

Si Jeunesse Savait

Using technology and virtual and live networking to prevent violence against young women and promote their sexual and reproductive rights.

€14,000 (BODY)

Rwanda

SaferRwanda

Increasing the participation of women in peace-building programmes through trainings, drama, and sports.

€35,600 (VOICE)

Sierra Leone

AdvocAid

Educating women prisoners in Sierra Leone about their legal rights and providing legal representation for women detainees in prisons.

€50,000 (VOICE)

Women Centre for Good Governance and Human Rights

Working with rural women and law enforcement in northern Sierra Leone to popularise and promote the Gender Acts: three laws protecting and advancing women's rights in the areas of domestic violence, marriage and inheritance enacted in 2007.

€11,000 (BODY)

Women's Action for Human Dignity (WAHD)

Addressing violations of women's rights in the traditional judicial system of northern Sierra Leone and raising women's awareness about the protection of their rights embodied in the Gender Acts.

€13,000 (BODY)

South Africa

Coalition of African Lesbians (CAL)

Supporting CAL's new strategy to promote, protect, and advance sexual and reproductive health and the rights of lesbian and bisexual women and transgender people throughout Africa.

€45,000 (BODY)

Sudan

Zenab for Women's Development (ZWD)

Supporting local rural women in Sudan to initiate women farmer organisations to develop their economic independence. Advocating for reproductive health rights, female genital mutilation prevention, and women's participation in community decision-making.

€50,000 (VOICE)

Tanzania

Dar es Salaam Women Group (DAWOGRO)

Creating awareness about disabled women's rights, mobilising disabled women's participation in securing their rights, and gathering support from local leaders in Dar es Salaam.

€5,700 (VOICE)

Uganda

Citizen's Village Library

Addressing violence against girls in education and preventing HIV /AIDS by raising awareness and involving communities in programme planning in the Nebbi district of northern Uganda.

€20,000 (VOICE)

Icon Women and Young People's Leadership Academy

Preventing gender-based violence by developing women's and youth leadership and encouraging women's self-reliance, through business and entrepreneurial skills training.

€40,000 (VOICE)

Kasese Town Women Teachers' Association (KATWOTA)

Raising awareness among rural women about property rights, inheritance laws, and access to land. Mobilising community leaders to change traditional laws and enforce existing laws that support women's rights to land ownership and inheritance.

€12,000 (MONEY)

Mentoring and Empowerment Programme for Young Women (MEMPROW)

Empowering young women between the ages of 16 and 25 to challenge the cultural norms that sustain gender inequality and gender-based violence and to become leaders for social transformation through capacity building, intergenerational mentoring, and peer learning.

€60,000 [two-year grant] (BODY)

ASIA AND THE PACIFIC

Cambodia

Project Against Domestic Violence (PADV)

Working with local authorities and community members in Phnom Penh to prevent domestic violence and protect survivors.

€16,750 (BODY)

Fiji

Women's Action for Change

Strengthening the capacity of the sex workers' network, SAN, to secure sex workers' rights and defend against discrimination and crimes against sex workers nationally.

€90,000 [two-year grant] (BODY)

India

Aawaaz-e-Niswan

Maintaining and expanding the activities and outreach of Rehnuma, a center for girls. New projects include creating an explicitly political space where girls can reflect on human rights violations affecting their communities. Translating materials on feminism and women's sexual and reproductive rights into Urdu, and designing an organisational website.

€49,000 [two-year grant] (VOICE)

Asia Safe Abortion Partnership (ASAP)

Establishing helplines in different countries in the Asia region to facilitate access to safe medical abortions and provide information on reproductive health and contraception.

€37,400 (BODY)

Association for Women with Disabilities (AWWD)

Providing women's rights education and building the capacity of disabled women in West Bengal to organise and become part of wider women's rights movements in Asia.

€30,000 (VOICE)

DISHA Social Organization

Training Muslim girls and women to advocate for their social, economic, and political rights. Supporting girls to organise and work together as change agents.

€25,000 (VOICE)

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

Organising a meeting for twelve South Asian women activist leaders about economic, social, and cultural rights issues. Participants will develop a strategic plan to enhance economic opportunities for women in their communities and to achieve recognition of women's right to livelihood.

€12,000 (MONEY)

Space for Women's Expressions (SWE)

Building the capacity of the organisation to grow and enhance its work fighting discrimination against sex workers, Dalit women, and migrant women.

€13,125 (MONEY)

Serene Secular Social Service Society (SSSSS)

Providing education and counselling for girls, women, and families who have been victims of "Sumangali Thittam", a ruse to employ girl children in the textile industry in harsh bonded labour schemes. The group works with girls and their families to help them become active in standing up for their rights.

€19,300 (MONEY)

Society of Tribal Women for Development (STWFD)

Building leadership among single tribal women migrants, many of whom work as domestic workers, by helping them to organise and demand their rights.

€9,000 (MONEY)

TARSHI - Talking About Reproductive and Sexual Health Issues

Expanding women's sexual and reproductive choices by running a sexuality helpline, providing trainings on sexual rights, and publishing materials on sexuality.

€50,000 (BODY)

Women for Women (WFW)

Empowering young women and girls in the rural state of Tamil Nadu by developing their leadership skills and awareness about their reproductive health.

€6,000 (VOICE)

Indonesia

Centre of Advocacy for Women, People with Disabilities and Children - SAPDA (Sentra Advokasi Perempuan Difabel dan Anak)

Launching an empowerment programme for recently disabled women in the Bantul area of Yogyakarta Province and strengthening the organisation's women's rights expertise and alliances.

€23,000 (BODY)

Yasanti - Yayasan Annisa Swasti

Organising women working as porters in Indonesian markets, increasing public awareness of the labour rights of women porters, and lobbying for policy change related to women's labour rights.

€40,000 [two-year grant] (MONEY)

Nepal

Mitini

Empowering the lesbian, bisexual, and transgender community and building a strong movement to raise awareness of LBT human rights and issues in Nepal.

€12,000 (BODY)

Pakistan

Sindh Community Foundation

Promoting social activism among girls and young women in rural areas through human rights trainings and advocacy work at the community level.

€5,500 (VOICE)

Women Development Foundation (WDF)

Organising low-income girl and women workers employed in marginalised sectors such as factory and domestic work in Faisalabad, Pakistan to demand their rights.

€6,300 (MONEY)

Women Helping Women

Conducting a social and economic justice campaign for women brick makers and negotiating with employers to improve working conditions.

€8,700 (MONEY)

Philippines

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

Empowering and organising urban lesbians living in poverty in Quezon City and strengthening GALANG as an organisation that serves the lesbian community throughout the Philippines.

€50,000 [two-year grant] (VOICE)

ISIS International Manila

Providing training for activists in using both traditional and new media to strengthen their work in the areas of women's participation in peace-building and gender-based violence. Trainings will pay special attention to including participants from groups that often have less access to these types of trainings (e.g., young women, indigenous women, sexual minorities).

€45,000 (VOICE)

KAAGAPAY - Oversees Filipino Workers Resource and Service Center Inc.

Creating and training local paralegal teams and counsellors to provide assistance to overseas Filipino women workers (OFWs). Conducting a campaign for economic and labour rights for women OFWs and documenting fifty migrant women's stories to use in lobbying efforts.

€18,000 (MONEY)

Kaisa Ka (Unity of Women)

Organising poor women vendors, fisherwomen, and farmers participating in a social movement that is taking action to protect their livelihoods and address climate change effects in Baguio, Philippines.

€32,000 (MONEY)

Thailand

Empower Foundation Chiang Mai

Advocating for the legal and human rights of all women working in the sex industry in Thailand and strengthening sex workers' knowledge about their rights.

€40,000 (MONEY)

Kachin Women's Association Thailand (KWAT)

Empowering Kachin migrant women to become leaders in their families, communities, and society through anti-trafficking advocacy work, education programmes, and awareness raising on migrant women's labour rights.

€58,000 [two-year grant] (MONEY)

Kingdom of Tonga

Talitha Project Inc.

Organising young women and girls to advocate for their rights in Tonga through a role model mentorship programme, awareness raising, and violence prevention training.

€44,000 (VOICE)

Tonga Women & Children Crisis Centre (TWCCC)

Supporting the work of a newly independent Tongan feminist organisation to eradicate all forms of violence against women and girls through a combination of community work, movement building, and legal advocacy.

€50,000 (BODY)

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Bulgaria

Bilitis Lesbian and Bi-women Resource Center

Developing strategies, providing information and resources, working with lawmakers, and carrying out public campaigns to bring greater equality to LGBT people in Bulgaria.

€30,000 (BODY)

France

La SarraZine

To conduct workshops to train women (including transgender women) in the use of new technologies to produce electronic music with feminist content. To record the performances of five migrant women artists whose work has a feminist and gender diversity message and raise awareness on these issues by linking the electronic/alternative scene, the feminist movement, the migrant women's movement and women of different gender identities and expressions.

€13,000 (VOICE)

Kyrgyzstan

Forum of Women's NGOs Kyrgyzstan

Strengthening the women's movement in Kyrgyzstan by building the capacity of individual NGOs, networking within Central Asia and lobbying for national laws and policies that protect women's rights.

€40,000 (VOICE)

Macedonia

Women's Alliance

Advocating for the eradication of all forms of violence and discrimination against non-heterosexual women in Macedonia.

€20,000 (BODY)

Montenegro

Women's Action WNGO

Supporting women journalists to train women refugees and women with disabilities to use media and improve their networking capacity.

€10,000 (VOICE)

The Netherlands

Commission for Filipino Migrant Workers

Developing a training programme to build stronger migrant women's rights organisations. Using community theatre as a tool to open a public dialogue about migrant women's rights.

€50,000 [two-year grant] (MONEY)

Voices of Women (VOW) Media

Offering three multimedia workshops for sex workers, former sex workers, and victims of trafficking. Women learn to use video, photography, and radio to tell their own stories and let their voices be heard. The results of the workshops will be exhibited through presentations and screenings in Amsterdam.

€30,000 (VOICE)

Serbia

Anti Trafficking Center

Convening grantees and experts from the West Balkans, South Caucasus, and Western CIS for a linking and learning event on countering violence, held in Belgrade, Serbia, in October 2009.

€30,480 (BODY)

Labris - Organizacija za Lezbejska Ljudska Prava

Building community and lobbying, and advocating for lesbian, bisexual and transgender women's rights in Serbia.

€35,000 (BODY)

Roma Women's Centre 'Rromnjako ilo'

Empowering Roma lesbians and countering violence against them in Vojvodina by providing information, education, and awareness raising within the Roma community.

€42,000 [two-year grant] (BODY)

Women in Black Belgrade

Building national feminist solidarity coalitions and alliances to combat gender-based violence, particularly as it is rooted in the complex interaction of the (post-)conflict context, patriarchy, militarism, nationalism, and fundamentalism.

€40,000 [two-year grant] (BODY)

Slovakia

ASPEKT

Building a stronger feminist movement in Slovakia with a website and feminist library for Slovakian feminist women's groups and NGOs.

€44,200 (VOICE)

Spain

Diaspora Solidaria

Organising Latin American migrant women in Europe to demand their rights as workers and to become more visible members of society.

€22,600 (MONEY)

Turkmenistan

Anonymous group

Emergency support for the organisation's role as a leading women's human rights defender.

€2,616 (BODY)

Strengthening women's human rights, including the rights of women refugees and internally displaced persons, addressing violence against women, and supporting emerging activism for the advancement of lesbian and bisexual women's rights in Turkmenistan.

€35,000 (BODY)

Anonymous group

Empowering women in the Dashoguz and Mary regions, including establishing two shelters to provide safe space for victims of violence, and raising awareness about the need to secure human, sexual, and reproductive health rights for Turkmen women.

€24,000 (BODY)

United Kingdom

Global Network of Sex Work Projects (NSWP)

Building a platform for global advocacy work by sex workers for sex workers.

€50,000 (VOICE)

LATIN AMERICA

Argentina

Asociación de Mujeres Meretrices de la República Argentina (AMMAR)

Empowering sex workers in Argentinean provinces to confront police brutality and discrimination they encounter in accessing healthcare.

€50,000 (MONEY)

Desalambrando

Developing and sharing strategies – locally and within the Latin American region – to prevent and address violence within lesbian relationships.

€42,000 [two-year grant] (BODY)

Mujeres en Foco

Preparing and hosting the International Film Festival for Gender Equity in Buenos Aires in May 2010. The festival features films by and about women and promotes film as a tool for advancing women's rights.

€10,000 (VOICE)

Chile

Organización de Transexuales por la Dignidad de la Diversidad

Advocating for transgender persons' human rights, particularly in the areas of health, education, work, and political participation.

€30,000 (VOICE)

Colombia

Corporación Opción por el Derecho a Ser y el Deber de Hacer

Developing political, social, and cultural activities to strengthen the rights of sex workers and transgender persons in Bogotá and improve their quality of life.

€23,000 (BODY)

Ecuador

Coordinadora Juvenil por la Equidad de Género

Improving women's access to safe abortion in Ecuador through a telephone helpline that provides information on safe medical abortion.

€27,000 [two-year grant] (BODY)

Corporación Promoción de la Mujer/Taller de Comunicación Mujer

Using arts and media to establish strong networks among lesbian and bisexual women's groups in South America.

€34,000 (VOICE)

PROYECTO TRVNSGEN3RO - Cuerpos Distintos, Derechos Iguales

Working for the political, social, and legal rights of transgender people and sex workers in Ecuador.

€14,000 (BODY)

Guatemala

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

Supporting an alliance of women agricultural and factory workers pushing for labour protections and bridging the gaps between the feminist and labour movements.

€20,000 (MONEY)

Honduras

Centro De Derechos De Mujeres, CDM parte de Feministas en Resistencia Honduras

Organising feminist resistance to the July 2009 coup d'etat and educating the public about the connection between the coup and violations of women's rights. Documenting and exposing the increased level of violence, including sexual violence, against women and against women's human rights defenders in the wake of the coup

€14,000 (VOICE)

Nicaragua

Movimiento de Mujeres Por Nuestros Derechos Humanos (MOMUNDH)

Supporting an organisation of young women working to achieve gender equality and women's full sexual and reproductive rights through women's leadership trainings in the slums of Managua, and through raising awareness amongst health and justice officials of women's reproductive rights.

€25,000 (BODY)

Peru

Asociación de Trabajadoras Sexuales Mujeres del Sur

Supporting an organisation of sex workers fighting police brutality and demanding recognition of their rights as workers through legislation and legal action.

€12,500 (MONEY)

Uruguay

Cooperativa Mujer Ahora y Colectivo Ovejas Negras

Providing vocational training and establishing a packaging cooperative for a group of twenty transgender people to give them access to a wider range of jobs than traditionally available to transgender people in their community.

€32,300 (MONEY)

MIDDLE EAST & NORTH AFRICA

Egypt

Association of Egyptian Female Lawyers (AEFL)

Implementing a legal assistance and awareness programme to reduce on-the-job sexual harassment of young women (between 18 and 30) in two slum areas of Giza.

€25,000 (MONEY)

Iraq

Women's Legal Assistance (WoLA)

Increasing women's visibility and access to the legal system and advocating a ban on female genital mutilation in Iraqi Kurdistan.

€20,000 (VOICE)

Israel

Jerusalem Center for Women (JCW)

Launching a media advocacy campaign for women's human rights and providing legal aid to Palestinian women.

€20,000 (VOICE)

Kayan Feminist Organisation

Providing financial skills training for 120 Palestinian women working to safeguard their economic futures.

€12,000 (MONEY)

Ma'an Forum of Bedouin Women's Organisations

Supporting Bedouin women in advancing and claiming their legal and economic rights and prosecuting human rights violations in the Beer Sheva Sharia court.

€80,000 [two-year grant] (BODY)

The Working Group for Equality in Personal Status Issues

Increasing the number of women Palestinian citizens of Israel who apply to civil rather than religious courts for child custody and alimony.

€20,000 [two-year grant] (MONEY)

Morocco

Association El Amane Pour le Developpement de la Femme (AEDF)

Creating and maintaining a centre to provide legal, psychological, and medical support to 500 women and girls affected by violence, with particular focus on young single mothers. The centre will offer activities such as sports, music, and dance and raise awareness about women's rights.

€44,000 [two-year grant] (VOICE)

Palestine

Palestinian Working Women Society for Development (PWWSO)

Providing emergency psychological support to Palestinian women via free helplines following the December 2008 to January 2009 attacks on Gaza.

€4,000 (BODY)

INTERNATIONAL AND CROSS REGIONAL

Trans/Sign-Global network for the study of trans/sexualities crossculturally

Training lesbian, bisexual, and transgender activists from Africa and Asia to conduct research to support the work of women's rights and sexual rights organisations.

€50,000 (BODY)

Creating Resources for Empowerment in Action (CREA)

Organising a strategic meeting of experts and activists working on women's bodily integrity in the areas of reproductive rights, violence against women, and sexuality in order to develop joint strategies to address threats to women's bodily integrity globally. The meeting took place in Bangkok, Thailand, in March 2009.

€28,620 (BODY)

mama cash supports women's funds

ASIA & THE PACIFIC

Hong Kong

HER Fund

General support for organisational operating costs and the fund's regranting programme for organisations promoting activism among young women and adolescent girls.

€36,000

Mongolia

Mongolian Women's Fund / MONES

General support for administrative and operating costs of the fund and its mission to advance Mongolian women's human rights.

€25,000

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

Czech Republic and Slovakia

Slovak-Czech Women's Fund (SCWF)

General operating support for a fund dedicated to innovative and practical solutions to the structural challenges and problems facing women in both Slovakia and the Czech Republic.

€60,000

Georgia

Women's Fund Georgia (WFG)

General support for institutional and grantmaking costs, strategic planning, and travel to international donor conferences in order to raise the visibility of the fund.

€35,500

Serbia

Reconstruction Women's Fund

General support for institutional costs and for the Fund's regranting programme, which includes offering stipends to young feminist activists.

€55,000

Ukraine

Ukrainian Women's Fund

Support for grantmaking and capacity building for the fund's "First Step to Success" programme focusing on adolescent girls and young women between the ages 13-26.

€30,000

LATIN AMERICA

Argentina

Fondo de Mujeres del Sur

General support for institutional costs and regranting within the fund's Redes y Alianzas (networks and alliances) programme providing linking and learning grants to women's groups.

€50,000

Bolivia

Fondo de Mujeres Bolivia Apthapi-Jopuetti

Establishing the only fund in Bolivia with the exclusive mission of supporting women's organisations, promoting women's rights, and empowering women.

€20,000

Chile

Fondo Alquimia. Mujeres Confiando en Mujeres

General support for institutional costs and the fund's regranting programme for projects benefitting young women.

€53,000

Colombia

Fondo Mujer

General support for institutional costs and the fund's economic justice grantmaking and capacity building programme with a focus on domestic workers.

€30,000

Mexico

Sociedad Mexicana Pro Derechos de la Mujer (Semillas)

General support for institutional costs and to strengthen the fund's communications and resource development.

€20,000

Nicaragua

Fondo Centroamericano de Mujeres

Support for the fund's Ola Joven grantmaking programme for adolescent girls and young women.

€33,000

Latin American and Caribbean consortium of Women's Funds

Support for a consortium of seven women's funds in Latin America to engage in grantmaking, capacity building, exchanges, and peer learning amongst their lesbian, bisexual, and transgender rights grantee organisations.

€50,000

MIDDLE EAST & NORTH AFRICA

France

The Mediterranean Women's Fund (MWF)

Support for infrastructure and staffing development for an emerging women's fund dedicated to promoting women's rights within the Mediterranean region, with an emphasis on women's groups in North Africa and the Middle East.

€25,000

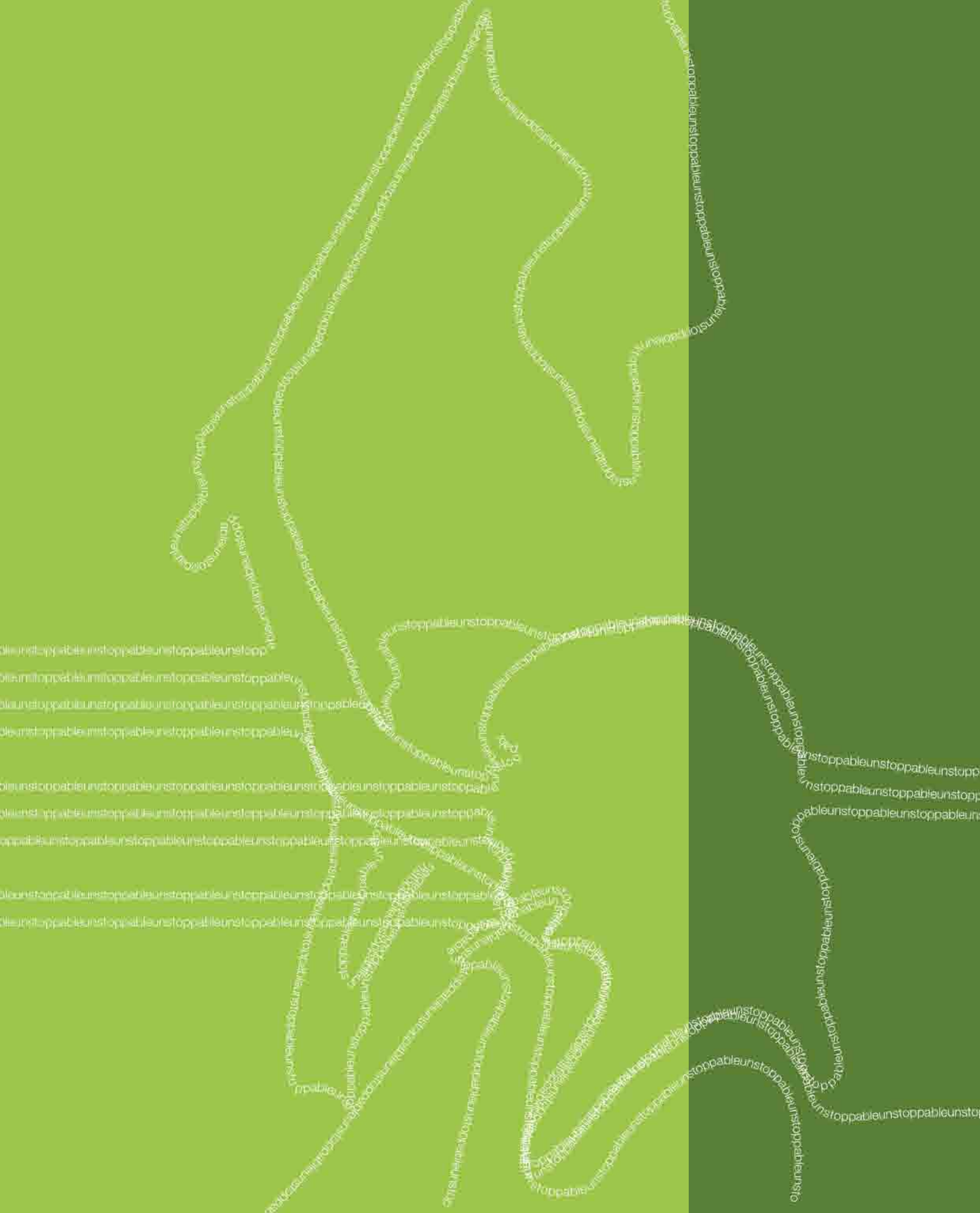
annual accounts 2009

management report
board report
financial report 2009

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management report

INTRODUCTION

Mama Cash has a departmental structure.

The Management team oversees the work of the departments. The Executive Director, together with the Director of Programmes, the Director of Development and Communications (vacancy), and the Director of Finance and Operations, form the Management team. During 2009, the Executive Director also held the position of Director of Development and Communications while a search was conducted for a new Director.

Key Facts and Figures for 2009

- Mama Cash secured €5.8 million in income. This represents 96% of what was projected for 2009 and an increase over 2008 of 23%.
- Mama Cash's total expenditures were €5.4 million. This represents 91% of what was projected for 2009 and an increase over 2008 of 7%.
- Mama Cash made 100 grants totalling nearly €3.0 million. This represents an increase of 19% in comparison to 2008. Total programme-related costs were €4.5 million, or 83% of the total expenditure.
- Mama Cash's financial year 2009 closed with a positive balance of €365,870. We had projected a positive balance of €80,762. One third of the positive balance is unrealised investment earnings.

Strategic Plan Goals and Mama Cash's 2010 Budget

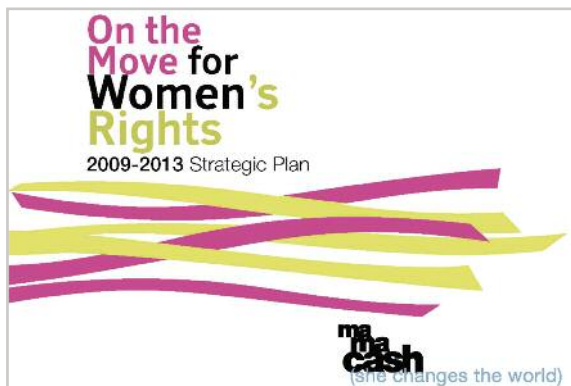
Our 2009-2013 Strategic Plan, *'On the Move for Women's Rights'*, presents five main goals:

- Fund and support ambitious women's and girls' human rights organisations and initiatives that are strategically positioned to push beyond the status quo and bring about fundamental change.
- Build a strong global architecture of women's funds so that women's movements can grow in scale, influence, and collective power.
- Vigorously communicate our core messages, and promote women's and girls' rights, learning and community-building.
- Expand our financial resources and use them to leverage support for funding women's and girls' human rights work globally.
- Ensure that Mama Cash can deliver on its ambitious strategic plan, by hiring and retaining staff, continuing to develop the capacity of the Board of Directors, and building a state-of-the-art technology and communications infrastructure.

Mama Cash's 2010 budget speaks to the objectives presented in the Strategic Plan and, more specifically, the Annual Plan 2010. In 2010, we will continue to clarify and refine our strategic grantmaking vision and practices. We will develop innovative strategies for mobilising more and new financial resources and will continue the process begun in 2009 of creating the staff configuration, internal systems, governance, communications tools, and technology upgrades needed to deliver on our ambitious plan. We anticipate that in 2010, overall income will grow by 7% to €6.2 million. Programme related expenditures are anticipated to grow by 6% to €4.8 million from €4.5 million.



The Pastoralist Girls Initiative educates girls in Kenya



Cover of Mama Cash's Strategic Plan



Kayan Feminist Organisation empowers Palestinian women in Israel

This management report contains separate reports from each of our three departments: Programmes, Development and Communications, and Finance and Operations.

PROGRAMMES

The Programmes department is responsible for developing and implementing the programmatic vision laid out in our 2009-2013 Strategic Plan. The Programmes team does this by making grants to women's and girls' rights groups that push beyond the status quo; by monitoring, evaluating, and documenting lessons learned from grantees; by working with grantees to strengthen their organisations and programmatic work; and by linking grantees with each other and with other donors through convenings and networking opportunities.

Key Facts and Figures

During 2009, Mama Cash awarded 100 grants totalling €2,987,991. Our goal was to award €3 million in a maximum of 100 grants. Mama Cash awarded 86 single-year grants and 14 multi-year grants. Mama Cash registered 1,258 grant requests.

Accomplishments

Rearticulation of grantmaking policies and procedures

In 2009, the Programmes department reformulated Mama Cash's existing grantmaking policies and procedures in order to align these with the vision and directions outlined in the 2009-2013 Strategic Plan. Team members developed a series of new policies that were approved by the Board at the end of 2009. These new policies govern the expansion and maintenance of the network of advisors who provide critical insights into our thematic work; response protocols for crisis situations, such as moments of civil conflict or environmental disasters; and our women's funds programme.

We also conducted an assessment of our model of monitoring, evaluation, research, and learning and moved forward with developing a stronger and more credible framework for capturing the results of the work

of grantees and the contributions of Mama Cash. These new policies require that Mama Cash put significant emphasis on building a well-supported and high-performing Programmes team capable of developing and implementing these many levels of change.

In order for the team to focus on re-crafting and redefining our work, Mama Cash suspended the acceptance of new grant applications between January 1 and July 31, 2009. We continued to make grants during this period to a small number of groups that applied before January 1, 2009. Communication about the suspension was posted to our web site and sent to all current grantees, advisors, other women's funds, and stakeholders. As of August 1, 2009, the new policies and procedures were in place, and the Mama Cash web site reflected the changes in English, Dutch, French, and Spanish.

Other major activities for Programmes this year were the overhaul of our due diligence process, a shift in team personnel from regional to thematic programme officers, and building a support team with regional expertise to complement the thematic expertise of the current programme officers. We also moved from an open and rolling full application process to a rolling *Letter of Interest* process, and to making grants throughout the year rather than four times a year.

Shifts in grantmaking

This process of rearticulation included the following major changes to our grantmaking in 2009.

- **We are now focussing our grantmaking on organisations poised to take advantage of, or create, a strategic opportunity to advance women's rights, with particular attention to groups of women and girls pushed to the margins of their communities and movements for social change.** These include, for example, women with disabilities, sex workers, groups of lesbian and bisexual women and transgender (LBT) people, domestic workers, and self-organised groups of girls and young women.
- **We make grants in three thematic areas: *body*, *money*, and *voice* and through our *women's funds* programme. Our emphasis is on organisations that holistically address the links and intersections among *body*, *money*, and *voice*.** This represents a dramatic shift away from portfolios

organised by geographical region. While most groups addressed multiple issues within their work, we classified groups according to the thematic area they viewed themselves as prioritising. Therefore, the 100 grants made were awarded to 30 organisations working on the theme of body, to 23 organisations working on the theme of money, and to 33 organisations working on the theme of voice. A total of 14 women’s funds received grants.

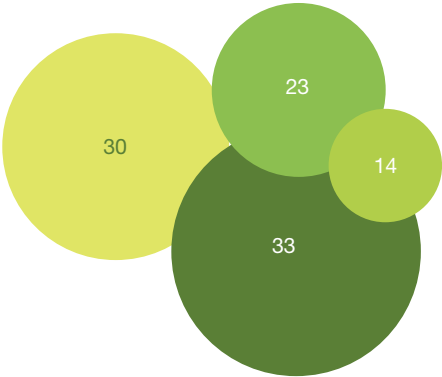
- **We introduced a step-up support framework that offers assistance in two key ways:** financial support in the form of institutional support and capacity-building grants, and accompaniment support in the form of intensive strategising with grantees to help organisations grow and professionalise.
- **Accompaniment now begins during the proposal process.** Mama Cash Programme Officers select promising organisations that fit our criteria on the basis of a short two to three page *Letter of Interest*. Programme Officers then engage in extensive discussions with each group about vision, goals, structure, capacities, strengths, and challenges. They collaborate with grantees to develop work plans with specific objectives and indicators of success as defined by the groups themselves. A crucial element in the process, and a key change from previous years, is the discussion Programme Officers have with groups about how to anticipate risk and plan for risk-mitigation in their budgets.

Additionally, Programme Officers work with groups to incorporate in their budgets travel for the purpose of engaging in critical linking and learning opportunities with peers and allies within their countries and internationally. Working with groups upfront to plan for the broader needs that arise during a grant period, and identifying how Mama Cash funding can address those needs, lessens the risk that they will be forced to seek funds to cover unanticipated costs. More fundamentally, this process assists groups to reflect critically and strategically about their work and empowers them to ask for what they really need in order to grow and become stronger.

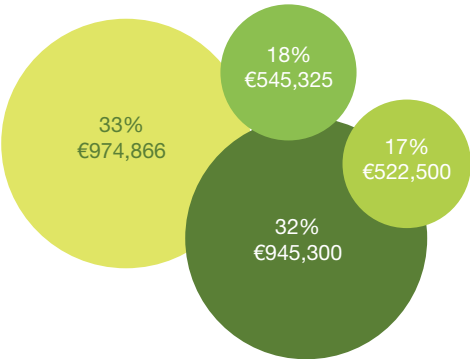
- **We are making some larger and multi-year grants.** In 2009, Mama Cash made a total of 14 multi-year grants, and over half of the grants we awarded (58%) were above €25,000. We continued to make smaller grants when appropriate – 24% of grants were under €15,000.
- **We are making fewer grants** overall than we have made in the past, allowing us to give individual groups more focused attention during the accompaniment process. In 2009, Mama Cash awarded just short of €3 million in 100 grants to 85 women’s organisations¹ and 14 women’s funds in 49 countries. By comparison, in 2008, we awarded just over €2.5 million in 183 grants to 172 groups in 73 countries.

(1) One women’s organisation received two grants in 2009.

Number of grants per theme



Grants amounts per theme



- Body
- Voice
- Money
- Women's Funds

General Trends

Our grantmaking was focused on reaching out to women, girls, and transgender people who have been marginalised by their own communities – including by more mainstream sectors of feminist and women's movements. Grantee groups were often organised by and for sexual and ethnic minorities, older women, adolescents, indigenous women, poor women, single mothers, migrant women, sex workers, rural women, and women with disabilities.

The groups we funded understand that the work of transforming the status quo for women and girls requires developing connections to other social justice movements. For example, women with disabilities strive to connect women's rights activism with broader disability rights organisations. Other groups we work with seek to strengthen relationships between the women's rights movement and the sex worker rights movement.

Looking at the regional distribution of funding, Asia received the highest amount in euros in 2009, due to the fact that five of the 14 multi-year grants were awarded to groups in Asia. The top three countries in which we made grants were India, Serbia, and Argentina. This can be attributed to the high volume of Letters of Interest that came from India, to the close relationship Mama Cash has traditionally had with women's rights activists in Serbia, and to the new networks to which we gained access in Argentina.

A key trend was that we provided core institutional support to most organisations as a way to ensure the sustainability of their work and of their staff. Institutional support gives organisations opportunities to develop their skills and forge alliances with other groups. This type of support is especially critical for the most marginalised groups.

Challenges

The team faced several challenges in 2009. First, we were understaffed for most of the year and did not have a fully staffed team until February 2010. The lack of staffing made it more difficult to build and put in place the new grantmaking structure. Other challenges included the multiple languages in which groups send communications to us. We had enough depth of language skills in our team to respond to most of these

communications, but we still need more language capacity, particularly in Russian and Arabic. Another challenge was our lack of access to unrestricted funds. We received many excellent proposals from groups working in areas that are not a priority for the restricted funds we receive, and we had to struggle to be able to support the work that they do.

Analysis by Theme

Body Mama Cash funded 30 Body groups in 2009, including two regional networks (one in Africa and one in Asia). The interests of these groups were mostly centred on guaranteeing bodily autonomy for women, girls, and transgender people, particularly in terms of their sexual identity and expression and their reproductive choices. The other important topic was building cultures of peace through countering violence in all of its forms: at home, in the community, by formal institutions, and in conflict situations.

Strategies included raising public awareness about these often controversial topics; advocating for legal and policy change; monitoring existing laws and demanding their implementation; holding public demonstrations despite sometimes violent reactions from conservative sectors; and movement building. Grantees in Latin America and Asia focused on facilitating access to safe abortions in situations where abortion is illegal. We supported four young women's groups this year (two in Africa and two in Latin America), each of which worked on a combination of the topics already mentioned for this theme (sexual identity, reproductive rights, and violence).

Money This year Mama Cash supported 23 Money groups. The most prevalent issue was the rights of informal workers, including porters, brick makers, fisherwomen, rural, textile, and household workers. Activities included educating women about economic issues in general and about their economic rights in particular, as well as confronting norms that discriminate against women in areas such as inheritance, property, alimony, and divorce. Disaster management was a theme in Asia, and the struggle against desertification was important in Africa.

Two key populations of working women supported under this theme were migrant women organising for their rights as workers in both their countries of origin

and destination and sex workers struggling to be recognised as workers and to enjoy safe working conditions.

Voice Thirty-three different organisations were funded under the Voice theme this year. The interests of these groups vary from raising awareness about women's rights to supporting women's leadership and participation in governance to building alliances and advocating for policy change. The common goal running through all of the groups is to ensure that women, and in some cases also girls, speak out, get heard, and feel safe enough to do so.

Those working on women's political participation highlighted strengthening women's leadership skills and self-confidence and training women to rally support for women's rights in their own communities. Others focused on promoting women's access to justice through advocating for legal reforms, providing legal aid, and empowering women to understand and act on their rights. Mama Cash supported two organisations of women with disabilities in their attempts to include their rights in the main agendas of women's movements. This theme also included groups working to guarantee girls, particularly Muslim girls, access to public spaces. An important focus of the Voice portfolio is groups that use the media and arts as tools for feminist and women's rights advocacy and activism.

Women's funds Since the late 1990s, Mama Cash has actively supported the creation and development of women's funds. We have provided our grantee women's funds with financial and other support. They in turn mobilised additional resources from within their own communities and elsewhere and provided grants to women's, girls' and, in some cases, also to transgender rights organisations in their regions. Mama Cash continues to believe that having a strong architecture of women's funds is key to building powerful, effective, and financially sustainable movements for women's rights around the world.

Mama Cash deeply values the work of women's funds, and this led us in 2009 to develop a new framework that calls for moving from a donor-grantee relationship to a partnership model. Partnerships demand greater collaboration and accountability on both sides and are more in keeping with our feminist principles. Mama Cash will continue to provide financial support to

women's funds in the global South and East. We will also enter into other initiatives with partner funds such as joint fundraising campaigns and aligning our grantmaking in particular countries or regions so that we and our partners complement rather than duplicate each other's efforts. As this was a transition year for the Women's Funds programme, we renewed 13 of our general support grants to women's funds in Latin America, Southern and Eastern Europe, and Asia, and we provided seed funding for the creation of a new women's fund in Bolivia.

Evaluation and Learning

As part of the move to realise the vision and direction of the 2009-2013 Strategic Plan, Mama Cash initiated a large-scale review of its existing monitoring, evaluation, and learning practices. The first stage of this review included the contracting of an external consultant to review the evaluation methodology 'Making the Case' (MTC) that Mama Cash has used since 2005. The assessment showed, among other findings, that the social change concepts used in the MTC were useful for Mama Cash staff and helped a significant number of grantees to communicate about their work to external stakeholders. However, weaknesses of the MTC included that a significant number of grantees considered the tool overly complex and that it was not well integrated into the Mama Cash grant cycle.

In the second half of 2009, Mama Cash hired a Programme Officer for Evaluation and Learning. In 2010, this staff member's responsibility is to develop a new framework for evaluation. The new framework will be integrated with our grant cycle and will emphasise evaluation for the purpose of learning and encouraging grantee participation and ownership.

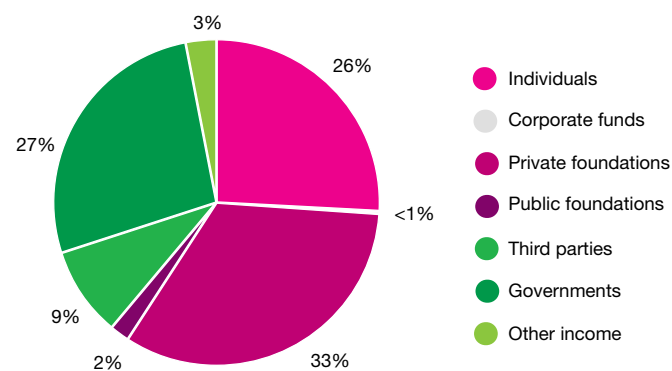


The group Aawaaz-e-Niswan runs a center for girls in India

DEVELOPMENT & COMMUNICATIONS

The Development and Communications department is responsible for mobilising financial resources and for raising the visibility of Mama Cash, the work of our grantees, and important women’s rights issues and trends globally. In terms of fundraising, our goal is not only to raise the money we need to support our own work, but also to leverage greater funds for the field of women’s and girls’ human rights. In 2009, we placed an emphasis on securing more varied and multi-year funding support, particularly from institutional and individual donors.

Income sources 2009



DEVELOPMENT (FUNDRAISING)

Key Facts and Figures

In 2009, Mama Cash’s total income was €5.8 million, an increase of 23% over 2008. A total of €5.7 million was the result of fundraising (see the chart below for a breakdown of sources), while the remaining €0.1 million is classified as ‘other income’². The largest share of Mama Cash’s income in 2009 came from private foundations (33%), governments/ bilateral donors (27%), and individuals (26%). Corporate funding represented less than 1% of income raised. Despite the global recession, Mama Cash met 96% of its target fundraising budget for 2009 (€6.04 million).

INSTITUTIONAL DONOR GIVING

Key Facts and Figures

In 2009, income from private and public foundations accounted for 35.5% (€2,061,353) of Mama Cash’s overall income. This fell short of the budgeted amount for foundations by €448,312.

Income from governments (€1,550,960) increased by 21% compared to 2008 and accounted for 27% of overall income. This amount exceeded the budget by €117,799. Mama Cash received grants from the Dutch Ministry of Foreign Affairs (DGIS), the Dutch Ministry of Education, Culture and Science (OCW), Irish Aid and the Swedish International Development Cooperation Agency (Sida).

A grant from the Dutch Postcode Lottery, which is categorised as a contribution from a ‘third party’ according to regulations governing fundraising in the Netherlands, accounted for 9% of our income in 2009. This grant runs for five years (2009-2013).

In 2009, a fundraising event was organised in cooperation with Glamour magazine and the Bijenkorf, a large Dutch department store. The event resulted in a contribution of almost €20,000. This was registered

(2) ‘Other income’ consists of ‘Return on investments’ and ‘Other profits and losses’.

under corporate funds. Funds were also received from Levi Strauss and Nike, but both came from their foundations and were, therefore, accounted as foundation and not corporate income.

Mama Cash wishes to express sincere appreciation to all of our institutional donors for their support of our work and for their commitment to defending and advancing the human rights of women and girls. For a complete listing of these donors, please see page 32.

Accomplishments by Type of Institutional Donor

Multi-year funding In 2009, Mama Cash was successful in securing four important multi-year funding agreements with institutional donors. Given the backdrop of the worldwide economic crisis and recession, these new multi-year commitments are particularly important because multi-year funding provides stability, allows for more accurate planning, and frees up staff to invest time and energy in identifying and cultivating new donors.

We received a five-year grant from the Dutch Postcode Lottery, a three-year grant from the Sigrid Rausing Trust, a two-year grant from the Starry Night Fund of Tides Foundation, and a two-year grant from Hivos. Mama Cash is grateful to these donors for their invaluable, longer-term commitment to supporting our work.

Unrestricted funding Many institutional donors require that Mama Cash use their grants in specific ways that are tied to the donor's own funding and programmatic priorities. Funding is often earmarked for use in certain regions of the world, or to address particular issues and problems. Mama Cash respects donors' rights to set priorities, and we recognise their need to be answerable to their own constituencies. 'Unrestricted' funding, however, is also essential to our work, as it allows us to fund the work of groups that may not coincide with other funders' priorities.

Mama Cash received two unrestricted grants in 2009 that were critically important to our work: a five-year commitment from the Dutch Postcode Lottery



and a one-year grant from the Dutch Ministry of Education, Culture, and Science. We are very grateful to these donors for granting us flexibility in allocating this funding.

Funding from the Dutch government In 2009, Mama Cash, as a member of the Hivos Alliance, applied for new funding from the Dutch Ministry of Foreign Affairs under its Cofinancing System II 2011-2015 (MFS II). Hivos, Mama Cash, Press Now and IUCN NL (International Union for the Conservation of Nature) entered into a partnership agreement to work together intensively in 31 countries. The partnership agreement rests on the four organisations' shared conviction that people possess the capacity to improve the quality of their lives by taking action to achieve greater development and to increase respect for human rights.

The Hivos Alliance submitted its proposal to the Dutch Ministry for Foreign Affairs in December 2009. The Alliance has requested €413 million for the period 2011-2015. If granted at the full level, Mama Cash would receive €9 million over the five-year period.

Other Accomplishments

Leveraging support for women's and girls' rights from European donors As already noted, leveraging new resources to support women's and girls' rights organisations is one of Mama Cash's key objectives. To this end, Mama Cash is actively working to share our expertise about social philanthropy in general, and specifically about philanthropy that advances the rights of women and girls, with the European foundation and philanthropic sector.

For 2008-2009, Mama Cash served on the Programme Committee of the European Foundation Centre (EFC). In 2009, Nicky McIntyre represented Mama Cash at the EFC Annual General Assembly and Conference. Mama Cash jointly organised a panel session with the Turkish Sabanci Foundation and the US Ford Foundation. The panel focused on taking a rights-based approach to addressing poverty through empowering women. Mama Cash also participated in the Global Philanthropy Leadership meeting jointly organised by the EFC, the Council on Foundations (COF) and Worldwide Initiatives for Grantmaker Support (WINGS) to explore issues arising from the globalisation of philanthropy.

Research project on European funding In 2009, Mama Cash commissioned research on the status of European foundation funding for women and girls. The project is being undertaken by the New York City-based Foundation Center and Paris-based Weisblatt & associés. It is the first major in-depth research study of its kind in Europe. The research will provide a strategic overview of European foundation funding across various programmatic areas.

The specific goals of the research are to depict and gain an understanding of the scope, distribution, and diversity of Europe-based foundation funding for women and girls. An important goal of the project is to mobilise increased philanthropic leadership, ideas, and resources for women and girls. This project will culminate in the release of a research report in the fall of 2010.

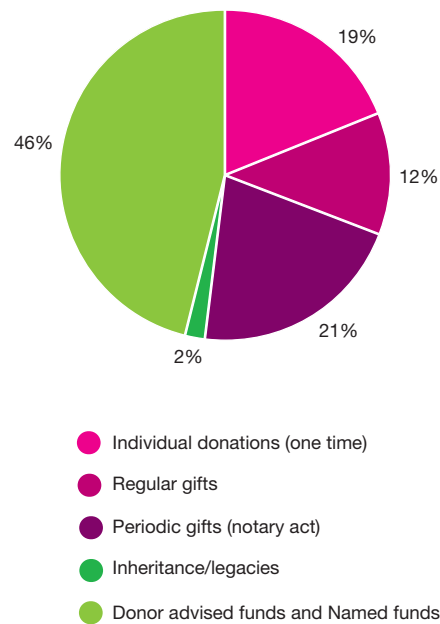
INDIVIDUAL DONOR GIVING

Key Facts and Figures

Contributions from individuals formed 26% of our total income (or €1,522,469), an increase of 19% in comparison with 2008. This amount was only €1,000 less than the budgeted amount for individuals in 2009 (although, as explained below, it includes a five-year donor advised fund that was accounted for in full in this year). Individual contributions included one-time and recurring gifts, contributions from donor advised funds, and inheritances and legacies.

Donor advised and named funds contributed 46% of the income from individuals. A new donor advised fund called ‘Mama Cash – Baas Fund’ was established for a period of five years. The total amount contributed to this fund has been accounted for as income in 2009 (see also the explanatory notes no. 11 on page 72). One-time donations made up 19% of individual giving. This was a decrease of 9% over 2008, a result of the fact that more donors chose to give regular or structural gifts (monthly, quarterly, or annually), or through a notary act (a gift promised for five years). Structural gifts and notary act gifts increased by 11% and 16% respectively.

Table: Individual giving, by category of gift (2009)



Accomplishments

Meeting our strategic plan goals The 2009-2013 Strategic Plan calls for significantly increasing individual donor giving to Mama Cash from 25% to 35% of our annual income. The Individual Donor Development staff took time in 2009 to plan how best to do this. We retained expert consultants to advise us on feasibility, strategy, and systems; the testing of new donor acquisition methods; the purchase of a new individual donor management data base to facilitate donor tracking and relationship building; and the hiring of a major gifts officer.

The Management Centre, a UK based fundraising consultancy firm, conducted reviews of our individual donor programme (both core and major donor giving), and provided detailed recommendations about our fundraising strategies and internal systems. The Management Centre worked with Mama Cash’s Development staff to plan a major gifts programme, for which a new staff position was created. In September, the new Senior Development Officer for Individual Giving (Major Gifts) began.

New Donor Acquisition In 2009, Mama Cash acquired a total of 872 new donors. A total of 4,583 donors gave to Mama Cash during the course of the year with an average gift of €83.61 from regular donors. Active donors in 2009 (someone who has given a gift within the last 24 months) totaled 5,016. Despite the worldwide financial crisis and recession, Mama Cash pushed forward with testing new telemarketing and door-to-door fundraising strategies in 2009. Our emphasis was on monthly giving.

The telemarketing campaign met its goals and will continue into 2010. We learned from the door-to-door fundraising results that Mama Cash's message appears to be too complicated for this form of fundraising, and so we will not continue with it. We are nonetheless pleased that income from one-time and recurring individual donors increased by 6% over 2008. Income from donor advised funds increased by 123%, and the number of donors who informed us that they wrote Mama Cash in their final will nearly doubled.

'Make Change with Mama Cash' (MC²) Programme

Donor designated funds In 2009, Mama Cash experimented with two new donor funds as part of our MC² Programme ('Make Change with Mama Cash'). MC² is an investor and donor education programme at Mama Cash for people who want to learn how to manage their money, be more strategic and socially conscious when it comes to investments, and become more effective and educated donors.

The Riek Stienstra Fund for Lesbian, Bisexual and Transgender Rights and the Economic Justice Fund are built upon a "donor circle" model. In 2009, 56 donors supported the Riek Stienstra Fund with gifts totaling €30,138. A total of three donors joined the Economic Justice Fund with gifts amounting to €2,525. Given the relatively slow start to these funds, Mama Cash is reassessing their effectiveness and will likely propose changes to them in 2010.

Financial courses As part of our MC² Programme, we continued in 2009 to offer a comprehensive series of courses in money management, investing, and philanthropy. These courses are offered to our donors, as well as the general public, and are designed to strengthen women's economic literacy and

independence, build knowledge among women about socially responsible and sustainable investments, and increase their understanding of philanthropy in the Netherlands. Due to the economic downturn in the Netherlands and a lack of sustained advertising for the courses, participation was low. Mama Cash is reassessing its strategy for these courses in 2010.

The Erfdochters Group (for women with inherited wealth) The final component of the MC² Programme is the service for women with inherited wealth, developed and facilitated by one of Mama Cash's founders, Marjan Sax. This programme has been in existence since 1987. During 2009, Mama Cash continued to provide support and education for women of inherited wealth to enable them to share both challenging and empowering experiences related to inherited wealth and investing.

Groups convene monthly for a period of 12 to 18 months before moving to more informal arrangements. Group 11, comprised of 15 women, began meeting in June 2008 and came to a close in September 2009. Group 12 is currently being formed and will convene in 2010.

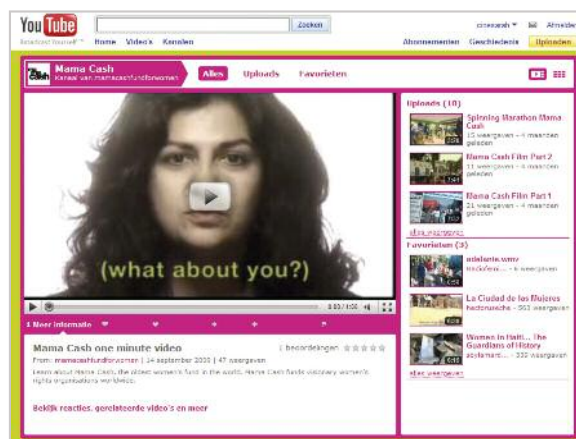
COMMUNICATIONS

Mama Cash's Communications department is responsible for educating and informing our grantee, donor, and potential donor communities; for raising the visibility of the organisation's work and the work of our grantees worldwide; for disseminating the organisation's policies, brand, and messaging; for press relations and events; and for developing and maintaining the organisation's websites, publications, and other communications materials.

In 2009, the Communications department expanded its reach via online communications and social networking, significantly increased the organisation's press exposure, developed and coordinated our annual Campaign 88 Days, and organised a number of highly visible and strategic international events.



Mama Cash's newsletter (she has news)



Mama Cash's YouTube channel

Accomplishments

Communication with our donors In 2009, Mama Cash sent out three editions of our Dutch language newsletter (she has news) and eight editions of our Dutch e-zine (she has e-news). Separately, Mama Cash prepared and distributed seven editions of the English e-zine (she has e-news) to our growing English-language support base.

Strategic plan dissemination The communications staff developed a public version of the 2009-2013 Strategic Plan in Dutch, English, French, Spanish, and Russian, and shared it with Mama Cash stakeholders (including grantees and donors). The team also collaborated closely with the Programmes department to rewrite the grantmaking criteria and grants application procedures for our website in advance of the new grants application process going online on August 1, 2009.

Mama Cash online Mama Cash views social networking, online social communities, and streaming video and audio as critical tools for building more understanding of and support for our core work. In July 2009, we created the position of New Media Associate. Since then, traffic to the Dutch website alone has almost doubled. Mama Cash is now mentioned on and linked to from approximately 800 other websites. Not only has the number of our site visitors and visits grown enormously, we have also seen steady increases in the number of "fans" on our social network pages.

Mama Cash in the media Mama Cash significantly increased its print and broadcast media exposure in 2009. We were mentioned in 115 Dutch newspapers and women's magazines with a combined circulation of 7,854,142. We were also active in seeking substantive coverage of our work in articles and by placing opinion pieces in respected print publications such as the newspaper *Trouw*.



Nicky McIntyre's article in *Effect*, the magazine of the European Foundation Centre

Given Mama Cash's commitment to leveraging funding for the field of women's and girls' rights, particularly from European foundations, we placed an emphasis on media that reaches this target group. "Changing the world – many women and girls at a time", is the title of an article written by Nicky McIntyre describing Mama Cash's work and our approach to social justice philanthropy. The article was solicited by the European Foundation Centre for the fall issue of its quarterly magazine *Effect* (September 2009).

Campaign 88 Days Between International Human Rights Day on 10 December and International Women's Day on 8 March, Mama Cash runs its annual Campaign 88 Days. The goals of this campaign are to raise awareness about women's rights and raise funds for women's and girls' rights organisations.

The 2008-2009 campaign theme was: *Cooking Up a Revolution for Women's Rights*. Participants could not only cook a tasty meal at home and invite friends, family, and colleagues to learn about our work and make a donation to Mama Cash, they could also organise a virtual dinner via the Dutch and English campaign websites.



The campaign raised more than €195,000. Over 800 women and men hosted and joined dinners at home and in the virtual world.



On December 10, 2009, we kicked off the new Campaign 88 Days. In this edition, Mama Cash invited supporters and the public to *Go Wild for Women's Rights*. Via the Dutch campaign site www.88dagen.nl, donors and the public were invited to take part by designing a personal campaign of their choice. The results will be shared in Mama Cash's Annual Report 2010.



Mama Cash's ambassador Angela Groothuizen during the March 8 event

Events

International Women's Day On March 8, International Women's Day, Mama Cash organised an event in collaboration with a Dutch refugee rights organisation, Vrouwen Tegen Uitzetting (Women Against Deportation). The event attracted more than 200 women and men. It featured information and debate about the status of migrant women in different parts of the world and about the Dutch asylum policy and the consequences for refugee women in the Netherlands.

25th year anniversary Based on the tremendously negative impacts that the worldwide economic crisis was and is having on women's and girls' rights groups globally, the Board of Mama Cash decided in May to cancel the 25th anniversary celebration planned for December 2009. We felt that our funds could be used in a more strategic way to directly benefit women's groups during this time. We decided to mark our 25th anniversary by pushing ourselves to increase our grantmaking in 2009 by 20% and by hosting two smaller substantive gatherings on sex workers' rights and funding for women's rights in a time of crisis.



Sex workers' rights activists discussing mandatory registration during the event 'Rights Not Rescue'

• Donor dialogue on sex workers' rights

On November 11 and 12, Mama Cash co-organised – with the Open Society Institute Sexual Health and Rights Project in New York – a donor dialogue on sex workers' rights. In conjunction with this meeting, Mama Cash hosted, in coordination with the International Committee on the Rights of Sex Workers in Europe (ICRSE) and the Global Network of Sex Work Projects (NSWP), a public event entitled 'Rights Not Rescue'. Approximately 180 participants learned from those on the front lines of sex workers' rights movements in Scotland, Uganda, Sweden, and the Netherlands how current and proposed legislation to curtail sex work in Europe has a direct and profound impact on the rights of sex workers globally. This public event was covered in major newspapers, on radio, and on local television and led to a great deal of coverage online.

• Strategising for resource mobilisation

On November 30 and December 1, Mama Cash co-hosted an international meeting of funders and women's rights organisations: *Strategies for Resource Mobilisation for Women's Organising and*

Women's Rights. The meeting was co-hosted by the Association for Women's Rights in Development (AWID), Hivos and Mama Cash and was attended by women's rights organisations and major funders from around the world. Directly following the resource mobilisation meeting, Mama Cash co-hosted a public panel discussion on the theme: *No Steps Back on the Hard Gains Won – Strategies to Leverage Financial and Political Support for Women's Rights and Gender Equality*. This event was held at the Dutch Ministry of Foreign Affairs in collaboration with AWID, Hivos, and Development Alternatives with Women for a New Era.

FINANCE AND OPERATIONS

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

Accomplishments

Grants and finance administration The 2009-2013 Strategic Plan calls for changes to, and the strengthening of, various internal procedures and systems. A significant change was the transfer of grants administration from the Programmes department to the Finance and Operations department. This contributed to an integration of procedures and even stronger oversight. Policies and protocols were developed to describe the responsibilities of the different departments and to facilitate optimisation of work flows. We also improved budgeting forecasting and monitoring systems.

Mama Cash office space In order to facilitate a safe, secure, and pleasant working environment for staff and visitors, we started discussions with our landlord, architects, designers, and contractors to assess the possible refurbishment and upgrading of the Mama Cash office space. Important fire safety upgrades took place, and all single pane windows were replaced by double-pane windows throughout the building, creating greater energy efficiency. These safety- and energy-related costs were covered by the landlord.

Information and communication technology Optimisation of hardware and software was a priority in 2009. Possibilities for communication via Skype and a new telephone system were explored and partially implemented. The use of Skype has not only improved communications with grantees and advisors, but has also resulted in significantly reduced costs.

An important area of focus was our data base system for programmes and fundraising. A team with

participation from all departments of Mama Cash was convened to evaluate the existing data base system and design the preferred specifications for a new system based on anticipated needs. Bids were solicited from three companies, and a new data base was selected towards the end of the year. Conversion and implementation are expected to be complete by the summer of 2010.

Human resources Mama Cash follows (on a voluntary basis) the Collective Labour Agreement for the welfare sector.

We continue to recruit, support, develop, and train well-qualified and talented personnel. In total, six staff left the organisation, while 12 new staff members were recruited. At the end of 2009, Mama Cash had 29 staff members. This corresponds to the staff size anticipated in the 2009-2013 Strategic Plan. The total number of full-time equivalencies decreased from 23.75 FTE to 22.04 FTE by the end of 2009. This decrease in FTE is merely the result of lengthy recruitment processes.

Absence in 2009 due to illness amounted to 2.3% of personnel time, a considerable reduction compared to the 7.4% in 2008. The target for 2009 had been set at 5%. We have seen, therefore, that our efforts to give special attention to sickness prevention and our protocols related to employee sick-leave are starting to yield fruit.

Table: FTEs and sick leave

	2009	2008
Full-time equivalency (FTEs)	22.04	23.75
Sick leave %	2.33%	7.39%

Mama Cash made a number of revisions and additions to the personnel manual. These included a new policy related to conflict of interest for staff and revised volunteer policy and protocols.

Remuneration of the Executive Director In 2009, Mama Cash continued to be under the leadership of the Executive Director, Nicky McIntyre. She was originally recruited from the United States and receives, therefore, the so-called '30% tax ruling'. Nicky McIntyre also served throughout 2009 as the Director of Development and Communications while this position was being recruited.

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

Table: Executive Director salary

2009 January - December		
Gross salary incl. holiday allowance	78,937	
30% tax ruling	35,437	
Subtotal		114,374
Other charges		
Pension expenses	8,361	
Social Security charges	7,062	
Subtotal		15,423
Total		129,797

Volunteers Over the year, 11 volunteers worked at Mama Cash. They made contributions to the Development and Communications department, the Finance and Operations department, as well as to the Programmes department. On average, volunteers work one to two days per week. Volunteer positions are discussed and approved by the Management team. The position announcements are published on the Mama Cash website, and selection is based on the qualifications of the candidate. Mama Cash volunteers receive a small contribution of €55.50 per month toward their travel expenses. A revised policy on volunteers was developed in 2009 and approved by the Board in March 2010.



AdvocAid trains prison guards advocates and advocates for female prisoners in Sierra Leone.

By 2013, the Programmes department will build a new international Advisory Network consisting of 50-60 advisors, each with expertise, experience, and networks in one of our thematic focus areas. The advisors will be offered a yearly stipend of €100 in acknowledgement of the time and effort they give to Mama Cash. The revised policy on volunteers covers this group of advisors.

Pensions During 2009, the pension contract of Mama Cash came up for renewal. Different pension schemes were compared and, with the approval of the Workers' Council (PVT) and the Board, a new 'available premium pension' scheme was approved for new personnel starting January 1, 2010. The existing allocated pension scheme was renewed for another five years. Staff employed by Mama Cash in December 2009 had the right to switch to the new pension scheme. Four staff members took advantage of this opportunity. In 2009, two 'value transfers' took place from previous employees.

board report

Accountability Statement from the Board

The Board of Directors determines the overall strategic objectives of Mama Cash and monitors the performance of the organisation. The framework for organisational operations is laid out in the Strategic Plan 2009-2013, *On the Move for Women's Rights*, which was approved in December 2008. The Board has delegated day-to-day management to the Executive Director and serves as her supervisor.

The principles of governance used by Mama Cash are set out in two main documents: the Articles of Association and the Board Regulations. The Articles of Association were amended in 2009. The most important change in the Articles of Association was to limit the Board terms of service to a maximum of two terms.

Composition of the Board

The Board of Mama Cash consists of a minimum of five and a maximum of fifteen members. In 2009, the Board was comprised of ten members. Current Board members recommend and select new candidates for the Board; a nomination protocol is used for this process which is part of the current Board Regulations.

The Board has an international membership, and members bring diverse competencies and experiences from women's rights movements. Board members are recruited on the basis of their specific competencies, such as knowledge of programmes, finance, organisational development, and communications. Board members are appointed for a period of three

years. Performance assessments and the current requirements for membership determine the outcome of the renewal process. Board members can serve a maximum of two three-year terms.

Meetings

During the financial year 2009, the Board met four times. Face-to-face meetings took place in Amsterdam in June and December, while the Board met through conference telephone calls in March and September.

During the meetings, the Executive Director presented reports on progress, activities, and finances in reference to the approved Annual Plan 2009. The Annual Report 2008, the Annual Accounts 2008, the Management Letter from the auditors, and the Annual Plan 2010 were approved in accordance with the Articles of Association and in line with the Strategic Plan 2009-2013.

Based upon the new Strategic Plan, new policies were developed, among them the Grantmaking Framework, the Advisory Network Policy, and the Women's Funds Framework. These were all approved by the Board. Other approved policies were the Crisis Response Policy and the Conflict of Interest Policy for Staff.

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

Committees & Task Forces

The Board of Mama Cash includes Committees and Task Forces which accomplish needed tasks in between Board meetings and which are charged with the development of proposals for Board action. Because of the international membership of the Board, Committees and Task Forces mainly communicate through e-mail.

Executive Committee The Executive Committee supplies counsel, feedback, and support to the Executive Director when needed and gives solicited and unsolicited advice about the running of the organisation. The Executive Committee formally met four times in 2009.

Finance Committee The Finance Committee advises the Board with respect to 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 2009.

Governance Committee The Governance Committee guides the Board in regularly reviewing and updating the Board's description of its roles and responsibilities and the responsibilities of individual Board members. It supports Board development activities and handles Board nominations. The Governance Committee formally met two times in 2009.

Strategic Planning Committee The Strategic Planning Committee led the strategic planning process and was dissolved in June 2009 after the approval of the Strategic Plan 2009-2013.

Programme Committee The Programme Committee was installed in June 2009 and advises the Board about policies concerning Programmes and about the ratification of large and multi-year grants. The Programme Committee formally met two times in 2009.

Task Force on Board Regulations The Task Force on Board Regulations was concerned with the implementation the Code of Good Governance for Charity Organisations ('Code Wijffels'). The Task Force was dissolved in June 2009 after the revised Articles of Association and new Board Regulations were approved by the Board.

Task Force on What Board The Task Force on What Board leads the discussion on what kind of Board Mama Cash wishes to have and on the most appropriate model of governance.

Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2009 truly and fairly reflect the financial position and operations of Mama Cash. The whole Annual Report 2009 gives a true and fair reflection of the programmes, activities and results achieved in 2009, in comparison to what was agreed upon in the Annual Plan 2009. The Board is pleased with these first stages of the implementation of the Strategic Plan 2009-2013 and with the organisational development that has already taken place. The conditions have been created to fulfill the new strategic objectives of Mama Cash in the coming years. However, the financial crisis demands that the Board be particularly vigilant in monitoring the financial position of the organisation.

Remuneration of Board and Executive Director

Board members are not remunerated. The performance of the Executive Director is evaluated yearly by the Board. The Executive Director is paid in accordance with the Dutch Collective Labour Agreement for Welfare and Social Well-being (CAO Welzijn en Maatschappelijk Werk).

External supervision









External supervision is conducted by:

- PricewaterhouseCoopers Accountants N.V. (audit)
- Central Bureau on Fundraising (CBF; hallmark for fundraising institutions)
- External independent audits by institutional and bilateral donors of Mama Cash

Internal evaluation

At the end of every face-to-face Board meeting, an internal evaluation of the functioning of the Board and its officers takes place. Recommendations from this evaluation are discussed in a closed session of the Board.

Board Members of Mama Cash as of December 31, 2009

	Name	Function within the Board	Board member since	Affiliation/Profession
	Marjo Meijer	Co-chair	June, 2006 Co-Chair since June, 2007 Reappointed June 2009	Medical doctor/artist/donor activist, the Netherlands
	Anastasia Posadskaya-Vanderbeck	Co-chair	June, 2006 Co-chair since June, 2007 Reappointed June 2009	Coordinator of the Global Programme 'Safe Cities Free of Violence Against Women and Girls' (UNIFEM), USA
	Eveline de Jong	Treasurer	November, 2007	Independent financial advisor, the Netherlands
	Lin Chew	Member	June, 2006 Reappointed June 2009	Communications consultant with the Communication Division for Women's Empowerment in Muslim Contexts at the City University of Hong Kong
	Jessica Horn	Member	November, 2007	Independent women's rights consultant, Sierra Leone
	Marijke Kuijpers	Member	December, 2006 Reappointed December 2009	Independent financial consultant, the Netherlands
	Barbara Limanowska	Member	June 2009	Independent consultant and teacher of Gender Studies at the Institute of Literary Research of the Polish Academy of Sciences, Poland
	Idelisse Malavé	Member	February, 2008	Independent organisational consultant working with social change groups and networks, USA
	Myra ter Meulen	Member	March, 2008	Independent consultant on the prevention of child abuse and youth policy, the Netherlands
	Geetanjali Misra	Member	June 2009	Executive Director of Creating Resources for Empowerment (CREA), India

Changes in the Board

During 2009, Jasvir Kaur and Wanda Nowicka stepped down from the Board. Two new Board members joined: Barbara Limanowska and Geetanjali Misra. Three Board members – Marjo Meijer, Anastasia Podskaya-VanderBeck, and Marijke Kuijpers – were reappointed for a period of three years.

During 2009, in cooperation with Stichting Vluchtelingenwerk van Amstel tot Zaan, an intern, Tamrat Kidane, was invited to join the Board as a non-voting member. She attended the meetings of the full Board and the Executive Committee and was supervised by members of the Executive Committee.

financial report 2009

Balance as of 31 December, 2009

Statement of income and expenditures

Explanatory Notes for the Annual Accounts

Explanatory Notes for the Balance Sheet

**Explanatory Notes for the Statement
of income and expenditures**

Auditor's report

Budget 2010

BALANCE AS OF 31 DECEMBER 2009

All amounts are in Euros (after proposed appropriation of results)

(The numbers between brackets refer to the Explanatory Notes on pages 70-74)

	31-12-2009	31-12-2008
Assets		
Tangible assets (4)	29,389	51,101
Intangible assets (5)	69,782	61,559
Receivables (6)	125,634	670,384
Investments (7)	553,010	586,155
Liquidities (8)	3,234,245	1,789,486
Total Assets	4,012,060	3,158,685
Liabilities		
Reserves		
› Continuation reserve (9)	977,116	493,267
Funds (10)		
› Asset management fund	99,170	112,660
› Designated funds	211,292	467,427
› Donor advised and Named funds (11)	390,758	239,111
Total Funds	701,220	819,198
Long-term debts (12)	313,522	329,093
Short-term debts (13)	2,020,202	1,517,127
Total Liabilities	4,012,060	3,158,685

STATEMENT OF INCOME AND EXPENDITURES

AS OF 31 DECEMBER 2009

(The numbers between brackets refer to the Explanatory Notes on pages 76-79)

	Actual 2009	%	Budget 2009	%	Actual 2008	%
INCOME						
Income from own fundraising						
Private individuals (15)						
› Individual donors	795,301		860,000		748,277	
› Income from inheritances / legacies	26,445		75,000		217,992	
› Donor advised funds / named funds	700,056		588,500		313,895	
› Sales promotion material	667		0		523	
Total private individuals	1,522,469	27%	1,523,500	26%	1,280,687	26%
Foundations (16)						
› Private foundations	1,928,165		2,409,665		2,157,633	
› Public foundations	133,188		100,000		195,193	
Total foundations	2,061,353	36%	2,509,665	42%	2,352,826	47%
Companies (16)						
› Corporate funds	19,229		48,240		16,656	
Total companies	19,229	0%	48,240	0%	16,656	0%
Total income from own fundraising	3,603,051	64%	4,081,405	68%	3,650,169	73%
Income third parties (17)						
› Dutch Postcode Lottery	500,000		500,000		0	
Total third parties	500,000	9%	500,000	8%	0	0%
Income joint actions (18)						
› Riek Stienstra Fund (Hivos)	0		0		58,550	
Total income joint actions	0	0%	0	0%	58,550	1%
Income governments (19)						
› Governments	1,550,960		1,433,161		1,283,487	
Total governments	1,550,960	27%	1,433,161	24%	1,283,487	26%
Total income fundraising	5,654,011	100%	6,014,566	100%	4,992,206	100%
Result on investment (20)						
› Interest means of liquidity	71,147		15,000		39,546	
› Result on investment	125,607		15,000		-327,207	
Total result on investment	196,754		30,000		-287,660	
Other profits and losses (21)						
› Other profits and losses	-46,506		0		3,586	
Total other profits and losses	-46,506		0		3,586	
TOTAL INCOME	5,804,259		6,044,566		4,708,132	
% of budget		96%				
% of last year		123%				

STATEMENT OF INCOME AND EXPENDITURES

AS OF 31 DECEMBER 2009 (CONTINUED)

	Actual 2009	%	Budget 2009	%	Actual 2008	%
EXPENDITURES RELATED TO OBJECTIVES						
Grantmaking programme						
› Body	974,866		900,000		684,225	
› Money	545,325		600,000		475,295	
› Voice	945,300		900,000		1,010,609	
› Women's Funds	522,500		600,000		344,920	
Total grantmaking programme	2,987,991		3,000,000		2,515,049	
Running costs grantmaking programme	953,321		1,102,474		978,542	
Philanthropic and public education						
› Mama Cash activities	167,273		122,409		53,370	
› Programme implementation costs	125,621		19,778		107,066	
Total philanthropic and public education	292,894		142,187		160,436	
Visibility and awareness raising						
› Mama Cash activities	99,285		349,948		174,352	
› Programme implementation costs	194,972		219,998		191,861	
Total visibility and awareness raising	294,257		569,946		366,213	
Total expenditures related to objectives	4,528,463	83%	4,814,607	81%	4,020,240	79%
Income acquisitions costs						
› Costs fundraising direct	126,102		304,456		175,444	
› Costs fundraising running costs	453,978		531,257		485,580	
› Expenditures joint actions (18)	72,814		0		2,290	
› Costs of investments (20)	4,454		4,000		3,917	
Total income acquisitions costs	657,348	12%	839,713	14%	667,231	13%
(as percent of income from fundraising)	18.2%		20.6%		18.3%	
Management and administration						
› Costs management and administration	252,578	5%	309,484	5%	379,012	8%
TOTAL EXPENDITURES	5,438,389	100%	5,963,804	100%	5,066,483	100%
RESULT	365,870		80,762		-358,351	
Result allocation						
Asset management fund	-13,490		0		20,053	
Designated funds	-256,136		0		23,745	
Donor advised and Named funds	151,646		0		27,591	
Continuation reserve	483,850		80,762		-429,740	
RESULT	365,870		80,762		-358,351	

CASH FLOW STATEMENT

	2009	2008
Cash flow from operational activities		
Continuation reserve	483,850	-429,741
Fluctuation in value of funds	-117,980	71,389
Result	365,870	-358,352
Adjustments for:		
› Depreciation of tangible fixed assets	24,842	27,329
› Depreciation of intangible fixed assets	35,749	31,230
› Changes in the value of investments	-114,335	339,632
› Appropriation/withdrawal provision	0	-17,654
	-53,744	380,537
Change in working capital:		
› Receivables	544,750	-129,111
› Short-term debts	503,075	733,282
	1,047,825	604,171
Cash flow from operational activities	1,359,951	626,356
Cash flow from investment activities		
Investments in:		
› Tangible assets	-3,130	-21,318
› Intangible assets	-43,971	-57,294
Disinvestments in:		
› Investments (life end government bond)	147,480	0
Cash flow from investment activities	100,379	-78,612
Cash flow from financing activities		
Fluctuation in the level of long-term debts	-15,572	48,561
Cash flow from financing activities	-15,572	48,561
Increase in liquidities	1,444,759	596,305
Liquidities movements		
Liquidities as of 1 January	1,789,486	1,193,181
Increase in liquidities	1,444,759	596,305
Liquidities as of 31 December	3,234,245	1,789,486

EXPLANATORY NOTES FOR THE ANNUAL ACCOUNTS

1. Mama Cash Foundation

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' groups, and helps to build the partnerships and networks needed to successfully defend and advance women's and girls' human rights.

The office of Mama Cash is based 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.

Mama Cash was awarded the Hallmark of the Central Bureau of Fundraising (*Centraal Bureau Fondsen - werving*, CBF). CBF is an independent organisation that has been monitoring fundraising by Dutch charities since 1925. Its task is to promote responsible fundraising and expenditure by reviewing fundraising institutions and providing information and advice to government institutions and the public.

The Dutch Tax office 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. Individual donors to Mama Cash can deduct their donation from their income taxes or corporate taxes (within legal limits).

2. Guiding principles

The accounts are prepared in accordance with the Guiding Principles for the Annual Accounts for Fundraising Institutions (Guideline 650). The purpose of these guiding principles 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.

3. Accounting principles

General The accounting concepts that are applied to the value of assets and liabilities are based on historical costs. The 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 2009. 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.

Cash flow overview The cash flow overview has been drawn up following the indirect method. Cash flows in foreign currency have been translated into Euros using the exchange rate valid on the transaction date.

Tangible and intangible fixed assets The tangible and intangible fixed assets are valued at their acquisition value, subject to 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:

- Inventory and office equipment: 20%
- 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. Exchange rates are accounted for in the profit and loss account.

Mama Cash UK Mama Cash UK was established on 20 April 2006. The process was subsequently initiated to obtain charity status in the UK. On 13 May 2008,

Mama Cash UK was awarded charity status under registration number 1124039. A current account relationship has been established within these annual accounts. Given that we are still building the UK Board and defining plans, there was no account activity in 2009.

Reserves The capital and reserves consist of the freely disposable capital and designated funds. The freely disposable capital provides security for the continuity of the organisation. Mama Cash Foundation's policy is to maintain sufficient freely available capital to cover executive costs of the organisation for at least one year.

Designated funds, including donor advised and named funds, are funds that are allocated to specific Mama Cash 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 an 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 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 these cost centres: *grantmaking programme, philanthropic and public education programme, visibility and awareness raising, 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 2009.

Table: Cost allocation

Type of cost	Allocation
Board	100% management and administration
Executive Director	80% management and administration 20% philanthropic and public education programme
Financial administration	100% management and administration
Grants and donor administration	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 2009	Average FTE 2008
Grantmaking programme	11.30	10.73
Philanthropic and public education programme	1.75	1.14
Visibility and awareness raising	1.93	2.17
Fundraising and campaigns	4.49	6.52
Management and administration	2.57	3.19
Total	22.04	23.75

Pension Since 1 January 2005, Mama Cash has had an allocated pension scheme. Under this scheme, a pension is allocated to personnel 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.

Grantmaking Commitments made by Mama Cash to women's funds and women's groups 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 income can be reliably established. Advances will be incorporated in the year of receipt.

Expenses for grantmaking In addition to the grants issued to women's funds and women's groups, grantmaking expenses also include accompaniment costs for monitoring the progress of grant activities and supporting the capacity building activities of grantees. Grants allocated to groups are accounted for at the moment the grant has been officially approved by the Executive Director.

Expenses for philanthropic and public education and alliance building The expenses for philanthropic and public education are costs associated with efforts to persuade other donors and philanthropic organisations to invest more in women's and girls' rights. Alliance-building expenses include travel and meeting expenses incurred in the process of enhancing the cooperation of women's and girls' organisations all over the world.

Expenses for visibility and awareness raising

The expenses for visibility and awareness raising are related to communicating Mama Cash's objectives, enhancing awareness of women's human rights, and motivating greater financial support for women's and girls' human rights globally.

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. Expenses principally 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

4. Tangible assets

Tangible assets investments were primarily hardware and server upgrades.

Table: Tangible assets

	Inventory	Office equipment	Hardware	Total 2009	Total 2008
Acquisition value					
Balance as of 1 January	85,140	22,848	150,179	258,167	236,849
Purchasing	0	0	3,130	3,130	21,318
Disinvestments	0	0	0	0	0
Balance as of 31 December	85,140	22,848	153,309	261,297	258,167
Depreciation					
Balance as of 1 January	55,856	20,502	130,708	207,066	179,737
Depreciation	9,742	765	14,335	24,842	27,329
Disinvestments	0	0	0	0	0
Balance as of 31 December	65,598	21,267	145,043	231,908	207,066
Book value as of 31 December	19,542	1,581	8,266	29,389	51,101

5. Intangible assets

Intangible assets investments were primarily software acquisitions for a new fundraising and grantmaking database. Depreciation will start upon conversion to this new database.

Table: Intangible assets

	Total 2009	Total 2008
Acquisition value		
Balance as of 1 January	207,481	150,187
Purchasing	43,972	57,294
Disinvestments	0	0
Balance as of 31 December	251,453	207,481
Depreciation		
Balance as of 1 January	145,922	114,692
Depreciation	35,749	31,230
Disinvestments	0	0
Balance as of 31 December	181,671	145,922
Book value as of 31 December	69,782	61,559

6. Receivables

The receivables are short-term. "Funds to be received" concern official contracts with institutional donors (Association for Staff Cooperation with Developing Countries PSO, Hivos, and other foundations) where the funds have not yet been transferred, or are only transferred at the end of the contract period (Dutch Ministry of Education, Culture and Science / OCW). The difference between 2008 and 2009 in relation to "Funds to be received" is caused by institutional donors who transferred their committed funds within the current financial year.

Table: Receivables

	Total 2009	Total 2008
Gifts/periodic gifts to be received	4,395	817
Prepaid costs	10,357	8,186
Interest to be received	51,018	12,616
Funds to be received	25,000	626,787
Other receivables	8,691	7,497
Prepaid pensions/net salaries	26,173	0
Coupon interest	0	2,578
Medical benefits still to be received	0	3,353
Inheritances/legacies to be received	0	8,550
Balance as of 31 December	125,634	670,384

7. Investments

Responsible investment is a priority for Mama Cash. The investment portfolio in 2009 consisted of shares and bonds that meet our responsible investing criteria. We received a part of these investments as a generous gift from an anonymous individual donor. In line with the wishes of this donor, the donated portfolio has been left unchanged.

The 3.5% Netherlands government bonds matured in 2009 and were transferred to a savings account. The value of the portfolio has increased by 26%, which equals €114,335. These are unrealised exchange rate differences.

Table: Value of investments

	Total 2009	Total 2008
Bonds		
3.5% Netherlands 1999-2009	0	147,480
	0	147,480
Shares		
ASN Share Fund	241,410	195,475
Dexia sustainable	311,600	243,200
	553,010	438,675
Balance as of 31 December	553,010	586,155

Table: Value of stock exchange and unregistered investments

	Bonds and shares (exchange registered)	Shares (not exchange registered)	Total 2009	Total 2008
Balance as of 1 January	342,955	243,200	586,155	925,787
Investment/disinvestment	-147,480	0	-147,480	0
Unrealised investment value differences	45,935	68,400	114,335	-339,632
Balance as of 31 December	241,410	311,600	553,010	586,155

8. Liquidities

At the end of 2009, a relatively large amount of money was in savings accounts. This is because the interest rates for longer-term deposits were lower than the interest paid on savings accounts. The balances in the deposit accounts are payable on demand.

Table: Liquidities

	Total 2009	Total 2008
Cash	381	2,058
Banks	3,033,864	1,587,428
Deposit accounts	200,000	200,000
Balance as of 31 December	3,234,245	1,789,486

9. Continuation reserve

The continuation reserve remains within the standard set by the VFI*-code "Reserve Goede Doelen", which states that reserves can be a maximum of 1.5 times the annual operational costs (personnel, office, general, and depreciation costs) of a charitable organisation. Mama Cash aims for a reserve of one time the annual operational costs. At this moment, the continuation reserve is at 53% of this level. Mama Cash aims to increase this continuation reserve over the coming years.

Table: Continuation reserve

	Total 2009	Total 2008
Balance as of 1 January	493,267	923,007
Transfer to/from designated funds	13,490	-20,053
Additions	622,006	0
Withdrawals	-151,647	-409,687
Balance as of 31 December	977,116	493,267

* Vereniging Fondsenwervende Instellingen (VFI)

10. Funds

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

Table: Funds

	Designated fund assets	Designated funds	Donor advised and Named funds	Total 2009	Total 2008
Balance as of 1 January	112,660	467,427	239,111	819,198	747,809
Additions	0	140,361	700,056	840,417	860,583
Withdrawals	-13,490	-396,496	-548,409	-958,395	-789,194
Balance as of 31 December	99,170	211,292	390,758	701,220	819,198

11. Donor advised and Named funds

Table: Donor advised and Named funds

	Donor advised funds					Named funds		Total 2009	Total 2008
	Maria Willard Fund	Diepeveen Fund	Nan Lombaers / Els Huijser Fund	Anneke van Baalen/ Bonte Was Fund	Mama Cash - Baas Fund	Riek Stienstra Fund	Economic Justice Fund		
Balance as of 1 January	76,908	0	0	41,595	0	118,608	2,000	239,111	211,520
Deposits	18,000	11,500	250,000	10,825	378,680	28,526	2,525	700,056	428,703
Withdrawals	-40,250	-11,500	-250,000	-20,000	-75,000	-147,134	-4,525	-548,409	-401,112
Balance as of 31 December	54,658	0	0	32,420	303,680	0	0	390,758	239,111

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

	2009	2008
Balance as of 1 January	76,908	86,908
Periodic deposit	18,000	35,000
Used on objectives	-40,250	-45,000
Balance as of 31 December	54,658	76,908

Diepeveen Fund

In 2003, the Diepeveen Fund was established to strengthen the position of sexual minorities, particularly lesbian women.

Table: Balance Diepeveen Fund

	2009	2008
Balance as of 1 January	0	0
Periodic deposit	11,500	11,500
Used on objectives	-11,500	-11,500
Balance as of 31 December	0	0

Nan Lombaers/Els Huijser Fund

The Nan Lombaers-Els Huijser Fund was established in 2007 to support women's and girls' rights initiatives that focus on economic justice, women's independence, and civic participation in the Global South and CEE/CIS.

Table: Balance Nan Lombaers / Els Huijser Fund

	2009	2008
Balance as of 1 January	0	74,612
Periodic deposit	250,000	250,000
Used on objectives	- 250,000	- 324,612
Balance as of 31 December	0	0

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

	2009	2008
Balance as of 1 January	41,595	50,000
Periodic deposit	10,825	11,595
Used on objectives	-20,000	-20,000
Balance as of 31 December	32,420	41,595

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

	2009	2008
Balance as of 1 January	0	0
Periodic deposit	378,680	0
Used on objectives	-75,000	0
Balance as of 31 December	303,680	0

Named funds

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 passed away in November of 2007. The objectives of the fund include mobilising 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 transgender people globally.

The fund is the joint property of 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 disburse the money they receive to their partner organisations and grantees. Mama Cash is responsible for fundraising as well as marketing and communications on behalf of the fund. As the fund administrator, Mama Cash reflects the total value of the fund in her accounts.

Table: Balance Riek Stienstra Fund

	2009	2008
Balance as of 1 January	118,608	0
Inheritance and private donations	28,526	118,608
Used on objectives and disbursed to Hivos	147,134	0
Balance as of 31 December	0	118,608

Economic Justice Fund

In 2008, the Economic Justice Fund was established. The Fund explicitly focuses on improving women's economic position and working conditions around the world.

Table: Balance Economic Justice Fund

	2009	2008
Balance as of 1 January	2,000	0
Periodic deposit	2,525	2,000
Used on objectives	4,525	0
Balance as of 31 December	0	2,000

12. Long-term debts

Long-term debts 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 2010 have been accounted for as short-term debts (see also Table “Loans contracted” on page 75).

Table: Long-term debts

	2009	2008
Balance as of 1 January	329,093	280,531
New loans	0	20,000
Extensions of loans	35,430	63,992
Loans < 1 year transfer to short-term debts	-51,001	-35,430
Loans > income	0	0
Loans paid back	0	0
Balance as of 31 December	313,522	329,093

13. Short-term debts

Grant obligations concern grants that have been approved, but not yet paid. 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. By the end of February 2010, all grantees received their first instalment, and 73% of the grants, outstanding at the end of the year, were paid. The next funding instalment will be released upon approval of a progress report. “Funds received in advance” were received in 2009, but are intended for use in 2010.

Table: Short-term debts

	2009	2008
Grants allocated, but not yet paid	1,576,522	990,717
Other creditors	92,456	84,354
Accrued liabilities	83,174	130,068
Funds received in advance	75,000	136,350
Tax and social security premiums	73,416	53,325
Holiday entitlements end of the year	68,633	69,830
Zwitserleven, pension	0	17,053
Loans contracted	51,001	35,430
Balance as of 31 December	2,020,202	1,517,127

Loans contracted that will expire in 2010 have been accounted for as short-term debts. In total, seven loans expired and were extended in 2009.

Table: Loans contracted

	2009	2008
Balance as of 1 January	35,430	113,907
Additions	51,001	35,430
Extensions	-35,430	-63,991
Gifts	0	0
Loans paid back	0	-49,916
Balance as of 31 December	51,001	35,430

14. Obligations not included in the balance

Mama Cash has a tenancy agreement for the premises at Eerste Helmersstraat 17, Amsterdam until March 2011. Negotiations for a new, ten-year tenancy agreement are in the final stage.

A leasing contract for three photocopying and printing machines was renewed for a period of five years ending in 2014. New photocopiers and printers were provided with the lease.

Table: Obligations not included in the balance

	Year	Amount
Rent and service costs office	2010	70,766
	2011	18,102
	Year	Amount
Lease photocopiers/printers	2010	10,824
	2011	10,824
	2012	10,824
	2013	10,824
	2014	2,706

EXPLANATORY NOTES FOR THE STATEMENT OF INCOME AND EXPENDITURE

15. Fundraising income

In 2009, income from fundraising increased 13% in comparison to 2008 for a total amount of €5,654,011. This was largely due to an increase in grants received from third parties (the Dutch Postcode Lottery) and governments. Donations from private individuals amounted to €1.5 million, or 27% of total fundraising income. Both regular and periodic gifts increased in comparison to 2008. The average amount of giving per

donor has slightly increased during the year. (See for more information page 53). Donor advised and Named funds show a 123% increase in comparison to 2008. This is the result of a new initiated fund (See under “Donor advised funds” on page 72). In 2009, two inheritances were settled, and two new inheritances were received. The total amount of inheritances reached only 35% of the budgeted amount.

Table: Private individual income

	2009 Actual	%	2009 Budget	2008 Actual
Private individuals				
Individual donations (one-time)	293,645			313,022
Regular gifts	188,523			178,966
Periodic gifts (notary acts)	313,133			256,289
Sales promotion materials	667			523
Total private individuals	795,968	52%	860,000	748,800
Donor advised and Named funds				
Anneke van Baalen / De Bonte Was Fund	10,825			11,595
Diepeveen Fund	11,500			11,500
Mama Cash - Baas Fund	378,680			0
Maria Willard Fund	18,000			35,000
Nan Lombaers / Els Huijser Fund	250,000			250,000
Economic Justice Fund	2,525			2,000
Riek Stienstra Fund	28,526			3,800
Total Donor advised and Named funds	700,056	46%	588,500	313,895
Inheritances and legacies	26,445	2%	75,000	217,992
Total private individual income	1,522,469	100%	1,523,500	1,280,687
%Total fundraising income		27%		

16. Private and public foundations and companies

Private and public foundations donations totalled €2.06 million, or 36% of total fundraising income. Grants from thirteen different private foundations and one public foundation were received. The foundation agreements relate to single- and multi-year funding agreements. Project proposals are submitted to the respective foundations, and one or multi-year contracts are signed. Mama Cash submits interim and final progress and financial reports to these foundations.

In 2009, an Amsterdam-wide fundraising campaign was organised in cooperation with Glamour Magazine (G&J Publishers) and de Bijenkorf department store. Grants from Levi Strauss Foundation and Nike Foundation are included under “private foundations” and not under “corporate funds”.

Table: Private and public foundations and companies

	2009 Actual	%	2009 Budget	2008 Actual
Private foundations	1,928,165	93%	2,409,665	2,157,633
Public foundations	133,188	6%	100,000	195,193
Total foundations	2,061,353		2,509,665	2,352,826
Corporate funds	19,229	1%	48,240	16,656
Total foundations & corporate funds	2,080,582	100%	2,557,905	2,369,482
%Total funding income		37%		

17. Income from third parties

Income from third parties relates to the contribution made by the Dutch Postcode Lottery in the Netherlands. Mama Cash received a grant from the Dutch Postcode Lottery for a five-year period beginning in 2009.

Table: Third parties

	2009 Actual	%	2009 Budget	2008 Actual
Third parties				
Dutch Postcode Lottery	500,000		500,000	0
Total third parties	500,000			0
%Total fundraising income		9%		

18. Income joint actions

In collaboration with Hivos, the Riek Stienstra Fund was established (See also under “Named funds” on page 73). 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. During 2009, no earmarked Riek Stienstra income was received by Hivos. The “Expenditures joint actions” refer to payment of the 50% Hivos share of the income received.

Table: Joint actions

	2009 Actual	2009 Budget	2008 Actual
Income joint actions			
Riek Stienstra Fund (Hivos)	0	0	58,550
Total income joint actions	0	0	58,550
Expenditures joint actions			
Riek Stienstra Fund (Hivos)	72,814	0	0
Total costs joint actions	72,814	0	0

19. Income from governments

In 2009, Mama Cash received four grants from governments amounting to 27% of total fundraising income. This was the second and final year of funding from the Irish Aid contract. The Dutch Ministry of Education, Culture, and Science (OCW) gave Mama Cash a one-year grant to celebrate her

25th anniversary and to acknowledge the work done by the organisation. 2009 was the second contract year for the grant received from the Swedish International Development Cooperation Agency and the fourth contract year for the grant received from the Dutch Ministry of Foreign Affairs (DGIS).

Table: Income from governments

	2009 Actual	%	2009 Budget	2008 Actual
Governments				
Irish Aid	220,000		210,000	210,000
Ministry of Foreign Affairs the Netherlands / DGIS	900,000		900,000	900,000
Ministry of Education, Culture and Science the Netherlands / OCW	250,000		0	0
Swedish International Development Cooperation Agency (Sida)	180,960		180,000	173,487
Other governments	0		143,161	0
Total governments	1,550,960		1,433,161	1,283,487
%Total fundraising income		27%		

20. Result on investment

The yield from (coupon) interest and dividends increased by almost 60% in comparison to 2008. A temporary surplus of liquid resources was deposited in savings accounts. These savings accounts provide less risk than investments and had a higher interest rate than long-term deposits.

A government bond expired in mid-2009. The funds were deposited in a savings account at ASN Bank. The non-realised investments recovered one third of the value that was lost as a result of the global financial crisis. At the request of the donor of these funds, the portfolio of bonds and stocks was kept unaltered.

Table: Result on investment

	2009 Actual	2009 Budget	2008 Actual
Interest on liquidities	71,147		39,546
Coupon interest and dividend received	11,272		9,821
Non realised investment value differences	114,335		-337,027
Result on investment	196,754	30,000	-287,660
Commission and expenses	-4,454	-4,000	-3,917
Total result on investment	192,300	26,000	-291,577
% of budget	740%		

21. Other profits and losses

Other profits and losses include restitutions from the Dutch tax office, a restitution of office service costs over 2007, and a settlement with Association for Staff Cooperation with Developing Countries PSO over the period 2003-2009. A correction has taken place to the income received from PSO which was not fully spent.

Table: Other profits and losses

	2009 Actual	2009 Budget	2008 Actual
Other income	2,544		3,721
Result previous year	-49,050		-135
Total other profits and losses	-46,506	0	3,586

22. Expenses

In 2009, Mama Cash subdivided direct and operational costs and accounted for them according to activities based on an internal distribution key (see page 68). The distribution key is based on the number of FTEs per department. In 2009, a total amount of €2,987,991 was spent on direct grants. This was 55% of the overall expenses and 100% of what was budgeted. Other expenses have been monitored closely. In total, almost €0.5 million less was spent than was budgeted. This was a result of a lower number of FTEs than anticipated and a delay in the investment in the fundraising/grantmaking database upgrade.

Other direct costs, office and general costs, and depreciation costs were also lower than anticipated. This is due to the savings from the 25th anniversary events which did not take place. Instead, Mama Cash chose to organise and host two conferences. Costs for consulting, other external services, and travel were also lower than anticipated. The delay in the investment in the fundraising/grantmaking database upgrade led to lower depreciation costs. Only accommodation costs (rent, service costs etc.) were slightly higher than budgeted due to additional costs in relation to the refurbishment of the office.

Table: Distribution of Expenses

	Costs related to objectives			Costs incurred to obtain income				Total 2009 Actual	Budget 2009	2009 % of budget	Total 2008 Actual
	Grantmaking programme	Philanthropic and public education	Visibility and awareness raising	Mama Cash fundraising	Investments	Expenditures joint actions	Management and administration				
Direct programme costs	2,987,991							2,987,991	3,000,000	100%	2,515,049
Other direct costs	122,573	167,016	99,001	125,441		72,814	19,757	606,602	781,801	78%	664,655
Personnel costs	662,449	99,854	166,526	387,676			195,074	1,511,579	1,678,051	90%	1,524,325
Accommodation costs	46,086	7,126	7,867	18,337			11,330	90,746	82,700	110%	81,273
Office and general costs	89,487	13,837	15,276	35,606	4,454		22,220	180,880	290,752	62%	222,623
Depreciation costs	31,063	4,803	5,303	12,360			7,062	60,591	130,500	46%	58,558
Total	3,939,649	292,636	293,973	579,420	4,454	72,814	255,443	5,438,389	5,963,804	91%	5,066,483

23. Sources of income per objective for 2009

Table: Sources of income per objective for 2009

	Ministry BuZa	Ministry OCW	Other govern- ments	Public foundations	Third parties	Private foundations	Donor advised funds	Designated funds	Joint actions	Private donations	Other income	TOTAL
From designated funds 2008			117,487	80,950		198,060	60,250	62,058	58,550			577,355
Income												
Incidental gifts						19,080		67		274,498		293,645
Regular gifts										188,523		188,523
Periodic gifts										313,133		313,133
Inheritances & legacies								1,612		24,833		26,445
Donor Advised / Named funds							669,005	16,788	14,263			700,056
Private foundations						1,928,165						1,928,165
Public foundations				133,188	500,000					19,229		633,188
Companies												19,229
Joint actions												
Governments	900,000	250,000	400,960									1,550,960
Income from investments											125,607	125,607
Income bank/interest											71,147	71,147
Other income				-62,383							16,544	-45,839
Total income 2009	900,000	250,000	400,960	70,805	500,000	1,947,245	669,005	18,467	14,263	820,217	213,298	5,804,259
Total income + designated funds	900,000	250,000	518,447	151,755	500,000	2,145,305	729,255	80,525	72,814	820,217	213,298	6,381,615
Expenditures												
Strategic grantmaking programme												
Body	28,620	37,400	229,750			336,196	108,000	76,000		158,900		974,866
Money		30,001	7,500	85,000		285,978	112,900	3,846		20,100		545,325
Voice		145,100	157,700			387,300	120,300			134,900		945,300
Women's Fund			50,000			452,500				20,000		522,500
	28,620	212,501	444,950	85,000		1,461,974	341,200	79,846		333,900		2,987,991
Programme support costs												
Travel costs						8,333				3,526		11,859
Alliance building										2,514		2,514
Accompaniment												
Monitoring & Evaluation				17,107		962						18,069
				17,107		9,295				6,041		32,443
Total	28,620	212,501	444,950	102,107		1,471,269	341,200	79,846		339,941		3,020,434
Running Costs												
Direct running costs	129,256	8,904	17,452	7,051	118,728	206,602	13,191	161	72,814	0		574,159
Personnel costs	629,885	23,442	45,946	14,076	312,574	241,574	34,727	424		208,930		1,511,579
Accommodation costs	37,814	1,407	2,758	563	18,765	18,763	2,085	25		8,564		90,746
Office costs	49,176	2,805	5,498	2,582	37,404	79,208	4,156	51		0		180,880
Depreciation costs	25,249	940	1,842	376	12,529	12,528	1,392	17		5,718		60,591
Total running costs	871,380	37,499	73,497	24,648	500,000	558,675	55,550	679	72,814	223,213		2,417,955
Total expenditures	900,000	250,000	518,447	126,755	500,000	2,029,944	396,750	80,525	72,814	563,154		5,438,389
Income minus expenditures				25,000	0	115,361	332,505	0	0	257,063	213,298	943,226
To designated funds 2010				25,000		115,361	332,505	0	0			472,866

24. Other information

No transactions related to the financial year 2009 took place after closure of the accounts.

AUDITOR'S REPORT



To the Board and management
of Stichting Mama Cash

PricewaterhouseCoopers
Accountants N.V.
Thomas R. Malthusstraat 5
1066 JR Amsterdam
P.O. Box 90357
1006 BJ Amsterdam
The Netherlands
Telephone +31 (20) 568 66 66
Facsimile +31 (20) 568 68 88
www.pwc.com/nl

Auditor's report

Report on the annual accounts

We have audited the accompanying annual accounts 2009 of Stichting Mama Cash, Amsterdam as set out on pages 62 to 81 which comprise the balance sheet as at 31 December 2009, the profit and loss account for the year then ended and the notes.

The board's responsibility

The Board of the foundation is responsible for the preparation and fair presentation of the annual accounts and for the preparation of the Board report and directors' report, both in accordance with the Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the annual accounts that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the annual accounts based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the annual accounts, 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 annual accounts 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 annual accounts.

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

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Opinion

In our opinion, the annual accounts give a true and fair view of the financial position of Stichting Mama Cash as at 31 December 2009, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board.

Report on other regulatory requirements

We report, to the extent of our competence, that the management board report is consistent with the annual accounts.

Amsterdam, April 22, 2010
PricewaterhouseCoopers Accountants N.V.

Original signed by drs. A.C.M. van der Linden RA

BUDGET 2010

	Budget 2010	% of fundraising income
INCOME		
Income from own fundraising		
Private Individuals		
› individual donors	1,050,000	
› income from inheritances / legacies	100,000	
› donor advised funds / named funds	450,000	
› sales promotion articles	0	
Total private individuals	1,600,000	26%
Foundations		
› private foundations	2,400,000	39%
› public funds	500,000	8%
Companies		
› corporate funds	60,000	1%
Total foundations and companies	2,960,000	48%
Total income from own fundraising	4,560,000	74%
Income third parties		
› Third parties	500,000	8%
Total income third parties	500,000	8%
Income joint actions		
› Riek Stienstra Fund (Hivos)	0	0%
Total income joint actions	0	0%
Income governments		
› Ministry of Foreign Affairs The Netherlands	900,000	14%
› Other governments (Irish Aid, Sida)	220,000	4%
Total income government	1,120,000	18%
Total income fundraising	6,180,000	100%
Results on investments		
› Result on investments	40,000	
Other profits and losses		
› Other profits and losses	0	
TOTAL INCOME	6,220,000	

	Budget 2010	% of total
EXPENDITURES		
Mama Cash Expenditures on objectives		
Strategic grantmaking programme		
› Body	800,000	
› Money	800,000	
› Voice	800,000	
› Women's Funds	800,000	
Total grantmaking programme	3,200,000	54%
Running costs grantmaking programme	1,013,426	17%
Total strategic grantmaking programme	4,213,426	71%
Philanthropic and public education		
› Mama Cash activities	10,971	
› Programme implementation costs	149,180	
Total philanthropic and public education	160,151	3%
Visibility and awareness raising		
› Mama Cash activities	174,108	
› Programme implementation costs	246,509	
Total visibility and awareness raising	420,617	7%
Total expenditures related to objectives	4,794,194	81%
Income acquisition costs		
› Costs fundraising direct	214,323	
› Cost fundraising running costs	636,390	
› Expenditures joint actions	0	
› Costs investments	4,000	
Total income acquisition costs	854,713	14%
Management and administration		
› Costs management and administration	311,457	5%
Total costs management and administration	311,457	5%
TOTAL EXPENDITURES	5,960,365	100%
RESULT	259,635	

Colophon

TEXTS

Unstoppable: Shambhavi Sarasvati (shambhavi108@gmail.com)
Annual Accounts 2009: Mama Cash

DESIGN AND LAY-OUT

WAT ontwerpers

PHOTOS

Cover: Pride Parade 2009 in Zagreb, Croatia: Labris
Page 6, Marjo Meijer, Anastasia Posadskaya-Vanderbeck,
Nicky McIntyre: Mama Cash
Page 11, group photo: Stars of Hope Society
Page 14, group photo: TWCCC
Page 17, Interview with director Maritza Velasques Estrada:
ATRAHDOM
Page 18, Pooja Pant (director) and Pei-Qi (asylum seeker):
Vivian Wenli Lin, Voices of Women Media
Page 20, Geneviève Kpangnou Toure, group photo: CEFCI
Page 23, Pride Parade 2009 in Zagreb, Croatia: Labris
Page 24, Colectiva Juvenil Feminista in El Salvador, a grantee
of Fondo Centroamericano de Mujeres
Page 27, Stacey Graas: Sanne van Rossum
Page 30, group photo Mama Cash staff: Mama Cash
Page 45, Pastoralist Girls Initiative, Kayan Feminist Organisation
Page 49, group photo: Aawaaz-e-Niswan
Page 55, Angela Groothuizen during the Mama Cash
March 8th event: Mama Cash
Page 56, Rights not Rescue event: Mama Cash
Page 58, AdvocAid
Page 61, Board members: Mama Cash

PRODUCTION

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PRINTING

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(she changes the world)

Mama Cash

PO Box 15686
1001 ND Amsterdam
The Netherlands
T +31 (0)20 689 36 34
F +31 (0)20 683 46 47
E info@mamacash.nl
www.mamacash.org / www.mamacash.nl

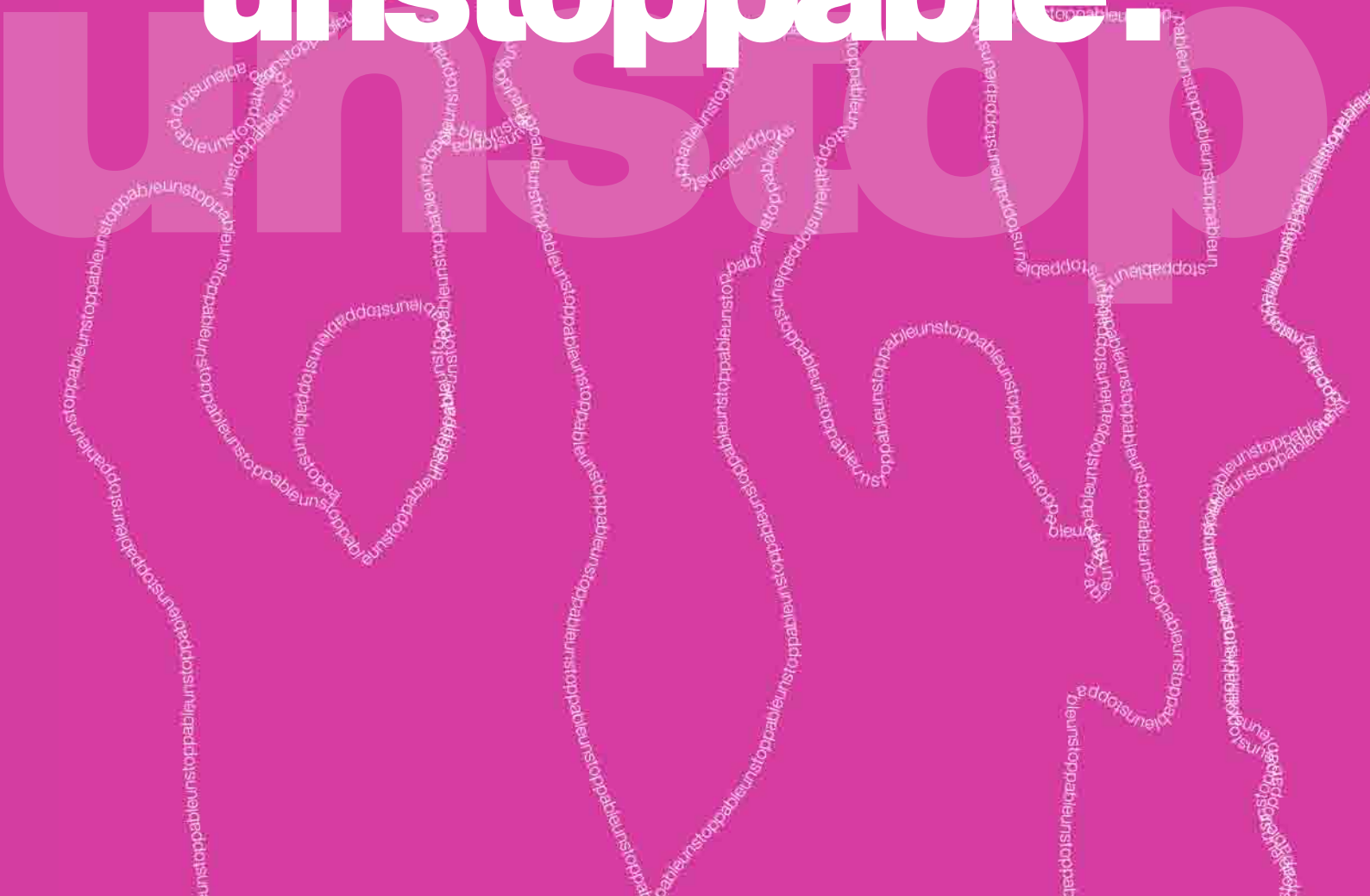


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how will
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**organise
educate
stand up
speak out
take risks
be yourself
empathise
donate
lend a hand
create
invent
show up
strategise
build networks**

