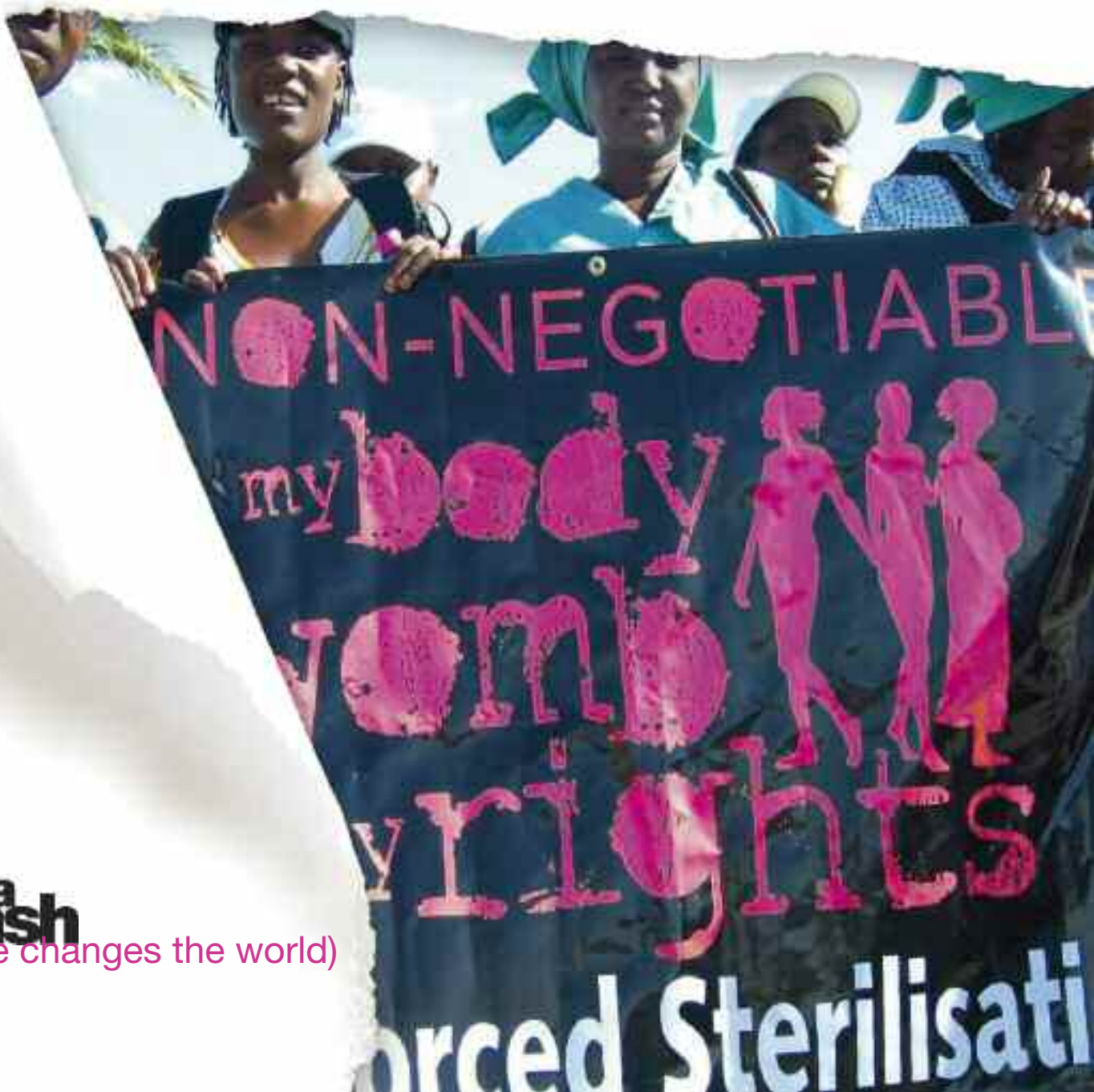


# change

## pioneering change

Annual Report 2010



ma  
ma  
cash

(she changes the world)



Cover photo: The **Namibia Women's Health Network** supports HIV-positive women in Namibia who have been sterilised without their consent. The protest march in June 2010 was part of a larger *"End Forced Sterilisation!"* campaign which aims to raise public awareness about this gross violation of human rights.



## Annual Report 2010

*In 2010, Mama Cash  
made 96 grants  
to 95 women's groups  
and women's funds  
in 60 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.

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## 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.

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## 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.





# Pioneering change in 2010

For Mama Cash and for our grantees, change is not a buzzword, or a distant dream. It is about the work we do every day to end exclusion and violence in homes, towns, countries *and* in our own women's and social justice movements. Change is about what we ask of ourselves, not just what we demand of others.

Bringing about changes in beliefs, behaviours, traditions, and social structures takes a long time. It requires commitment, imagination, bravery, bold vision, and determination. It requires money, networks, and skills.

But most importantly, the kind of fundamental change we are working toward emerges from the pioneering efforts of those who have been pushed to the edges of their communities and takes root when they organise and are enabled to gain power.

In 2010, Mama Cash supported self-organised movements of adolescent girls and young women, women living with HIV, lesbians, trans people, migrant women, sex workers, rural women, women with disabilities, domestic workers and indigenous women.

We believe that these women, girls and trans people are in the best position to know what needs to change in their communities in order to break cycles of violence, exploitation and poverty. As a social justice funder, Mama Cash believes that we can make the most powerful contribution to supporting social change by providing funding to these self-organised groups at the margins.

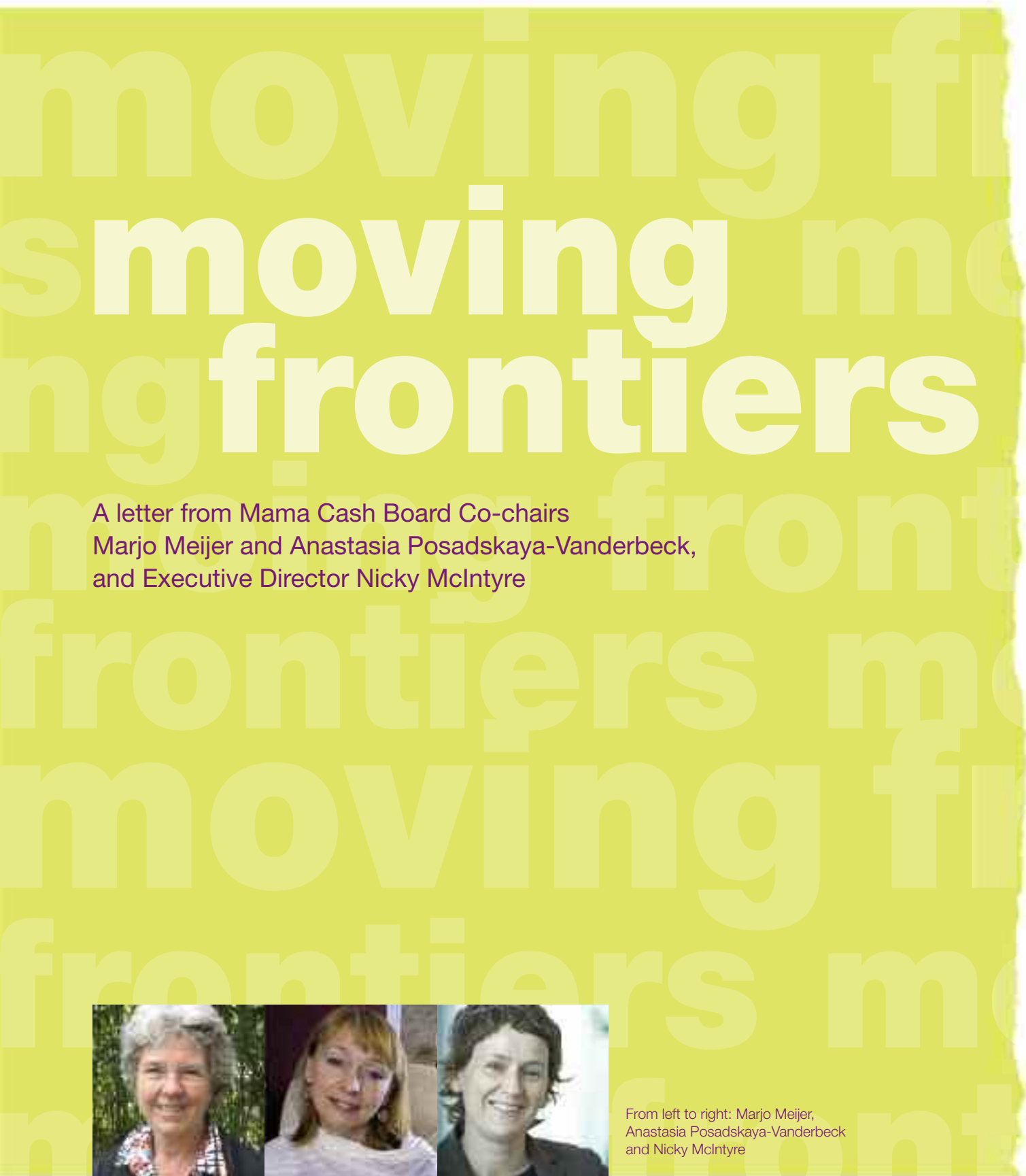
Who are these visionary and determined *pioneers of change*?

- They are young women in the rural areas of Armenia bordering Azerbaijan who are participating in peace processes to end an entrenched regional conflict.
- They are rural women in Pakistan pushing back against militarisation, demonstrating in the streets, and taking seats at policy tables to claim their rights as women farmers.
- They are lesbian and trans rights activists in Uganda putting their lives on the line and challenging brutal anti-homosexual laws and discriminatory gender policies.
- They are sex workers in the isolated southern regions of Peru speaking out against police violence and doing whatever it takes to bring about safer work environments.

Real change means that *no one* is excluded. Our grantees are creating a new world. It is a world in which people of all genders, classes, races, sexual orientations, nationalities, ethnicities, religions and ages are recognised and celebrated as the autonomous architects of their own lives.

In order to bring about this new world, our grantees are willing to take informed risks, and to seek breakthroughs, rather than settling for safe and known solutions. We are convinced that their pioneering struggles will redefine the meaning of human rights in the twenty-first century and beyond.

Mama Cash's Annual Report *Pioneering change* showcases the work of women, girls and trans people around the globe who are leading the way and inviting us to join them.



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,

As we write to you, women's rights activists in the Middle East are reshaping the future of their countries. Emboldened by the wave of popular revolutions sweeping through the region, visionary women are speaking out and demanding their places as leaders and architects of social change.

Nazra for Feminist Studies, an Egyptian women's rights group and Mama Cash grantee, is mobilising support for the democracy movement there. Director Mozn Hassan tells us, "Women here are feeling more powerful than ever. They are at the frontline of my country's struggle for justice and human rights as we enter a new chapter in our history."

Women's rights activists in Tunisia are participating in redesigning the political future of their country in the midst of the current upheaval. The Mediterranean Women's Fund, a Mama Cash grantee, supported the Tunisian women's movement during the last years of the dictatorship and continues to fund Tunisian women's new era.

These victories are encouraging and inspiring, but 2010 was also a year of serious challenges. The earthquake in Haiti wrecked the country's infrastructure and killed at least 230,000 people. Flooding in Pakistan covered one-fifth of the country. During natural disasters such as these, women and girls face unique challenges and risks. Like not having equal access to supplies in those cases where aid is distributed by men to men or encountering harassment and violence when living in temporary camps. As humanitarian aid was distributed among the Pakistani people, Mama Cash grantee Blue Veins was active in making sure that women's voices were heard and their rights protected in the recovery and rebuilding process.

Women working in informal sectors of the economy were among those who continue to bear the brunt of the economic crash in 2008. Many governments stopped enforcing important economic protections for women as their attention turned to collapsing banks and trade deficits. Mama Cash grantees such as the

Rural Women's Movement in South Africa (RWM) continued to demand support and rights for women living in families where men, the traditional heads of the household, have been affected by AIDS. The women of RWM do all the work, provide income for the family, and yet are not legally entitled to inherit land or property. RWM successfully challenged the government before Pretoria's High Court to end this discriminatory practice.

While most of our grants in 2010 went to groups organising locally and nationally, we also provided grant support to groups working at the regional and global level. The Fundación para Estudio e Investigación de la Mujer (Foundation for Studies and Research on Women, FEIM) in Argentina has served as a focal point in Latin America for the *Gender Equality Architecture Reform* (GEAR) campaign. Launched in 2008, this international initiative pushed to strengthen the women's rights architecture within the UN. Mama Cash supported FEIM to coordinate women's organisations in the Global South in their lobbying efforts to encourage governments to increase the funding available for UN Women so that it can fulfil its ambitious plans and agenda.

The newly formed UN Women centralises four women's agencies into one, moving women's agendas up in the UN hierarchy. The new agency reports directly to the Secretary-General and has much more ambitious financial goals than its predecessors. Mama Cash is proud to have contributed to this important effort to further women's rights at the international level.

We at Mama Cash are incredibly inspired by and proud of the work of our grantees. The movements of these pioneers show us how, even in difficult times, justice, fairness, and dignity can persevere.

In solidarity,

**Marjo Meijer**  
**Anastasia Posadskaya-Vanderbeck**  
**Nicky McIntyre**



Two activists at the "Trans\*Action = Trans\*Rights" meeting that took place in Barcelona, Spain, in June 2010. This meeting was organised by **GATE - Global Advocates for Trans Equality**, a think tank that aims to strengthen the global trans movement by providing skills, networks and resources.



**body, money,  
voice and  
women's  
funds** in 2010

**eminist**

# Mama Cash's grantees break new ground

In 2010, women, girls and trans people throughout the world continued to rise to the challenge of fighting for their rights in an uncertain and unstable world. In Iraq, Kenya and Nepal, peace and democracy building movements failed to fully take into account the needs of women and girls. Increasing political conservatism in Europe further curtailed the rights of people pushed to the margins of society and social movements, such as migrants, refugees and sex workers. To every blow, our grantees responded with creativity and organisation.

The *pioneers of change* that Mama Cash supports demanded – and had – a say in peace building processes, monitored the gender balance in humanitarian aid, and fought for the recognition of the human rights of women, girls, and trans people in all of their diversity. Mama Cash works with these women's, girls' and trans people's human rights organisations and initiatives where thematic issues in the areas of *body*, *money*, and *voice* converge and intersect. And because the distribution of resources is also part of the change Mama Cash aims to support, we also invested in *women's funds* that are transforming the face of philanthropy in the Global South and East.

On the following pages, you will get to know our four grant-making portfolios, and we will introduce 13 of our grantees who have succeeded in breaking new ground in their communities in 2010.

## Our grantees

A key trend for 2010 was the increase in the number of **self-led groups** working on issues that have often been pushed to the margins in their particular local contexts. Mama Cash believes that revolutions cannot be outsourced. It is those who face overlooked injustices who know best how to make oppression and discrimination visible and where the path to justice lies. Unlike organisations working on their behalf, self-led groups of women, girls and trans people at the margins of their societies do not restrict themselves to requests for charity. They demand to be the ones making decisions about their lives.

## How our grantees work

Our grantees take a **human rights approach**. For them, owning their bodies and sexualities, achieving economic justice and effectively participating in their communities are human rights. No right is more important than the others. And human rights are indivisible – no right can be fully realised until all rights have been won and respected. For example, a women's disability rights group does not simply focus on disabled women's civil and political rights, but also raises the less visible and comfortable issue of their sexual and reproductive rights.

Our grantees stand out because they **take and make strategic opportunities**. They use crises as springboards to transform their contexts, and they create windows and doors where previously only walls existed. For instance, in an environmental disaster they organise to expose the increase in violence against women and girls that often occurs in the context of catastrophe, while at the same time highlighting that this violence is an ongoing reality in their lives. Furthermore, they seize this moment of heightened visibility as an opportunity to demand long-term solutions.

## How we work together

For Mama Cash and for our grantees, working in partnership through our accompaniment process was key to taking and making strategic opportunities in 2010. Accompanying means walking together, learning from and leveraging each other's skills and challenges. It means discussing how best to face an internal crisis. It means connecting grantees to each other and to other funders. It means asking questions that help to draft a budget or a strategic plan; it means adapting and replicating what has worked for others. It means being there for each other in a spirit of solidarity.

## How we contribute to building movements

Structural and lasting change can never be achieved by a single organisation. There is safety and effectiveness in numbers. There is strength in a diversity of voices, bodies, and imaginations all working towards a single goal: the building of a social movement, which is dynamic and is continuously being built, adapted, changed and rebuilt.

As agents in that building effort, we participate in, and co-host, interregional and global meetings for activists and women's rights allies to reflect on the gains we have made and challenges we still face, and to come up with new ways to work together on our most pressing issues. Mama Cash supports groups marginalised by society – and sometimes by social movements themselves – to play leadership roles in these convenings.



Participants at the informal workers' rights congress organised by ATRAHDOM

## ATRAHDOM'S impact

**Remember the pioneering work of Asociación de Trabajadoras del Hogar a Domicilio y de Maquila, or ATRAHDOM, in Guatemala? We highlighted this self-organised women's group of domestic, factory, agricultural and home-based workers in our Annual Report 2009. In 2010 this group again accomplished great results with the grant provided by Mama Cash.**

### **ATRAHDOM amongst others:**

- secured a commitment from the National Ministry of Labour for a minimum wage standard for domestic workers;
- was invited to consult with members of Guatemala's Ministry of Labour and Parliament on how to strategise a national social security programme for domestic workers;
- organised a congress of 70 women workers, and founded a youth cohort which together produced a statement of the main issues facing informal working women.

In June 2011, ATRAHDOM will represent the domestic workers of Guatemala at the International Labour Organization (ILO) Convention on Domestic Work in Geneva, Switzerland. The group will present the above-mentioned statement to an international audience. This is the first time ATRAHDOM is working at the global level. Having an influence on the ILO Convention could contribute to securing basic rights for domestic workers globally.

*Read about the impact of other grantees working on economic justice issues on pages 16-19.*

# body portfolio



*We own our bodies and sexuality*

Within the Body portfolio, Mama Cash supports organisations that challenge restrictive societal norms and broaden the meanings of gender and sexuality; organisations that work to stop violence against women, girls and trans people in all its intersecting forms, as well as to build cultures of peace; and organisations advocating for reproductive rights and choice for all women, girls and trans people.

## Facts & figures 2010

Number of grants	31
Total amount granted	€834,700
Average amount per grant	€24,677*

\* In the Body portfolio, four of the 31 grants were multiyear commitments. In the case of these multiyear grants, only the first year grant amount has been used in calculating this portfolio average.

## What we do

The Body portfolio focuses on three main areas:

In the area of **reproductive justice**, we support groups that advocate for issues within the field of sexual and reproductive health and rights that others ignore. Mama Cash believes all women, girls and trans people are entitled to choose whether or not to have sex, and with whom, and whether or not to have children, without being faced with violence, force or discrimination.

In the area of **sexual and gender rights and freedom**, we support groups that challenge societal norms regarding gender and sexuality. Restrictive norms often result in oppression, discrimination and violation of women's, girls' and trans people's rights. We work towards a world where no one is excluded and where all people can enjoy and express their sexuality and gender.

In the area of **countering violence and building cultures of peace**, we support groups that address and counter the different forms of violence women, girls and trans people are experiencing at home, at work, in the family, in the judicial system and in the streets. The groups we support work to end not only violence, but also the unequal power relations that underlie, perpetuate and normalise violence.

## Body in 2010

In 2010, we prioritised groups that have an affirmative view of the body and sexuality. They address not only violence and other human rights violations, but also affirm all people's rights to enjoy their sexuality and their bodies. Pink Space in China is a good example of this approach.

We also supported groups that are often pushed to the margins to assist them in moving their agendas to the centres of their communities, societies and social justice movements. For example Pembe Hayat, a group of trans sex workers standing up against severe police and community violence.

We funded groups that tackle issues that are controversial, silenced or taboo. The Namibia Women's Health Network, for example, exposes the practice of coerced sterilisation of HIV-positive women and works towards achieving reproductive justice in Namibia.



## Pink Space



**Pink Space** is a unique organisation in China, formed by women who do not comply with society's expectations of appropriate behaviour for women in terms of gender and sexuality. The organisation includes lesbians and bisexual women; trans people; women living with HIV; women with disabilities; sex workers; and so called 'tongqi' (wives of gay men who married them because of societal pressure to appear heterosexual – there are an estimated 25 million 'tongqi' in China). Although seemingly diverse, all these groups, in different ways, do not fit the norms with regard to what a woman is expected to be and how she should behave. They are punished for not fitting in and are prevented from enjoying their sexual and reproductive rights.

In 2010, Pink Space facilitated workshops and trainings, bringing together the groups of women that are part of the organisation's diverse constituencies. By exchanging and sharing their various experiences of discrimination and exclusion and analysing their underlying causes, they built joint strategies for change.

Pink Space launched telephone hotlines to offer practical and personal support – one for women living with HIV operated by women living with HIV and another one for sex workers operated by sex workers. The organisation works with various self-support groups to develop strategies to defend their sexual rights.

Pink Space also conducts research to gather information that will shed light on the various challenges that its target groups face. This research is used to advocate with policy makers in China for more inclusive policies.

## Pembe Hayat



**Pembe Hayat LGBTT Dayanisma Derneği** is an LGBT\* rights group led by trans activists, many of them sex workers. The organisation is based in Ankara, Turkey, and works with trans communities in ten cities throughout the country, building a human rights movement of trans people. Pembe Hayat's key focus is in countering the severe discrimination and violence faced by trans people in Turkey. Among Turkish women, trans women who are sex workers, are the most vulnerable to violence. The police fail to intervene, and often police officers perpetuate the violence themselves, or mistreat victims of violence, by verbal and physical abuse, random arrests, fining and refusing to take reports of violence by sex workers seriously.

In 2009, Pembe Hayat provided legal support in over a hundred cases, appealing against arbitrary fines, arrests and harassment of trans sex workers by police officers. In 2010, the group continued its legal work through campaigns that raised national and international support. Pembe Hayat brought together various Turkish and international LGBT, feminist and other human rights organisations to lobby the government to take measures to stop violence, including murder, against trans people in Turkey. As a result, the European Union and the Council of Europe have pressured the Turkish government to respect the human rights of all Turkish citizens, including 'minorities'.

\* LGBT is short for lesbian, gay, bisexual, and trans people

# “We demand that doctors stop sterilising HIV-positive women without their consent”

interview Jennifer Gatsi – **Namibia Women’s Health Network**

“During a meeting with the deputy health minister and HIV-positive women in 2008, a young woman asked: ‘Why have I been sterilised without my knowledge? After giving birth to my first child, a doctor told me I couldn’t have any more children because he’d sterilised me. I didn’t even know what that word meant.’

At the time, we had not heard about coerced sterilisation of HIV-positive women. Approximately 17 percent of the adult population in Namibia is affected by HIV/AIDS. We have now documented forty known cases of sterilised women. Doctors sterilise HIV-positive women in hospitals, after childbirth, to stop them from having more babies with the virus. The women, during or immediately after giving birth, are made to sign a paper without understanding its content.

With the support of the Legal Assistance Centre, we assisted fifteen women, who alleged a violation of their constitutional right to be free of discrimination, in taking the state to court. We expect to win these cases, as the practice is in clear violation of the Namibian constitution and international law. This should set a precedent

for all women living with HIV who have been forcibly sterilised – and, importantly, will prevent these practices in the future.

HIV-positive people in Namibia face incredible social stigmatisation. Lesbians and trans people with HIV have an even harder time in our society. We organise local awareness-raising meetings where people can openly discuss issues related to being HIV-positive.

We also use these moments to discuss sexuality more broadly, and we work on developing a shared understanding of the ways in which gender, sexuality, power, poverty and social exclusion interlink with HIV infection and the rights of those affected by HIV. Building our advocacy on this understanding will ensure that the measures and programmes adopted by the state and civil society will be reflective of the lived reality of HIV-positive women.”

blog: <http://endforcedsterilizationinnamibia.wordpress.com/>  
twitter: <http://twitter.com/#!/nwhnamibian>



### **What?**

The Namibia Women's Health Network (NWHN), founded in 2008, is formed and led by women living with HIV, and stands up for the human rights of HIV-positive women, youth and trans people. The Network demands access to health services, respect for bodily integrity, social acceptance and inclusion of women living with HIV, and fair job opportunities and labour rights for all women living with HIV. NWHN advocates for the increased participation of women, youth and trans people living with HIV and AIDS in the development of policies, programmes and legislation on HIV, and health more generally.

### **Why?**

HIV-positive women, girls, and trans people in Namibia face serious discrimination and rights violations. HIV-positive women have been sterilised without their consent, they face social stigmatisation and violence, and their access to health care and employment is hindered. A strong and empowered movement of women living with HIV will ensure that these women are able to influence the policies that affect them and to end human rights violations.

### **What's next?**

In 2011, NWHN is developing its strategic plan for the coming five years through a collective process engaging the 52 women, adolescent girls and trans people that represent the leadership of the Network in Namibia's 13 regions. These 52 people are all part of an ongoing leadership building programme with the goal to involve as many of them as possible in taking leadership positions in policy making bodies related to HIV and health.



## We fight for economic justice

Within the Money portfolio, Mama Cash supports organisations that fight for economic justice for all women, girls and trans people. These groups advance: the labour rights of migrant women, domestic workers, sex workers, factory workers and women farmers; the right of women to own and inherit property; and women's right to earn a liveable wage and to make independent decisions about how to spend their income.

### Facts & figures 2010

Number of grants	16
Total amount granted	€721,000
Average amount per grant	€30,438*

\* In the Money portfolio, seven of the 16 grants were multiyear commitments. In the case of these multiyear grants, only the first year grant amount has been used in calculating this portfolio average.

### What we do

In the area of **labour rights for women, girls and trans workers in formal and informal sectors of the economy**, we support domestic workers, agriculture and floriculture workers, sex workers, workers in export processing zones, and other informal workers in tourism, construction and home-based industries, like cigarette rolling. It is hard work, yet the people doing it earn only a precarious livelihood. For women and girls,

informal labour means weak or non-existent protection of their labour rights and vulnerability to economic exploitation.

In the area of **land, property and inheritance rights**, we support groups that fight for women's rights to own, live on and/or work on land, the right to inherit land and property from male family members, and the right to secure sufficient food, income and marketable goods for themselves and their families. In many regions in which we work, the denial of these rights is disguised by using the justification of 'cultural' tradition. However, the actual effect is to preserve patriarchal dominance over women by ensuring that the communal economy will be directed by men only.

### Money in 2010

In 2010, we prioritised three main groups: domestic workers, agricultural workers and sex workers. Among our grantees, the South African Rural Women's Movement is an example of a land, property and inheritance rights movement, led by black African women and girls working in both formal and informal sectors. Another example is the Peasant Women Society in Pakistan, a group of agricultural workers who also work on land rights. Facing strong opposition from government and from within their communities, these activists demand equal access to land, markets and work.

Sex workers are a priority for Mama Cash, specifically those who use a human rights approach in their work. We support sex workers organising to demand recognition of sex work as work, and as a result to have their rights as workers recognised. This includes stopping the physical and economic violence perpetrated against them, mainly by the police. Asociación de Trabajadoras Sexuales Mujeres del Sur has successfully engaged with the local government in Arequipa, Peru, to address these concerns.



## Rural Women's Movement



**Rural Women's Movement** (RWM) is based in Durban, South Africa, and its members are black women and girls, ages 6-85. The group advocates for the legal recognition of women's right to own land and property, like cattle. Having more control over their income allows women greater autonomy in their decisions and also provides greater economic security for their families.

In 2010, RWM successfully challenged the legality of the Communal Land Rights Bill (2004) in the High Court of Pretoria. As part of a wide coalition, RWM showed that the Bill allowed apartheid-created tribal authorities to administer land, without consulting community members, including women and girls.

RWM also addresses the lack of food security and HIV/AIDS as the two main causes of poverty for women and girls. RWM engages home-based caregivers, who provide basic health care and domestic labour to HIV/AIDS-affected households.

RWM plans to gather case studies of women being denied ownership and inheritance rights to demonstrate how this denial impacts the level of poverty and food security in local households. This evidence will be used to advocate for laws and policies that are fair to women and girls.

## Peasant Women Society



**Peasant Women Society** (PWS) is a self-organised group of women farmers and rural land tenants\* in geographically isolated communities in the militarised and conservative Punjab province of Pakistan. PWS confronts violence and discrimination committed by members of their own community as well as by the army.

Army personnel regularly threaten PWS activists and other women peasants – driving them off their land, forcing them to sign exorbitant rental contracts, or subjecting them to extortion. They are also blocked from selling their goods by other members of the community, because it is considered improper for women to publicly sell the goods they produce. Women who transgress this social norm have been harassed and bullied at markets. The condemnation of women vendors extends to their families, placing an additional burden on them.

PWS is working to change this situation. The group's representatives document and expose the violations perpetrated by the army, hold markets in women's own homes, and travel from village to village by motorbike, raising awareness among women and girls about their rights as agricultural workers. PWS has also organised street demonstrations against the daily discrimination that they and other women face. They have taken a traditional women's domestic tool – the laundry stick – and are putting this to a defiant new use during their street demonstrations: banging the sticks to emphasise their resistance.

With the support of Mama Cash, PWS will be able to afford its own space, where women can get together to exchange their knowledge of agricultural farming techniques, take literacy courses, and organise new campaigns for their rights and livelihoods as peasant women.

\* Tenants are farmers working and living on the land they rent from landlords. If those women are kicked off the land by landlords, or their family disowns them, they have neither work nor a place to live.



### **What?**

Asociación de Trabajadoras Sexuales Mujeres del Sur, founded in 2004, is a self-organised group of sex workers from Arequipa, a southern region of Peru. This organisation addresses human rights violations against sex workers, including violence against them, police brutality and extortion, no recognition of sex work as work, which results in lack of protection of their labour rights, and lack of access to health care.

### **Why?**

Sex workers face widespread discrimination and abuse in Peru, mainly by the police, but also by pimps and the broader society.

### **What's next?**

Mujeres del Sur aims to become the very first sex workers' labour union in Peru, bringing together sex workers from over all over the country. The group is training its staff to make this happen and to continue working for a world where the human rights of all sex workers are respected, as women/trans persons and as workers.



# “We fight for the human rights of sex workers in the south of Peru”

interview Ana Luz Mamani Silva – **Asociación de Trabajadoras Sexuales Mujeres del Sur**

“In 2004, in Arequipa, a southern region of Peru, the police arrested a sex worker who was six months pregnant. When she refused to pay the standard bribe, the police officers kicked her out of a moving vehicle. She hit the pavement and was badly injured. She lost her baby. For me, that was the final straw. The endless abuse and extortion sex workers like she and I faced in Arequipa had to stop. Together with my colleagues, we started the Asociación de Trabajadoras Sexuales Mujeres del Sur (*the Organisation of Sex Workers, Women of the South*) to fight for our rights.

Violent pimps and their gangs threaten us, take our money and beat us up when they don't get what they want, mostly with impunity. They should be tackled, not tolerated by the police.

We successfully participated in a multi-sectoral round table on sex work that was held in Arequipa in 2010. We shared our views on HIV/AIDS and local health policy and police protection with the local authorities. After we drew attention to the corrupt behaviour of the police, its higher authorities agreed to investigate our complaints about violence.

Our work has given us more exposure, but the effects have not all been positive. In a Catholic country like Peru, we anger people just by speaking out. Regularly, we receive anonymous death threats at our office.

But we have to be strong and persevere, because we deserve labour rights. Sex work is simply *work*, and it is just one aspect of our lives. We are mothers, sisters, wives and friends too, just like any other human being.

We have started leadership and assertiveness trainings for the approximately fifty sex workers with whom we work. Because we have to overcome our own fears and insecurity, so we can be proud and assertive citizens.”

# voice portfolio



We make our voices heard AND listened to

Within the Voice portfolio, Mama Cash supports groups working to ensure women's, girls' and trans people's meaningful participation in public life. They work to ensure that the voices of marginalised groups are part of decision making and policy development processes everywhere, even in militarised and fundamentalist contexts.

## Facts & figures 2010

Number of grants	31
Total amount granted	€829,000
Average amount per grant	€26,742

## What we do

The Voice portfolio focuses on two areas:

In the area of **feminist leadership development**, we support groups on the margins of societies and movements so they can amplify their voices. Our grantees not only transform their own realities but also challenge and shift the imbalances of power that exclude them, leading the way to more inclusive and egalitarian societies and movements.

In the area of **creating change and building cultures of peace in fundamentalist and militarised contexts**, we support women, girls and trans people who are confronting fundamentalist views and policies of all kinds that deny or restrict their human rights. Also, we contribute to their effective participation in peace building and post-conflict reconstruction processes, to ensure that their concerns and visions are included as societies are rebuilt.

## Voice in 2010

One of our priorities in 2010 was funding groups at the margins of their societies, whose rights are often not addressed in the mainstream feminist or LGBTI movements. For example, Trans-Fuzja, a trans rights group in Poland, has successfully confronted the notion of trans identities as medical disorders.

Supporting links between different feminist and women's groups was another priority. Funding the GEAR Campaign via the Fundación para Estudio e Investigación de la Mujer (Foundation for Studies and Research on Women, FEIM) in Argentina, is an example of how Mama Cash did this in 2010. As part of a global coalition, FEIM is monitoring and influencing the creation of UN Women to ensure that women's rights and gender equality will be properly addressed at the global level.

An inspiring example of contributing to peace processes is the Fatima Foundation in Nepal. This group ensured the participation of Madhesi (indigenous) and Muslim women in village reconciliation committees that were established after the civil war, which lasted from 1996 until 2006.



**Trans-Fuzja** in Poland works in a context in which Catholic notions about “natural” gender roles dictate public policy and societal attitudes. As a result, transgender persons – and anyone who does not look and behave as a “proper woman/man” – face stigma and discrimination. For example, transsexualism and intersexuality are on the list of “disease and deformities” that prohibit a person from joining the army. And if a trans person cannot or does not wish to undergo genital surgery, then it is not possible to change his/her name and sex in the individual’s identity documents. The high cost of the transition process – not covered by national health insurance – presents an additional obstacle.

Trans-Fuzja advocates with local and national institutions and with health professionals to change this situation. But because trans people grow up seeing themselves as “sick”, Trans-Fuzja also works within its own community – connecting trans people with each other and providing resources so that they can learn about and celebrate themselves. Trans-Fuzja has actively used the media to further its cause. A television network produced a feature film called **Trans-Ackja** on the situation of Polish trans people, based on the life story of the chair of the Board of Trans-Fuzja. And in 2010, Trans-Fuzja sent a clear message about trans people’s right to fully participate in society, when one of its members became the first Polish transgender person to stand for local elections in Warsaw.



**Fundación para Estudio e Investigación de la Mujer** (FEIM) proved that feminist leadership from the Global South can change power structures in the international arena. In 2008, it became the focal point in Latin America for the **GEAR campaign**, a global network of 300 women’s groups that demanded Gender Equality Architecture Reform (GEAR) in the UN, resulting in a unified agency with a larger budget and decision making power.

FEIM took a lead role from the start and raised funds for focal points in the Global North as well. With its strong links to local and national Latin American feminist activists, FEIM helped to bring their views to preliminary national and international discussions about the future UN agency for women’s rights.

The GEAR campaign successfully culminated in the establishment of **UN Women** in July 2010. A few months later, Michelle Bachelet – a former Chilean president known for her commitment to women’s rights – became the head of the new UN agency.

Now the GEAR campaign is advocating for mechanisms to ensure that civil society has a meaningful role in setting the agenda of UN Women, and particularly of a strong, involved and diverse constituency of local feminist activists, to ensure that the new body will effectively advocate for women’s concerns.

*“Many women activists from across the world have been struggling for years to make the United Nations more accountable to women's rights. For them – and many others, including Mama Cash – the appointment of Michelle Bachelet makes the dream of UN Women become real.”* Annie Hillar, Programme Director at Mama Cash

**What?**

The Fatima Foundation is a self-organised group of women fighting for the rights of Madhesi and Muslim women. The Fatima Foundation works to ensure that the voices of these women are heard in decision making processes at the local, district, zone and national level.

**Why?**

Madhesi and Muslim women are excluded from political and social life in Nepal. They face discrimination and violence within their own communities. The Fatima Foundation makes this situation visible and demands legal and social remedies for it.

**What's next?**

The Fatima Foundation is working to ensure that Madhesi and Muslim women are recognised in Nepal's constitution that is currently being drafted. The Foundation continues to engage the Madhesi and Muslim communities in public discussions on women's situations and rights, using, for example, participatory educational theatre.

# “We made sure all women were heard in the peace building process in Nepal”

interview Mohamadi Siddiqui – **The Fatima Foundation**

“Following the civil war in Nepal in 2006, village reconciliation committees were founded throughout the country. Madhesi and Muslim women were excluded from these important forums by their own communities. Due to prevailing conservative views on the role of women, many of these women are not granted an education and sometimes are not even allowed outside the house. The conflict made this situation worse.

The Fatima Foundation has a vision that women from all backgrounds should be heard in the peace building process in Nepal, so we can help shape the future of our country. We are all from the Madhesi and Muslim groups ourselves, so we could easily contact the women through our own networks, and we invited them to participate in the village committees. Now they have a say.

The government does not recognise the challenges that the women of these minorities in Nepal face on a daily basis. There are, for instance, no programmes to combat the low level of education of Madhesi and Muslim women or to address the violence they experience within their communities.

As the director of the Fatima Foundation, I was elected in 2010 as vice-president of the Women Assembly Caucus. This Caucus is part of the Constituent Assembly that is currently drafting a new national constitution. We are working to ensure that violence against women and the rights of ethnic minorities are addressed in the constitution. We want to be treated as equal citizens in our country. Slowly but surely, the government is acknowledging our existence and situation.

We also reach out to remote communities through street drama workshops, by engaging men and women in theatre plays on domestic violence, the right to vote and to be elected, and other topics. First and foremost, women need education. Ultimately, we want to live harmoniously and on an equal footing with men.”



# women's funds portfolio

*We mobilise more and better resources  
for women's rights*

Mama Cash believes that strong women's funds are key to building powerful, effective women's and feminist movements. We contribute to strengthening women's funds in the Global South and East through grants and accompaniment support.

## Facts & figures 2010

Number of grants	18
Total amount granted	€816,500
Average amount per grant	€45,361

## What we do

As one of the oldest and largest women's funds worldwide, Mama Cash supports emerging and/or younger women's funds that are working nationally or regionally in the Global South or East. In the countries in which they are active, women's funds are often the first and main source of funding for new or non-mainstream groups working for women's, girls' and trans rights.

Even though they have small budgets in comparison with mainstream funders, women's funds play a key role in strengthening women's movements and organisations around the globe. From teaching a young organisation how to draw up a budget, to organising a meeting with donors, women's funds invest in the organisations that make change happen.

## Women's funds in 2010

The women's funds that Mama Cash supports invest in groups on the margins of the feminist movement and of their societies, such as sex workers and women with disabilities. Women's funds are also able and willing to work with emerging groups that are not legally registered. They have a close and direct relationship to local organisations. They are able to act fast, supporting demonstrations or providing urgent assistance to women activists at risk.

Women's funds employ three main strategies: they **make groundbreaking grants**, they **raise funds** and they **raise awareness** about the importance of supporting activism for women's, girls and trans rights, among individuals, the private and public sectors.

Fondo Mujeres del Sur, for example, made a taboo breaking grant in 2010 to the National Campaign for Free, Legal and Safe Abortion in Argentina. MONES managed to mobilise resources and raise awareness by organising a first-ever car race for women drivers in Mongolia. Urgent Action Fund-Africa brought together HIV-positive women and donors to discuss funding for their activism. In the interview with the Mediterranean Women's Fund, you can read about the strategies this fund employs to fund and support women's activism in the face of growing fundamentalisms.



## Fondo Mujeres del Sur



In 2010, the **Fondo Mujeres del Sur** in Argentina supported the National Campaign for Free, Legal and Safe Abortion. This campaign brought together more than 250 women's organisations and 3,000 women working for or supporting these organisations across the country. The right to safe abortion is a controversial issue that not all funders are willing to support.

It is estimated at least 100 women a year die as a result of unsafe abortions in Argentina, where undergoing an abortion is a crime. The campaigners convinced members of parliament to draft and sign a bill on the Voluntary Interruption of Pregnancy and now are pushing for the bill to be discussed by Parliament in 2011.

## MONES



The Mongolian Women's Fund **MONES** has developed innovative ways to engage individuals to support women's rights. In January 2010, MONES organised a first-ever contest for women drivers, which attracted huge media attention. The money raised through this activity – donated by individuals and local companies – helped to fund MONES' 2010 campaign in support of women with disabilities.

This activity was successful at several levels: it showed women in non-traditional roles (as racers and donors); it gave an unprecedented visibility to women with disabilities and their concerns in Mongolia; and it raised money!

## Urgent Action Fund-Africa



**Urgent Action Fund-Africa**, based in Kenya, provides rapid response grants and resources to help individual women human rights defenders and organisations in situations of conflict or violence throughout Africa.

In 2010, UAF-Africa convened a meeting of donors and grantees, including HIV-positive women, to explore proactive strategies to fight the human rights violations they confront. The meeting included activists who had never talked to donors, and donors who had never funded HIV-positive women before. It was a starting point for bringing more resources directly to women working on an issue where most of the funding is still in the hands of intermediary organisations.

# “We defend women’s rights in the Mediterranean beyond the divide between North and South”

interview Caroline Sakina Brac de la Perrière – **Mediterranean Women’s Fund**

“In 2010, we supported Tunisian women’s rights activists. The regime of former president Zine El Abidine Ben Ali did not allow donors to give grants from abroad. But we managed to support these activists through indirect channels. We were incredibly pleased to see how women played an important role in the recent overthrow of the dictatorship. Women turned out in large numbers and helped maintain peaceful demonstrations. They are now working hard to ensure women’s rights are given the place they deserve in the future of the country.

We welcome applications from women’s groups in 21 countries on the Mediterranean shores, from France to Morocco, to Turkey and Egypt. This regional focus is political as we want to promote women’s rights beyond the divide between North and South. It is a clear stand that rejects the invisible wall that politicians and economists put up to divide peoples, thus women, on the two sides of the sea. Assuming a regional identity is also a way to prevent nationalist thinking: the Mediterranean Women’s Fund is free to represent and work for the interests of all women throughout the region.

Our grantees stand up for their sexual and reproductive rights and fight against fundamentalisms in Catholic Italy, Muslim majority Algeria and others countries in the region. We fund a lesbian and transgender group of women’s rights activists in Palestine, ASWAT. They need all the

support they can get, because they face big taboos in their society. We also support women who campaign against sexism and racism in France, within migrant communities and in public life. Our grantee The Egyptian Center for Women’s Rights works against sexual harassment in the streets, which is a serious problem for women in Egypt.

As a young women’s fund, we are dedicated to mobilising more resources for women’s movements in the Mediterranean region. Issues such as veiling, sexual harassment in the streets and honour killings are prevalent in the patriarchal Mediterranean societies. We are proud to be helping women confront violations of these sexual and bodily rights. Because most of our board members and director were women’s rights activists in the region, they know there is a great need for funding to fight these controversial issues.

In 2010, we organised a photo competition inviting people to send in photos that break away from conventional ideas about Mediterranean women. The winner was announced at a fundraising gala dinner which was hugely successful in terms of attendance and also fundraising. With the proceeds, we were able to fund even more of the brave women’s rights activists in the Mediterranean.”

[www.medwomensfund.org/en/Presentation.html](http://www.medwomensfund.org/en/Presentation.html)

### **What?**

The Mediterranean Women's Fund (MWF) was founded in 2008 to strengthen the women's movement in the Mediterranean region. MWF provides grants to women's groups active in the field of sexual and reproductive rights and to those that resist and challenge religious, cultural and political patriarchy.

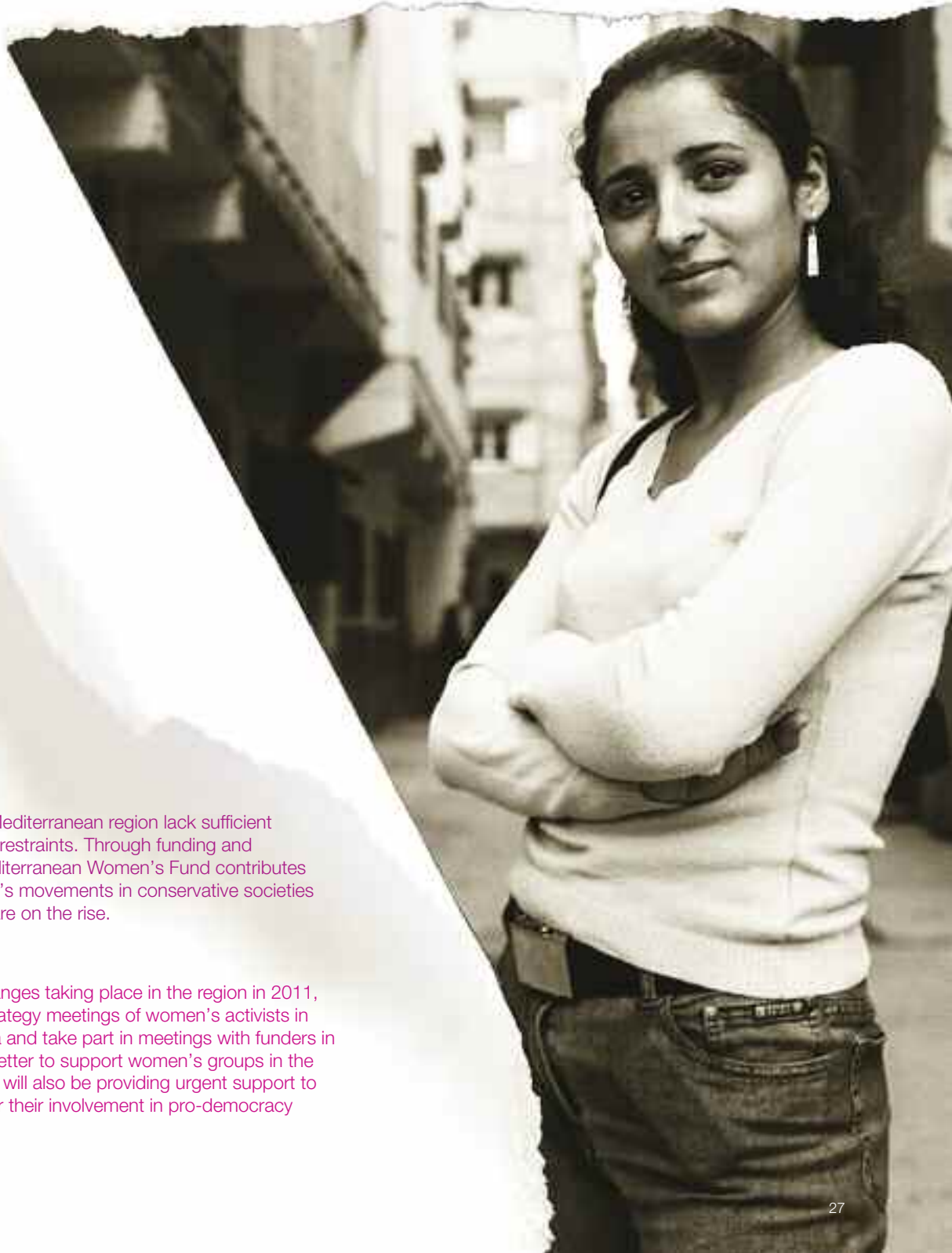
*The winning photo of MFW's photo competition 2010. Arno Brignon took this photo.*

### **Why?**

Women's groups in the Mediterranean region lack sufficient funding and face political restraints. Through funding and accompaniment, the Mediterranean Women's Fund contributes to building strong women's movements in conservative societies where fundamentalisms are on the rise.

### **What's next?**

In view of the political changes taking place in the region in 2011, the MWF will organise strategy meetings of women's activists in Egypt, Tunisia and Algeria and take part in meetings with funders in Algeria, to discuss how better to support women's groups in the current context. The fund will also be providing urgent support to women activists at risk for their involvement in pro-democracy struggles.





Pratima Vaishyan (second from right), a Madhesi girl participating in a 'Youth for Peace and Reintegration' programme, with volunteers of the **Fatima Foundation**, Nepal. The foundation supports the participation of women from ethnic and religious minority groups, in peace building and political processes.



# influencing philanthropy



# Mama Cash's multiplier effect

Mama Cash aims to mobilise resources for women's, girls' and trans rights organisations worldwide. Beyond raising money to finance our own annual budget, we strive to bring new funding to the field of women's rights and feminist movements, thereby multiplying the effect of our work globally.

We employ various strategies to achieve this. We raise awareness about the importance of funding women's, girls' and trans rights activism. We engage in strategic dialogues and advocacy with peer funders. We encourage new funders to join us in achieving social justice through philanthropy. And, importantly, we shift the traditional funder/grantee power dynamic by inviting grantees and activists to the decision making tables to articulate their needs, and influence the funding process. Finally, we share our expertise in using a human rights-based, social justice approach in our grant-making. Mama Cash's work to influence philanthropy in 2010 included the following key initiatives.

## Generating awareness: mapping European foundation support for women and girls

Where do European foundations focus their resources, and how and to what degree are European foundations targeting women and girls? Mama Cash commissioned research to shed light on the scope, distribution and diversity of European foundations' giving for women and girls. This research was conducted in 2010 by the Foundation Center (New York City) and Weisblatt & Associés (Paris), in cooperation with the European Foundation Centre (EFC).

It is the first research project of its kind and is designed to generate knowledge and data on European foundation funding for women and girls and to mobilise new leadership and resources for this area. The preliminary results of the research show that 37% of the foundations that responded to our survey questionnaire, reported that they have some grantmaking or programmatic activities specifically intended to benefit women and girls.

This speaks to significant awareness of the importance of funding for women and girls. However, we also discovered that the median percentage of total grant monies allocated in support of women and girls was only 4.8% (These findings are based on analyses of more than 9,100 grants awarded by 42 foundations). The research also showed that 90% of the respondents, regardless of their present level of commitment, their size or location, expressed interest in at least a few issues related to women and girls, particularly in the areas of violence, poverty, and access to education.

The gap between interest and investment tells us that there is potential and possible motivation for European foundations to step up and provide more funding for women and girls. Mama Cash plans to use these findings in our advocacy work in the European foundation community. Our aim is to encourage foundations to implement more grantmaking and programmatic work to benefit women and girls.

## Strategic dialogue: mobilising resources for women's rights organisations and movements in Europe and the Commonwealth of Independent States (CIS)

In October 2010, approximately 65 representatives of women's rights groups, women's funds and other donors from throughout Central, Eastern and Southern Europe and the Commonwealth of Independent States region came together for a three-day meeting. The conference was organised by the Association for Women's Rights in Development (AWID) and the International Network of Women's Funds (INWF). A number of donors, including Mama Cash, helped organise and co-fund the event.

The meeting focused on being creative and smart about how women's rights organisations in the region can really mobilise the resources they need. Central and Eastern Europe and the Commonwealth of Independent States are parts of the world that many donors do not see as an urgent priority for women's rights. Activists with different backgrounds



connected and strengthened their relationships. Women's rights organisations, women's funds and other foundation donors discussed strategies for attracting funding that will lead to better funded and sustainable women's movements in the region.

## Advocacy within donor communities

In March 2010, Mama Cash co-sponsored a panel discussion at the 2010 Commission on the Status of Women in New York (together with The Dutch Ministry of Foreign Affairs, Hivos, and AWID). The event aimed to encourage a strategic discussion on the Millennium Development Goal 3 (MDG3) Fund and issued a call for action to other governments.

Mama Cash participated in a social justice panel, "Change Not Charity – Resource Mobilization for Social Justice", co-organised by the Ford Foundation at the 2010 Council on Foundations meeting in April in the United States. At the EFC's annual meeting in June in Brussels, Mama Cash organised a session called "Foundation Support for Women and Girls: Is Europe in the Vanguard?", and executive director Nicky McIntyre was also on the panel "Girls Count: Holistic Solutions for Sustainable Results".

Mama Cash also played an active role in 2010 in convening a group of social justice donors to form Ariadne Netherlands, the Dutch chapter of the Ariadne network. This European network of human rights and social justice grantmakers provides a clearinghouse and interactive portal to enable funders to share information, strategies and best practices in order to increase the impact of funding.



Impression of the AWID/INWF meeting to strengthen the women's movement in the CEE and CIS region.

## Convening donors and activists: mobilising resources for the human rights of sex workers

Donors and sex worker activists from around the world gathered in Amsterdam in December 2010 for a historic convening hosted by Mama Cash and the U.S.-based Open Society Institute's Sexual Health and Rights Project. Calling itself the *Collaboration to Advance the Human Rights of Sex Workers*, the group is committed to generating new funds and advocating for human rights-based approaches to building sex workers' movements.

This collaboration between donors and sex worker activists is unprecedented. One of its first activities will be to set up a fund in 2011 that will attract new resources for sex worker-led organisations that take a human rights approach in their activism. The funding will support core costs, capacity building and crisis response. Working in the spirit of '*nothing for us without us*', sex workers will be at the heart of the grantmaking process for the new fund.

Nicky McIntyre: "There was a lot of trust building at the meeting. In the end, having a joint grantmaking process with sex workers in the driver's seat was embraced by everyone in the room. This is truly historic. We all feel that this new fund will contribute significantly to a shift in the relationship between donors and sex workers, will build the expertise and knowledge, both in terms of activism and resource mobilisation, of both our communities, and most importantly, will allow for regional movement building on a scale that was previously unheard of."

## Sharing our expertise: working in partnership with other donors

In April 2010, the Oak Foundation, a private foundation based in Switzerland and one of our current donors, invited Mama Cash to facilitate a gender workshop to assist Oak in integrating a more gender sensitive lens throughout its programmatic work. In the following interview you can read about the impact that this has had.

“We strive to have a gender focus in all our programmes”

**Interview** Kathleen Cravero-Kristoffersson and Florence Tercier Holst-Roness, Oak Foundation

### What?

The Oak Foundation is a philanthropic organisation based in Switzerland. Oak commits its resources to address issues of global social and environmental concern, including issues that affect women. Kathleen Cravero-Kristoffersson is the President of Oak Foundation and Florence Tercier Holst-Roness is Head of the *Issues Affecting Women programme*.

### Why?

Kathleen and Florence both brought with them a strong gender focus when they started at the Oak Foundation two years ago.

Expanding on the openness to issues affecting women and girls already present within the organisation, they have initiated a process whereby the concerns of all genders are becoming an overarching theme in Oak programmes, because:

“Women constitute half the world! If you ignore them, you miss the chance to ignite the potential of women in the fields of, for example, child abuse, homelessness, the environment and the like.

### What's next?

Following the gender workshop facilitated by Mama Cash, Florence is working together with other Oak programme staff to develop and apply a gender sensitive approach to their grantmaking.

“In May 2010, we asked a group of eminent Russian human rights defenders what their priorities were in terms of women’s rights. They looked at us slightly puzzled, since they tend to equate women’s rights only with domestic violence issues. We then pointed out the quality of their work could be further improved if they included all genders. Our ambition is not to change the way these grass roots organisations work, or force our ideas on them, because it’s an organic process. But we do hope their awareness of and sensitivity towards gender issues will grow.



Kathleen Cravero-Kristoffersson

For our foundation, Mama Cash has been important in stimulating and focusing our burgeoning awareness towards women’s rights and gender issues. Oak both funds and learns from her. Mama Cash has an important role in educating donors, based on her long-standing experience with and commitment to women’s rights groups. So we invited Mama Cash to lead a workshop for our entire staff in April 2010, to bring a gender lens to Oak programmes.

Through practical exercises, three Mama Cash representatives helped us to explore concepts of gender and their dimensions in our work. They invited our staff to analyse application forms that grantees had submitted to us, and to come up with critical questions to transform a gender blind project into a transformative one. In other words: they had us look at projects that ignored all gender aspects and challenged us to see if we could actually transform the project so that it would not only include gender, but actually have a positive effect on creating more equitable relationships and challenge gender roles.

In one case, we discussed an application for a grant to start a museum dedicated to a famous male human rights defender. Why not ask the grantee how women and girls contributed to causes the defender strove for? Or why not include details on the life of his wife, who was also a renowned human rights defender?

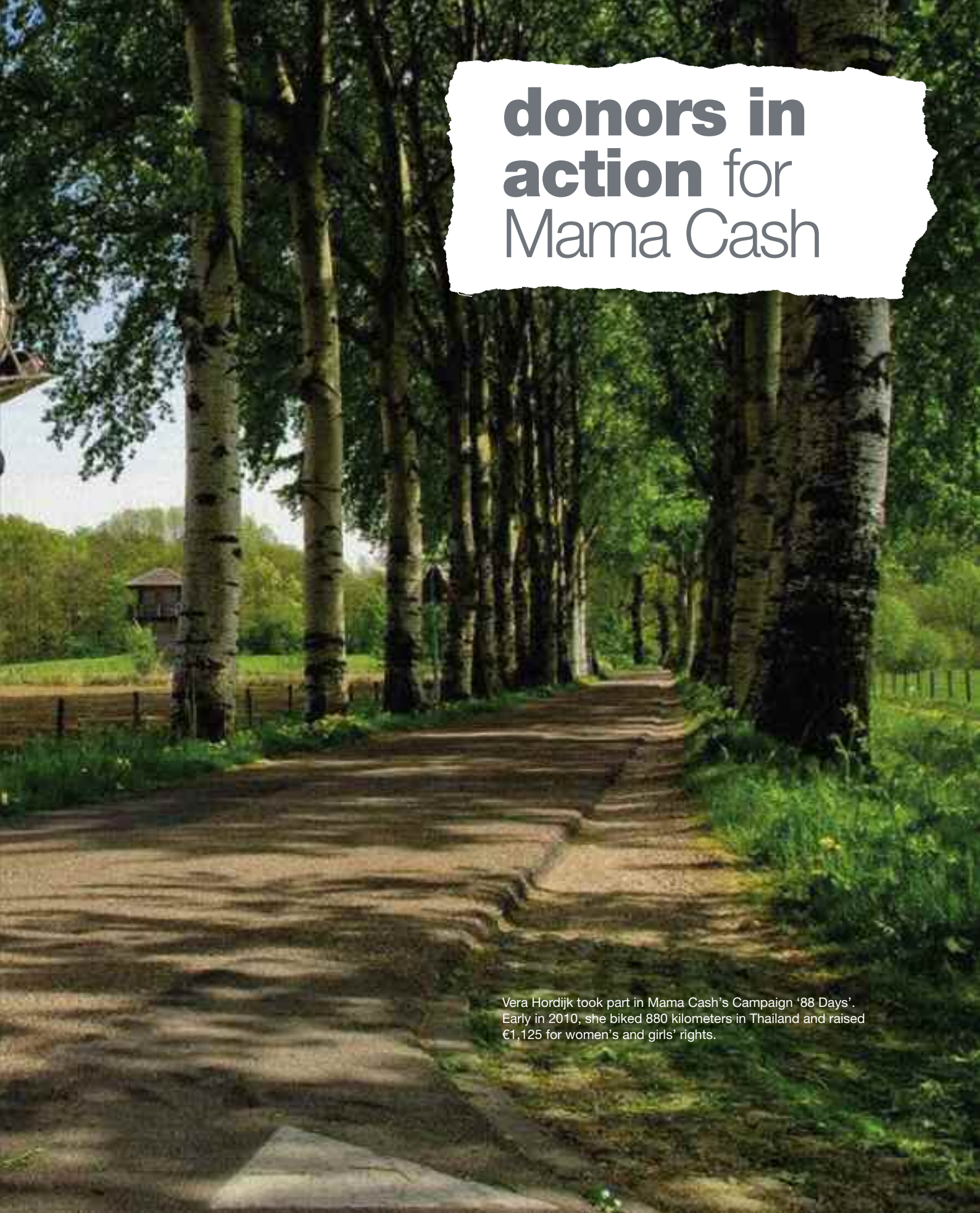
Oak staff was extremely enthusiastic and many colleagues told us that the exercises were “eye openers”. Most had not before given the position of women, girls or trans people much thought when, for example, assessing an application for an environmental project. But they also expressed the need for further assistance to apply this knowledge from a new vantage point.

We chose to partner two Oak programmes, the *International Human Rights programme* and the *Issues Affecting Women programme*, because the issues they focus on are so closely aligned. Together the staff looked at the gender aspects of existing grants and grant applications. The idea is to instil a gender perspective into our human rights grantmaking as well as vice versa. The joint trip to Russia, and subsequent collaboration on the gender aspects of grants in the region, are first steps in this nascent process towards integrating a gender perspective in all our programmes.”









# **donors in action** for Mama Cash

Vera Hordijk took part in Mama Cash's Campaign '88 Days'.  
Early in 2010, she biked 880 kilometers in Thailand and raised  
€1,125 for women's and girls' rights.



Support from individual donors is crucial to Mama Cash's ability to do our work. Small gifts, major gifts, and everything in between, enable us to be flexible and responsive in meeting the needs of our grantees, donors, partners, and peers.

We are particularly grateful to our donors who work so hard within their networks, not only to raise money, but also to increase Mama Cash's visibility, and to generate more awareness and excitement about the importance of supporting the human rights of women, girls, and trans people. Our donors' stamina, dedication, creativity and courage never fail to surprise and impress us.



In 2010, our supporters developed unbelievably creative activities to raise money for Mama Cash. They did this both within the framework of Mama Cash-sponsored campaigns, as well as on their own initiative throughout the year.

On the following pages, we would like to introduce our inspired and inspiring donors Vera, Marjolein, Selma, Sandrine, Lyda and their friends, who all contributed to Mama Cash in innovative ways over the past year.



## Wild biking tour

**Vera Hordijk participated in Mama Cash's Campaign 88 Days, which ran from December 2009 until March 8, 2010. Inspired by the campaign theme 'Go Wild for Women's Rights!', Vera went wild on her bike. In Thailand!**

"My goal was to bike 888 kilometers and raise about €888 for women's rights. Beforehand, I asked my friends and family to sponsor me per kilometer. On February 8, I started in Chiang Mai, and a bit less than a month later I arrived in Bangkok. I met so many nice people on the way; I loved every minute of the trip!

Before I left, Mama Cash arranged for me to be in touch with the Committee for Asian Women in Bangkok. This organisation welcomed me to their offices, where I met their members from six different countries: Japan, the Philippines, Nepal, Burma, Malaysia and Thailand. They were meeting to talk about their future plans, and also to celebrate International Women's Day together.

These powerful women invited me to join them for the women's rights demonstration they had co-organised in Chiang Mai. I was thrilled that I could take part! Many refugee women participated in the celebrations. Witnessing their courage in standing up and demonstrating for their rights was so inspiring."

*By the time Vera arrived in Bangkok, she had raised €1,125 for women's and girls' rights.*

# Walking for Mama Cash

**In September, twenty sporty women set out on a three-day walk along the Dutch coastline. From nature reserve Meijndel to the village of Oud Velsen, along the beach and over the shifting sands of the dunes. Blisters and fatigue didn't slow Marjolein Poot and her nineteen fellow walkers down during this 81 kilometre trek.**

"My friend Yvonne and I came up with the idea for the fund-raising event, and soon afterwards, twenty women had signed up to take part. We found sponsors in our professional and social circles, and off we went.

The trek was hard going! But it was a wonderful experience. It was a great feeling that we could do something for other women with the money we raised on our walk.

Before we started, we had long discussions about which cause we wanted to support. We agreed it had to be an organisation that was committed to women. Preferably a



women's organisation with a global scope and broad horizons; one that enabled women to develop, an organisation that ensured that women can create for themselves the opportunities they deserve. In other words: Mama Cash!"

*With their walk, Marjolein and her friends raised €5,000 for Mama Cash.*

# Lions Club Wine action

**Selma Mogendorff of the Lions Club Kromme Rijn organised a wine auction within the Lions network. Hundreds of bottles of wine were sold, and a percentage of every sale was reserved for Mama Cash.**

"Every year, our women's club organises activities to raise money for good causes,' said Selma Mogendorff, a member of the Lions Club Kromme Rijn.

As chair of the charity commission, I put forward Mama Cash as one of the causes. At my farewell party as a family doctor, I had asked my guests to make a donation to Mama Cash. Club members remembered this, and everyone was instantly enthusiastic about the wine auction. The fact that Mama Cash did not spend a lot of money on festivities when it celebrated its 25th anniversary in 2009, but rather decided to allocate that budget to support women's rights projects, particularly impressed the commission.



Mama Cash was an obvious choice. We sold hundreds of bottles of wine to people in our network. A percentage of every bottle sold went to Mama Cash."


*The wine auction raised a total of €2,000 for Mama Cash.*





“I support Mama Cash  
because she supports  
movements for change”

interview **Sandrine Ulenberg**



Sandrine Ulenberg works as a biologist for the Zoological Museum of the University of Amsterdam. She has supported Mama Cash with a monthly donation since the early days, and has recently made Mama Cash the beneficiary of her will.

“From its inception in 1983, I was an enthusiastic supporter of Mama Cash. I got to know the fund in the eighties during the heady days of second wave feminism in the Netherlands. I felt very much part of that movement. I went to the women’s cafés and discussed and debated issues of women’s rights for hours! I was struck by Mama Cash’s professional and businesslike vision of women’s rights.

Mama Cash said: “Look, if we really want to achieve equality and progress for women, we need money.” And that is so true. It still is. I like the way Mama Cash combines a practical approach with progressive ideals, by supporting women, including lesbians, trans people and sex workers wherever they face discrimination. And she looks for the same spirit of independence and ambition from her grantees. Mama Cash is not a charitable organisation – she supports movements for change.

Last year, I decided to make Mama Cash the beneficiary of my will. In other words, when I die, this women’s fund will inherit my money and assets. It seems a natural choice to extend my commitment to Mama Cash and women’s rights in this way.

Even though I myself never had children, I think it’s incredibly important to support women and children, because they face injustice and discrimination. My father, a generous and open-minded man, travelled a lot for his work and when he came back he talked to his children about the unfair situation facing women and girls in many countries he visited. As a family, we believed strongly in issues like social justice and equality for women. Concern for ‘the other’ was a dinner table topic when I was growing up.

By leaving my inheritance to Mama Cash, I feel like I am sustaining our family heritage, not through offspring, but by contributing to a better world for women and girls. I have no doubt that my inheritance will contribute to change for women and girls. I trust Mama Cash completely, she puts her money where her mouth is.”

*“My father told his children about the unfair situation facing women and girls in many countries he visited.”*





“I admire Mama Cash’s  
bold stance and guts”

Moving frontiers in the North

'The Northern Initiative for Mama Cash' is an individual fundraising initiative in the northern part of the Netherlands, set up by a group of feminists who support Mama Cash. The driving force behind this initiative, Lida van den Broek, shares her motives, ideas and hopes.

"I am totally committed to, and inspired by, the principles and views of Mama Cash. Mama Cash is unique in that she chooses to support women's rights groups who have the guts to speak out from the margins of the feminist movement, such as transgender people, lesbian women and sex workers.

I was a co-founder of Mama Cash in the eighties and have always been very active in the women's movement. When I moved from Amsterdam to a rural village in the north seven years ago, in search of a more peaceful lifestyle, I set up a northern support group for Mama Cash. I felt it was important for me personally to stay involved in women's rights, and more generally, to raise funds for Mama Cash in the northern provinces of the Netherlands.

Together with seven other feminists – among them two former Mama Cash board members – we organised the first 'Northern Initiative for Mama Cash' fundraising activity in 2004. We invited participants to donate money to various Mama Cash projects. Over the years, a steady flow of visitors to our events has built up.

Encouraged by these achievements, we organised several fundraising events and networking gatherings in 2010. On March 7, we organised a feminist walk through the city of Groningen, which was a great success. Forty people signed up. We took them to many spots in the city that are interesting to women, like the house where Aletta Jacobs, the first woman doctor in the Netherlands, lived, and a women's shelter where women can go if they are experiencing domestic violence.

At our annual book auction on November 25, we also raised money for Mama Cash. People could bid for books that members of the Northern Initiative had donated from their private collection. We were very pleased when the University of Groningen decided to support women's rights by donating all the profits of its Christmas book fair to Mama Cash.

Following our example, I hope many regional support groups of Mama Cash will mushroom throughout the Netherlands in the future."

### What?

The Northern Initiative for Mama Cash is a group of eight feminists living in the northern provinces of the Netherlands, who are committed to raising funds for Mama Cash. In 2010, they organised two fundraising events for Mama Cash: a feminist walk through the city of Groningen and a book fair.

### Why?

Mama Cash supports women's groups that are breaking new ground in global women's movements. The Northern Initiative hopes to expand and support this creative approach to women's rights in the northern provinces of the Netherlands.

### What's next?

In 2011, the Northern Initiative will host a meeting on women and money. Issues such as pensions, investments and inheritances will be discussed and analysed. Part of the money raised by the sale of tickets will be donated to Mama Cash.

*In 2010, the Northern Initiative raised  
€ 4,230 for women's rights.*

# yes we did!

Highlights of our  
2010 goals and  
accomplishments



We said we would award 3,200,000 million Euros in approximately 100 grants to women's groups and women's funds worldwide.

- We awarded €3,201,200 in 96 grants to 95 women's rights organisations and women's funds in 60 countries. That's 7% more than we invested in 2009.
- Eleven out of 96 grants were multi-year grants, and 61% of the grants we awarded were larger than €25,000.



We said we would further develop and consolidate changes made in 2009 to our grantmaking programme.

- We focused on providing general support to women's groups and funds. Eighty-three percent of our grants provided either general support (47%) or combined general and project support (36%).
- We fine-tuned the new accompaniment support programme. Working closely with our grantees, we exchanged knowledge about effective strategies and connected grantees with each other and with new donors.
- We began to implement the new framework for our women's funds programme.
- We launched a new advisory network that consists of women's rights experts who provide critical insights to help guide our work.



We said that we would increase our income by a modest 4.3% to €6,220,000 in 2010.

- In 2010 our income was €7,376,555, compared to €5,804,259 in 2009. This increase of 27% is due to the multi-year gift to the Nan Lombaers-Els Huijser Fund.
- We secured our first grant from the Arcus Foundation, as well as new multi-year grants from the Oak Foundation and Irish Aid. Additionally, the Hivos Alliance – of which Mama Cash is a partner – secured funding for five years (2011-2015) from the Dutch government (MFS II programme). Mama Cash also



received a generous general support grant from the Ford Foundation.

- Our Campaign 88 Days – *Go Wild for Women's Rights!* – brought in 1,866 donations totaling €180,000. The short 'Before the Year Ends' campaign at the end of 2010, raised more than €140,000 for women's rights.



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

- We invested in a three-day meeting in Georgia, where over 65 activists and institutional donors from Europe and the Commonwealth of Independent States met to discuss strategies to secure more funding for women's rights in the region.
- We co-funded the African Feminist Forum in Senegal and made sure that marginalised women participated and brought their issues to the agenda.
- We co-hosted a convening of donors and sex worker activists from around the world in December to strategise about advancing human rights-based approaches to building sex workers' movements.



### We said we would create more participatory evaluation and learning tools.

- In 2010, the Programmes team began to create a learning and evaluation framework to capture the changes that grantees are making in social movements, in norms and attitudes, and in the daily lives of women, girls, and trans people.
- We developed new tools to monitor grantee progress and to support grantees in assessing their achievements.



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

- Mama Cash commissioned research, to be launched in 2011, to measure and assess the scope and diversity of European foundations' giving for women

and girls. This research, which Mama Cash will use in our work to influence philanthropy, identifies a disparity between levels of interest in funding women and girls and actual levels of investment. This is promising for increased European foundation funding for women and girls.

- Mama Cash participated in panels in donor spaces, including the annual meetings of the Council on Foundations, the European Foundation Centre, and the Commission on the Status of Women at the United Nations.



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

- In 2010, Mama Cash was mentioned on 95 occasions in a broad range of Dutch media (print and broadcast) with combined reach of over eight million.
- On March 9, the Dutch Postcode Lottery profiled one of our grantees in the Dutch newspaper *NRC Next*. The Lottery also offered Mama Cash air time on the Dutch television programme '*Koffietijd*' which was broadcast on December 8.
- Our digital exhibit "*Out from Under*" about the global movement to secure the rights of sex workers was the first in a series of online exhibitions.



### We said we would increase our visibility and impact online.

- The traffic to our Dutch and English websites increased again in 2010, and we had virtual visits from every country except four in the entire world. Mama Cash is mentioned and linked on about 1,200 other websites, which is an increase of 50% over 2009.
- The number of fans on our Facebook page grew from 200 to 736, and our followers on Twitter grew from 50 to 374. Our Facebook 'wall' gives the floor to a very diverse community of grantees, donors and supporters.





meet  
**Mama Cash**



# Meet Mama Cash

## Founders of Mama Cash

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

## Board Members

Marjo Meijer (Co-Chair)	The Netherlands
Anastasia Posadskaya-Vanderbeck (Co-Chair)	Russia /USA
Eveline de Jong (Treasurer)	The Netherlands
Cecilia Alemany (Joined August 2010)	Uruguay
Lin Chew	Singapore/Hong Kong
Jessica Horn	Uganda /Sierra Leone
Marijke Kuijpers	The Netherlands
Barbara Limanowska	Poland
Idelisse Malavé	Puerto Rico/USA
Myra ter Meulen	The Netherlands
Geetanjali Misra	India

## Advisory Network Grantmaking

Angelika Arutyunova	Uzbekistan /USA
Ivana Calle Rivas	Bolivia
Jelena Djordjevic	Serbia
Anna Kirey	Kyrgyzstan
Martha Sanchez	Mexico
Undarya Tumursukh	Mongolia
Perla Vasquez	Mexico
Muthoni Wanyeki	Kenya

## Management Team

Nicky McIntyre	Executive Director / Interim Director of Development and Communications (until April 2010)
Annie Hillar	Director of Programmes
Eefke Langendonk	Director of Development and Communications (from April 2010)
Janet Zeegers	Director of Finance & Operations



## Programmes Department

Ellen Ambags	Programme Associate Asia and the Pacific
Carol Angir	Programme Officer for Voice
Azita Azargoshasb	Programme Officer for Money
Gabriëlle de Kroon	Programme Associate
Barbara Lotti	Programme Associate Africa and the Middle East
Chantelle de Nobrega	Programme Associate, trainee
Tamara Pels Idrobo	Programme Associate Latin America and the Caribbean (interim)
Sophia Sakhanberidze	Programme Associate Europe and the Commonwealth of Independent States
Alejandra Sardá	Senior Programme Officer for Women's Funds
Esther Vonk	Senior Programme Officer for Body

## 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 Administration
Yolanda Jansen	Senior Development Officer for Individual Giving
Susan Jessop	Senior Development Officer for Institutional Giving
Esther Lever	Development Officer for Institutional Giving
Desiree Mullenders	Development Associate for Individual Giving
Liz van Omme	Senior Communications Officer
Ingrid Verver	Communications Officer

## Finance and Operations Department

Anne Assehn	Financial Officer
Sarah Clifton	Data Management 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

## Staff who left in 2010

Gita Beker Busjeet	Programme Officer for Learning and Evaluation
Antje Fierens	Programme Associate
Elise le Guil	Programme Associate
Silke Heumann	Programme Officer
Ewa Szepietowska	Coordinator Events
Dorien Verbeek	Programme Officer for Body (interim)



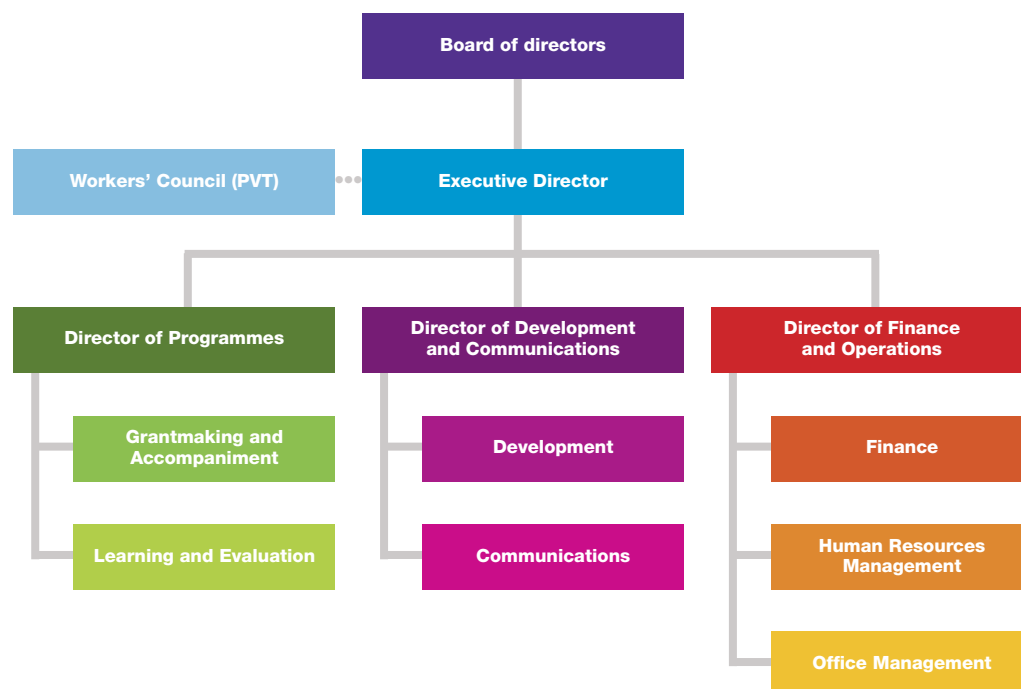
## Volunteers and Interns

Anneke Bloemen	Intern Communications
Maria Breure	Volunteer Programmes
Karin van Duijnhoven	Volunteer Secretariat
Maxime Look	Volunteer Data entry
Paulette van 't Veer	Volunteer Data entry
Sylvia Wolters	Volunteer Data entry

## Trainers Financial Courses 'Women, Money and Ideals'

Pit Gooskens	PIT Gestalt therapy & Life Planning
Trèske Heere	Wijs & Water, Money and Life coaching
Marijke Kuijpers	Independent Financial Advisor
Marjan Sax	Founder Mama Cash, co-founder of the Donor Academy

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



# Mama Cash's contributors in 2010

## Individual Donors

Mama Cash received donations from approximately 5,000 individual donors, who supported us with gifts ranging from €6 to €60,000.

## Donor Advised Funds and Named Funds

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

## Foundation and Government Donors

Arcus Foundation (USA)  
Anonymous Foundation/King Baudouin Foundation  
United States (USA)  
Calhoun Family Fund at the Community Foundation  
Boulder County/King Baudouin Foundation United  
States (USA)  
Dreilinden Gesellschaft für gemeinnütziges  
Privatkapital mbH (DE)

Dutch Postcode Lottery (NL)  
Ford Foundation (USA)  
Foundation Open Society Institute – Zug (CH)  
Hivos (NL)  
Irish Aid (IE)  
Ministry of Foreign Affairs/DGIS (NL)  
Nike Foundation/Charities Aid Foundation America (USA)  
Oak Foundation (CH)  
Sigrid Rausing Trust (UK)  
Starry Night Fund of Tides Foundation (USA)  
Stichting Overloed (NL)  
Stichting Wind in de Rug (NL)  
Swedish International Development Cooperation  
Agency – Sida (SE)  
Triodos Foundation (NL)

## Corporate Donors

Business Queens / De Goudse Verzekeringen (NL)  
Triodos Bank N.V. (NL)

## In-kind Donations

Fortis / ABN AMRO (NL)  
Flycatcher (NL)  
Frank ter Horst / Doob Design (NL)  
PA Consultants (NL)

*Many thanks to all our contributors!*



Members of **EMPOWER Chiang Mai** participate in a Labour Day demonstration on May 1<sup>st</sup>, in Thailand. EMPOWER is leading a national and regional sex workers' rights movement that advocates for policy changes to recognise sex work as work and to protect sex workers from arbitrary arrest and violence.



**meet our  
grantees**

สร้างเชื่อมั่นใจ  
Building Confidence

# Mama Cash supports women's groups

## AFRICA (SUB SAHARAN)

### Botswana

#### **Rainbow Identity Association**

Building a strong transgender movement in Southern and Eastern Africa, starting in Botswana, by creating space for trans people to meet and develop strategies that advance their rights.

€42,000 (VOICE)

### Burkina Faso

#### **Coalition Burkinabe pour les Droits de la Femme (CBDF)**

Awareness-raising in communities on the importance of gender equity, women's political participation and the need to respect the rights of women, as well as leadership and management training for women leaders to increase women's political participation at the municipal level in Burkina Faso, in preparation for the municipal elections in 2012.

€27,000 (VOICE)

### Chad

#### **Réseau des associations et groupements des femmes handicapées du Tchad (RAGFHT)**

Organising to raise awareness about, and to advocate for the implementation of, the rights of women with disabilities so that they enjoy their full socio-economic and political rights. Enabling women with disabilities to control their own resources, to make independent economic decisions, and to live in communities free of violence.

€10,000 (VOICE)

### Democratic Republic of Congo

#### **Si Jeunesse Savait (SJS)**

Building young women's leadership skills to address women's sexual and reproductive rights and violence against women—with a particular emphasis on lesbian and bisexual women—as well as using information and communication

technologies as a key tool in women's rights activism, especially in relation to countering violence. SJS conducts research, community organising, education, and advocacy so as to build an inclusive women's anti-violence movement.

€40,000 (BODY) [TWO-YEAR GRANT]

### Gabon

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

Working to improve access to reproductive health care, sexual and reproductive rights, access to contraception and quality (post) abortion care by a three-country network in Gabon, Cameroon and Equatorial Guinea. The network is composed of women from different backgrounds, including high school and college students, community women, midwives and gynaecologists from rural and urban areas.

€20,000 (BODY)

### Gambia

#### **Pro-Hope International**

Changing the understanding of, and advocating for legislation to address, violence against women in Gambia. Placing domestic violence and female genital mutilation high on the national agenda through education, national campaigns and legal advocacy.

€60,000 (BODY) [TWO-YEAR GRANT]

### Kenya

#### **Samburu Women for Education and Environment Development Organization (SWEEDO)**

Awareness raising, advocacy and lobbying to increase women's direct participation in decision making and peace building processes in the Samburu pastoralist indigenous community in Kenya. Challenging patriarchal norms that marginalise women by advocating for women's inclusion as participants in community decision making.

€22,000 (VOICE)

#### **Sinyati Women Group**

Addressing women's rights issues within the Ilchamus pastoralist communities of Central West Kenya; this self-organised group raises awareness on sexual and reproductive rights and violence against women, including female genital mutilation,

arranged early marriages and sexual violence. Building leadership through support groups and through connecting women of different generations.

€12,000 (BODY)

### Lesotho

#### **Women and Law in Southern Africa Research and Education Trust (WLSA)**

Advocating for land and property rights for Basotho women in Lesotho, especially in rural areas, as a source of livelihood security and a means to ending violence against women.

€35,000 (VOICE)

### Madagascar

#### **Centre Sembana Mijoro**

Creating a federation of organisations of women with disabilities in all six provinces of Madagascar to better advocate for the recognition and implementation of their rights, both in the women's movement, the disability movement, and society at large.

€13,000 (VOICE)

### Malawi

#### **Girls Empowerment Network (GENET-Malawi)**

Advocating for the rights of marginalised girls and young women (14-27 years) and addressing the challenges young women in Malawi face in areas of HIV/AIDS, violence and poverty. Providing a forum that allows young women to connect and receive training with the goal of building a network of activists to address gender inequality in Malawian society.

€24,000 (BODY)

#### **Malawi Human Rights for Women with Disabilities (MHRWD)**

Promoting the sexual and reproductive health and rights of women and girls with disabilities in three provinces of Malawi through a variety of strategies, including self-support groups in each province, rights trainings for women with disabilities, a radio campaign, and education and advocacy work with health service providers and local authorities.

€12,000 (BODY)

## Namibia

### **Namibia Women's Health Network (NWHN)**

Ending the forced sterilisation of HIV-positive women through documentation, raising the visibility of these cases and strategic litigation. Increasing the participation of women, youth and trans people living with HIV and AIDS in the development of policies, programmes and legislation on HIV and health.

€20,000 (BODY)

## Senegal

### **Forum des Femmes Sénégalaises pour l'Action Collective**

Strengthening and diversifying the women's movement in Senegal by identifying and bringing together organisations of women at the margins of movements (rural women, sex workers, women living with HIV/AIDS, women with disabilities) to form an alliance, to network, and to learn about and advocate for their rights.

€15,000 (VOICE)

## South Africa

### **Forum for the Empowerment of Women (FEW)**

Promoting and protecting the rights of black lesbians in South Africa with a focus on ending the severe violence faced by lesbians and the impunity enjoyed by the perpetrators of these crimes, through community building and education and advocacy with the police and the judicial system.

€29,200 (BODY)

### **Rural Women's Movement (RWM)**

Challenging land, property and inheritance laws that discriminate against black African women and girls in South Africa by mobilising women and girl activists to campaign, advocate and demonstrate for recognition and inclusion of women's land, property and inheritance rights in national and community-level laws and economic policies.

€100,000 (MONEY) [TWO-YEAR GRANT]

## Sudan

### **Zenab for Women's Development (ZWD)**

Building rural girl and women farmers' knowledge about women's economic, social and cultural rights. Mobilising farmers to form women-led farmer organisations and unions that campaign for greater recognition of women's livelihood issues in local, national, regional and international spaces where economic policies related to agriculture are made.

€100,000 (MONEY) [TWO-YEAR GRANT]

## Uganda

### **Transgender Intersex and Transsexual Uganda (T.I.Ts Uganda)**

Offering safe spaces and peer support meetings for transgender and intersex people. Improving and increasing the availability of information on trans and intersex issues for trans people, the general public and media, challenging the violence and marginalisation experienced by trans people in Uganda and strengthening the regional network of trans rights organisations and activists.

€20,000 (BODY)

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

Advocating for the rights of sex workers, this self-organised and self-led group of sex workers aims to secure changes in policies, behaviour and attitudes toward sex workers at the government and policy levels and to challenge the impunity of perpetrators in cases of sexual and physical violence.

€30,000 (VOICE)

## Regional

### **African Feminist Forum (fiscal sponsor: African Women's Development Fund, Ghana)**

Coordinating and hosting the 3rd Regional African Feminist Forum, which took place from 21–24 October in Dakar, Senegal. The goal was to create space for African feminists to review, learn, and share experiences and make connections to address the practical realities they face. The participants also reviewed the global issues that affect feminist organising in Africa, such as climate change, the global financial crisis and militarisation.

€40,000 (VOICE)

### **UHAI - The East African Sexual Health and Rights Initiative**

Working to promote and strengthen sexual rights in East Africa through grantmaking, capacity building, and alliance building support. UHAI is a unique regional foundation, and this grant will strengthen UHAI's support of lesbian and trans rights groups and sex worker groups in Uganda and Tanzania.

€45,000 (BODY)

## ASIA AND THE PACIFIC

## Bangladesh

### **Women with Disabilities Development Foundation (WDDF)**

Advocating and lobbying with the national government to adopt legislation and policies to protect the rights of disabled women so that women with disabilities can enjoy their full human rights and live lives free of discrimination.

€10,000 (VOICE)

## Cambodia

### **Cambodia Women Movements Organization (CWMO)**

Organising women workers from the garment industry, tourism sector and construction work into women-led trade unions and national federation committees to collectively promote and defend women's labour rights in the workplace across three important sectors of Cambodia's national economy.

€26,000 (MONEY)

## China

### **Phoenix**

Training sex workers about their legal rights and conducting and publishing research on the human rights, and the violations of human rights, of sex workers in China. This self-organised group also provides frontline services to sex workers living with HIV and AIDS, including prison and home visits, funerals and medical support.

€26,700 (BODY)

### **Pink Space**

Building a united sexual rights movement in China by creating space for 'sexually marginalised' women; by assisting groups to self-organise, to advocate for their rights and to increase the possibilities for sexual expression and pleasure; and by bringing women living with HIV, sex workers, lesbians, women married to gay men and other 'sexually marginalised' groups together.

€40,000 (BODY)



## India

### **Feminist Approach to Technology Society (FAT)**

Empowering girls and women from the slums in New Delhi through training and building skills in the use of computers, the Internet, cameras and video to increase their opportunities for secure livelihoods and economic participation, and through this work challenging stereotypes about girls and technology. **€23,000 (VOICE)**

### **Programme on Women's Economic, Social and Cultural rights (PWESCR)**

Creating spaces for cross-regional dialogue and action planning on issues of women's livelihoods and building a coalition of women representatives from the Global South who can lobby together for greater recognition, inclusion and protection of women's economic, social and cultural rights in international policy bodies like the United Nations. **€50,000 (MONEY)**

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

Making sexual violence, and especially child sexual abuse, visible through research and education, building resources in India for effective prevention and intervention, and working towards legal reform. The organisation also provides women survivors with support, including training and counseling. **€30,000 (BODY)**

### **Sahayatrika for Human Rights (SHR Trust)**

Organising lesbians, bisexual women and trans people in Kerala province to address sexual rights in connection with class, caste and economic position. Providing crisis intervention and support through a helpline, self-support meetings and counseling, and training and mentoring for community members, as a starting point for social justice activism. **€15,000 (BODY)**

### **Spandhana**

Mobilising Dalit and Muslim workers from three informal sectors (cigarette rolling, construction and mid-day meal deliverers) to form women-led unions which can campaign together for the protection and enforcement of women's labour rights in the workplace and for economic, social and cultural rights in the communities of Karnataka state. **€34,000 (MONEY) [TWO-YEAR GRANT]**

### **TARSHI - Talking About Reproductive and Sexual Health Issues**

Working to expand sexual and reproductive choices, with an emphasis on women, girls and sexually marginalised groups. Emphasising the connections between sexuality, gender, rights and health through sexuality education (e.g., information helpline, counseling and referrals, trainings for professionals, publications for youth, teachers and parents), and national advocacy. **€50,000 (BODY) [TWO-YEAR GRANT]**

## Indonesia

### **Aceh Women for Peace Foundation (AWPF)**

Promoting women's rights and access to justice by facilitating women's participation in conflict resolution and peace processes, in the post-conflict and post-disaster (tsunami) context of the Bandah Aceh province. **€20,000 (VOICE)**

### **Sahabat Perempuan**

Building public awareness on all forms of violence against women – sexual, physical and economic – and how to oppose it; critically addressing community values and behaviours that are causing gender equality and perpetuating violence against women; and influencing government policy in villages in Magelang Regency in Central Java. **€22,000 (BODY)**

## Maldives

### **Maldivian Network on Violence Against Women (MNVAV)**

Working to address violence against women and to strengthen women's leadership. Through its member organisations and social groups on the different islands, this network raises public awareness on violence against women, trains women leaders, and lobbies and advocates with the government to strengthen legislation and improve services for women who experience violence. **€15,000 (VOICE)**

## Nepal

### **Empowering Women of Nepal (EWN)**

Building women's capacities to know and defend their economic, social and cultural rights, while training them in the skills of ecotourism to promote women's economic independence and help establish women-led, eco-friendly tourist destinations and services in the Jumla and Mugu districts of West Nepal, where male-run businesses dominate the tourism industry. **€40,000 (MONEY) [TWO-YEAR GRANT]**

### **Fatima Foundation Nepal (FFN)**

Supporting the participation and agency of women from ethnic and religious minority groups, such as Madhesi and Muslim women, who are denied opportunities because of the caste system so that they can participate in peace building and public policy processes that protect their rights in a context of militarisation. **€22,000 (VOICE)**

## Pakistan

### **Blue Veins, Women Welfare & Relief Services**

Supporting women in Pakistan to address and stop the violations of women's human rights – such as sexual violence and selective relief support – that women faced as a result of the severe flooding in Pakistan in the summer of 2010. **€45,000 (VOICE)**

### **Peasant Women Society (PWS)**

Building knowledge of women's labour and land rights among women farmers and rural tenants in five sub-districts of the rural province of Punjab. Creating spaces for women farmers and tenants to exchange knowledge and skills about agricultural techniques and rights violations, while mobilising women-led campaigns that bring rural women's rights agendas to the attention of local and national policymakers. **€10,000 (MONEY)**

## Philippines

### **ISIS International Manila**

Preparing and co-hosting with Mama Cash a convening on the theme of Voice, which will bring together 21 grantees in May 2011. During the convening, grantees will share their work and learn from one another about their strategies to amplify the voices of women, girls, and trans people in decision making arenas in their communities. **€50,000 (VOICE)**

## Sri Lanka

### **Dabindu Collective**

Organising women workers in the Free Trade Zone (FTZ) garment industry to build knowledge about labour rights, leadership skills and the benefits of becoming trade union members and leaders. **€20,000 (MONEY)**

### **Vikalpani National Women's Federation**

Leading a sustainable agriculture movement through campaigns that focus on rural adult and young women's rights and expertise on food security, use of pesticides and the agricultural industry to the attention of policymakers at the community and national levels. Establishing sustainable agriculture emporiums where women can buy and trade seeds and goods produced without pesticides by women farmers. **€13,000 (MONEY)**

## Thailand

### **EMPOWER Chiang Mai (EFCM)**

Leading a national and regional sex workers' rights movement that initiates and negotiates policy changes at the national and regional levels, promotes safe and just work, self-organisation, women's human rights and community life that is free from arbitrary arrest and physical violence. Raising awareness and promoting of safe sex and personal dignity in Chiang Mai's sex work community.

**€100,000 (MONEY) [TWO-YEAR GRANT]**

## Tonga

### **Women and Children Crisis Centre (WCCC)**

Eliminating violence against women and girls in all its forms and promoting women's and girls' rights and gender equality in Tonga through community work, legal advocacy, lobbying the Tongan government, and collaborative efforts with women's human rights organisations in the Pacific.

**€49,000 (BODY)**

## EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

## Armenia

### **Society without Violence NGO**

Mobilising and building the capacity of young women to participate in peace building and conflict resolution in the rural areas of Armenia that border Azerbaijan.

**€15,000 (VOICE)**

## Azerbaijan

### **CLEAN WORLD Social Union for Civil Rights**

Advocating for legislation in support of women's rights with relevant government bodies and training other NGOs working with 'violence victims' on relevant legislation; monitoring media coverage of incidents of violence; and providing legal, psychological and practical support to women who have experienced violence.

**€30,000 (BODY)**

## Croatia

### **Lesbian Organization Rijeka 'LORI'**

Building community and advocating for the rights of lesbians, bisexual women and queer people in Istria, Croatia. Campaigning among service providers, institutions and the general public to advocate for the protection of the human rights, identities and cultures of the LGBTIQ population. Empowering the LGBTIQ community by providing support services, including social and cultural activities.

**€20,000 (BODY)**

## Georgia

### **Women's Initiatives Supporting Group**

Empowering the lesbian, bisexual and trans community through support to the organisation's *LBT initiative*, which is an integrated programme led by and for LBT people in Georgia. Focusing on community empowerment through providing capacity building support and building a support structure for LBT people; public education on sexualities, gender, rights and health; and conducting advocacy for legal equality.

**€30,800 (BODY)**

## Hungary

### **Sex Workers' Rights Advocacy Network at Hungarian Civil Liberties Union (HCLU/TASZ) SWAN**

Building the capacities of the membership of a network of 16 sex worker-led organisations and activists across Central and Eastern Europe and Central Asia to campaign for greater respect and recognition of sex workers' human rights and to engage with the media and civil society in order to change the public image of sex workers and address the discrimination they face in everyday life.

**€23,000 (MONEY)**

## The Netherlands

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

Building the capacities of sex workers and sex workers' rights organisations to know and defend their rights, to promote recognition of sex work as work, and to oppose the criminalisation of sex work and other repressive policy developments in Europe. Dissemination of the *Declaration of the Rights of Sex Workers in Europe and the Sex Workers in Europe Manifesto* (which has been translated into 15 European languages), throughout the ICRSE network.

**€28,000 (MONEY)**

### **Stichting Vrouwen Tegen Uitzetting (VTU)**

Seeking to improve the position of refugee women in the Netherlands through collaborative action by refugee women and Dutch women, with a specific focus on addressing sexual violence. The group also advocates for a more explicit focus on refugee women within Dutch immigration law and procedures and provides (legal and non-legal) support to these women, as needed.

**€10,000 (VOICE)**

### **Transgender Netwerk Nederland (TNN)**

Advocating for a society that accepts and respects gender diversity and for the rights, emancipation and well-being of trans people in the Netherlands. This network of trans organisations works to document and counter violence and discrimination, to de-medicalise the understanding of trans identities, and to do outreach and movement building among diverse trans groups in the Netherlands.

**€17,500 (BODY)**

### **Voices of Women (VOW) Media**

Empowering marginalised women to take control of how they are publically portrayed by telling their own life stories through visual and audio technologies, such as film, video, radio and photography. Establishing a media centre to organise media workshops for teenage daughters of migrant workers, women who have experienced domestic violence, women who have been trafficked, and sex workers.

**€30,000 (VOICE)**

## Poland

### **Trans-Fuzja**

Raising public awareness and working to secure greater acceptance of trans human rights in society, by the only trans organisation in Poland. Organising public campaigns, providing awareness raising workshops, advocating for legal change, conducting research, and providing direct support to trans-gender people.

€12,000 (VOICE)

## Serbia

### **Iz Kruga Vojvodina**

Implementing the group's new strategic plan, which focuses on countering violence and discrimination against women with disabilities (addressing the relationship between gender, sex and disability); economic empowerment of women with disabilities; as well as the reproductive rights and sexuality of women with disabilities.

€30,000 (BODY)

### **Queer Beograd**

Building an outspoken and visible queer movement in Serbia and the Balkans, as well as in Europe more broadly, that is based on principles of solidarity, mutual support, sexual diversity and inclusivity. Employing art, performance, festivals and the media as means to convey its message and to engage with other organisations and individuals.

€11,000 (BODY) [TWO-YEAR GRANT]

## Sweden

### **Rose Alliance and Sexworkers and Allies Network in Sweden (SANS)**

Providing safe meeting spaces and advocating for the human and labour rights of sex workers, by an organisation led by and for sex workers (of all genders). Advocating for the legal recognition of sex work and the reform of the "Swedish model", which criminalises clients of sex workers and was signed into law in Sweden in 1999.

€15,000 (VOICE)

## LATIN AMERICA AND THE CARIBBEAN

## Argentina

### **Asociación de Travestis, Transexuales y Transgéneros de Santiago del Estero (ATTTA)**

Organising public campaigns in Santiago del Estero with the goal of abolishing discrimination and violence against trans people. This provincial branch of a national trans rights network advocates with the local government and health institutions for the human rights of trans people, and offers support to victims of abuse, violence and violation of their rights.

€15,000 (BODY)

## Chile

### **Organización de Transexuales por la Dignidad de la Diversidad**

Lobbying and advocacy with the national government to adopt policies and pass legislation that support the full recognition of trans people's human rights, particularly in the areas of health, education, work and political participation.

€45,000 (VOICE)

### **Transgéneras por el Cambio**

Defending the rights of trans people in Talca with a focus on access to social housing, the labour market and appropriate health care. Strategies include lobbying the local government and relevant institutions, movement building and strengthening leadership in the trans community, and linking to the national trans rights movement.

€12,100 (BODY)

## Colombia

### **Mujeres Al Borde**

Producing audiovisual materials by and for LGBTIQ women and trans people of all ages to challenge social persecution on the basis of sexuality and to defend the right to sexual orientation and choice.

€32,000 (VOICE)

### **Organización Femenina Popular (OFP)**

Strengthening grassroots women to come together, create their own network and play a leading role in advocating for women's participation in conflict resolution and peace building and for the protection of women's rights in the context of Colombia's armed conflicts.

€6,000 (VOICE)

## Costa Rica

### **Mulabi/Espacio Latinoamericano de Sexualidades y Derechos**

Working at the national level for the empowerment of groups that are especially marginalised within

the LGBTI community, including trans and intersex adolescents and children. Challenging assumptions about and expanding the understanding of sexuality and gender through documenting human rights violations at the national, regional and international levels. Advocating with the Inter-American Commission on Human Rights, the Organisation of American States, and the United Nations (through the Universal Periodic Review process).

€27,000 (BODY)

## El Salvador

### **Campaña por una Convención de los Derechos Sexuales y Derechos Reproductivos**

Supporting a campaign to finalise the text of the *Interamerican Convention for Sexual Rights and Reproductive Rights*; disseminating it and advocating for adoption of the Convention at the regional level (at the Organisation of American States) and implementation at the national level in ten Latin American countries.

€30,000 (BODY)

## Guatemala

### **Asociación de Mujeres Empleadas y Desempleadas Unidas contra la Violencia (AMUCV)**

Building the capacities of women workers from the agriculture, floriculture, and garment industries and home-based businesses in rural areas around the city of Jalapa to know and defend their labour rights and to campaign for an end to violence against women in the home and in the workplace. Contributing a rural women's agenda to national-level campaigns on women's informal work.

€15,000 (MONEY)

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

Mobilising Guatemala's women-led labour organisations and coalitions to campaign for women's rights in their communities, to negotiate for better labour protections from the national government, and to represent Guatemala's women workers in international spaces such as the ILO Convention on Domestic Work in June 2011.

€80,000 (MONEY) [TWO-YEAR GRANT]

## Mexico

### **Consorcio para el Diálogo Parlamentario y la Equidad, A.C.**

Overseeing, monitoring and evaluating the national legislative agenda and working with legislators and candidates to hold the Mexican parliament accountable for addressing women's needs, implementing policy in support of women's rights and adopting a feminist agenda with the objective of creating legal frameworks that support women's rights.

€35,000 (VOICE)



### **Consortio para el Diálogo Parlamentario y la Equidad Oaxaca**

Bringing together human and women's rights organisations to discuss practical strategies to support and protect women's human rights defenders to continue with their efforts to counter and end violence against women in Mexico and Central America.

€39,000 (VOICE)

## Paraguay

### **Aireana – Grupo por los derechos de las lesbianas**

Using legal, political, human rights and sexual rights advocacy, cultural work such as theatrical productions and a movie festival, and its feminist cultural space, La Serafina, Aireana works to increase lesbian visibility and advocate for lesbian rights from a feminist perspective.

€47,000 (VOICE)

## Peru

### **Asociación de Trabajadoras Sexuales Mujeres del Sur (ATSMS)**

Building the capacities of sex workers in southern Peru, to know and defend their human rights and to campaign publicly against violence against women, including sex workers. Organising sex worker-led workshops and trainings to promote knowledge about human rights and available health and social services in sex worker communities, while also developing strategies to sensitise street police.

€32,000 (MONEY) [TWO-YEAR GRANT]

## Surinam

### **Women's Way Foundation**

Supporting the establishment of the first ever organisation of lesbians, bisexual women and women who have sex with women in Surinam to build their organisation into a safe space and a platform for mutual support for all of these women. Conducting a needs assessment among the community; and, breaking with the invisibility and taboos surrounding same-sex desire and sexuality.

€16,400 (BODY)

## Regional

### **Fundación para Estudio e Investigación de la Mujer (FEIM)**

Supporting the regional coordination of Latin American women's rights organisations and networks to ensure that their voices and proposals help shape the newly established UN Women. FEIM is a regional focal point of the GEAR campaign, which brought together 300 women's and human rights organisations globally to advocate for the creation of UN Women.

€50,000 (VOICE)

## MIDDLE EAST & NORTH AFRICA

## Egypt

### **Nazra for Feminist Studies**

Mobilising a new generation of young women's rights activists to engage in public and political discussions about gender equality and women's rights. With this grant, Nazra will produce two "Women's Diaries" films (documenting the activism of Egyptian feminists) and build its organisational capacity.

€20,000 (VOICE)

## Iraq

### **Iraqi al Firdaws Society**

Training young women in the South of Iraq to develop leadership skills and the capacity to advocate for women's rights in public spaces, from the local to the national level, with a particular focus on building women's leadership, political lobbying and advocacy skills.

€26,000 (VOICE)

## Israel

### **Muntada The Arab Forum for Sexuality Education and Health**

Providing sexual rights education for Palestinian women and youth in Israel to build a broader understanding of sex, sexuality, and sexual and reproductive rights as human rights. Scaling up efforts to a regional level, e.g., by expanding the website, being part of (cross-) regional spaces on sexuality rights, and by disseminating evidence-based research on key sexuality issues in Arabic.

€40,000 (BODY)

### **Nisaa Wa Afaq**

Raising awareness of women's rights and equality from a religious perspective by providing feminist reinterpretations of Islamic religious texts (particularly focusing on the Islamic Personal Status Law); conducting advocacy work at the policy level to change the Sharia'a law in Israel. Mobilising women, women's organisations and civil society to become more aware of and to support women's human rights.

€28,000 (VOICE)

## Turkey

### **Pembe Hayat LGBTT Dayanisma Dernegi (Pink Life Lesbian Gay Bi-sexual Transvestite Transsexual Solidarity Association)**

Providing legal support to trans people and conducting advocacy to pressure the government to end the culture of impunity related to the discrimination and violence faced by trans people in Turkey; bringing attention to hate speech and hate crimes instigated both by private citizens and by institutions, such as the police and judiciary system.

€22,000 (BODY)

## CROSS-REGIONAL

### **Association for Women's Rights in Development (AWID)**

Convening approximately 65 representatives of women's rights groups, women's funds and other donors from throughout South East Europe, Central and Eastern Europe and the Commonwealth of Independent States for a three-day meeting to reflect and develop strategies on resource mobilisation for women's rights work in the region. This convening took place in Tbilisi, Georgia, in October 2010.

€50,000 (MONEY)

### **GATE - Global Advocates for Trans Equality**

Supporting a capacity building conference for 70 trans rights activists from around the world, with the goal of strengthening the global trans movement with skills, networks and resources. The meeting "Trans\*Action = Trans\*Rights" was organised as a pre-conference to the International Congress on Gender Identity and Human Rights in Barcelona, Spain in June 2010.

€18,000 (BODY)

# Mama Cash supports women's funds

## AFRICA

### Kenya

#### **Urgent Action Fund – Africa**

Regranting support for the fund's programme on women living with HIV who experience gender-based violence, and to bring a women's rights point of view to discussions on HIV/AIDS in Africa.

€50,000

### Tanzania

#### **Women's Fund in Tanzania - Empowering Local Heroes**

Seed grant to establish a new women's fund in Tanzania, which aims to support feminist and women's rights movement building in this African country, with a focus on sexual and reproductive rights and violence against women, with a particular emphasis on age-based violence against both young and older women.

€45,000

## ASIA & THE PACIFIC

### Hong Kong

#### **HER Fund**

Support to increase the fund's fundraising capacities, which includes the development of a local fundraising strategy aimed at both individuals and corporations. Regranting support for young women's (aged 18-25) rights organisations.

€78,000

### Mongolia

#### **Asian Network of Women's Funds (ANWF)**

Support for an initiative of four Asian women's funds (MONES, TEWA, Nimaya, and HER Fund), to increase resources for women's political participation across Asia. The first stage of this collective project is to develop a survey and needs assessment among women's rights groups working on this issue in Mongolia, Nepal, India, Hong Kong and Bangladesh.

€27,000

#### **Mongolian Women's Fund / MONES**

Regranting support for the fund to make grants to regional women's networks to train and prepare women politicians for the elections in June 2012 so as to increase women's political participation in Mongolia. Core support for MONES to evaluate the past five years of grantmaking and to develop a new grantmaking strategy for the coming years.

€33,000

### Sri Lanka

#### **South Asia Women's Fund (SAWF)**

Regranting support for the fund's programme to support small women's rights groups in India, Pakistan, Sri Lanka, Nepal and Bangladesh that work to raise awareness on issues still considered to be 'taboo', like sexuality.

€50,000

## EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

### Czech and Slovak Republics

#### **Slovak Czech Women's Fund (SCWF)**

Regranting support for women's human rights and marginalised groups of women in the Czech Republic and Slovakia. General support for costs related to local fundraising and developing feminist philanthropy in both countries, which includes a focus on engaging with different target groups (e.g., encouraging companies to give in-kind trainings to women leaders).

€50,000

### Georgia

#### **Women's Fund in Georgia (WFG)**

Regranting support to fund taboo-breaking lesbian and trans groups that are operating in a hostile context. General support for costs related to local fundraising and developing feminist philanthropy in Georgia.

€50,000

### Serbia

#### **Reconstruction Women's Fund**

Regranting support for the fund's 'Roma Women Initiatives Support Program', through which it makes grants to Roma women's rights groups that address violence against women, while also providing support to the Roma women's movement so that Roma women can come together and discuss shared strategies for sustaining activism. General support for costs related to developing local fundraising and feminist philanthropy in Serbia.

€50,000

### Ukraine

#### **Ukrainian Women's Fund**

Regranting support for the fund's "First Step to Success" programme that focuses on adolescent girls and young women in the Ukraine (aged 17-23) so that they can organise themselves and make their voices heard. General support for costs related to building feminist philanthropy (specifically fundraising for the "First Step to Success" programme) amongst the Ukrainian diaspora.

€50,000

## LATIN AMERICA

### Argentina

#### **Fondo de Mujeres del Sur (two grants)**

Regranting support to fund grassroots and indigenous women's groups in Argentina working on sexual and reproductive rights, access to safe abortion, economic justice, and integrating the rights of indigenous women in the agenda of the women's movement. General support for costs related to building local feminist philanthropy.

€50,000

Organising an intensive two-week training for 25-30 young women activists (age 18-30) from Argentina, Uruguay and Paraguay on the most pressing issues confronting feminism today in their countries. The convening includes skill-building sessions to strengthen young women's leadership and visibility in the feminist and women's movements in those countries.

€35,000



Fondo de Mujeres Bolivia APTHAPI-JOPUETi empowers indigenous women in rural areas

## Bolivia

### **Fondo de Mujeres Bolivia APTHAPI-JOPUETi**

Support to strengthen this young fund and to enable it to regrant to economically marginalised, rural, indigenous and young feminist groups in Bolivia. Support includes funding to set up a new programme area focused on "urgent actions" related to activism, organising and travelling to women's rights demonstrations.

€40,000

## Mexico

### **Sociedad Mexicana Pro Derechos de la Mujer (Semillas)**

Support for the fund to scale up its technological capacities and to receive focused training on trans rights, in order to equip the fund to support trans rights organisations. Technological capacities includes a focus on improving the computer skills of rural and indigenous grantees (e.g., in online grantmaking procedures) to prepare them to apply for funding from other donors.

€50,000

## Nicaragua

### **Fondo Centroamericano de Mujeres**

Regranting support to the fund's Ola Joven grantmaking programme for adolescent girls and young women aimed at building young feminist movements. A particular emphasis is placed on funding and advocating for reproductive rights across Central America. General support for costs related to developing feminist philanthropy in the region.

€60,000

## Regional

### **Latin American and Caribbean Consortium of Women's Funds**

Support for a consortium of seven women's funds in Latin America to convene a three-day meeting in Brazil with representatives of 14 women's funds. The focus of the convening is to evaluate the collective "Beyond Invisibility" project that focused on capacity building of lesbian, bisexual and trans organisations over the past two years and to develop a new collaborative project based on the lessons learned.

€8,500

## CROSS-REGIONAL

### **Calala Fondo de Mujeres**

Support for a recently created women's fund that seeks to mobilise resources from individuals and institutional donors in Spain (where the fund is based) with the aim to support women's rights movements in Latin America.

€40,000

### **The Mediterranean Women's Fund (MWF)**

Regranting support for the fund's grantmaking programme focused on women's organisations that promote sexual and reproductive rights in the Mediterranean region, with a focus on the Middle East and North Africa (the fund itself is based in France). General support for costs related to developing its fundraising skills and capacities.

€50,000



# annual accounts 2010



Members of the **Women's Initiatives Supporting Group (WISG)**, Georgia, during a demonstration to express solidarity with Iranian women during the post-election conflict in Iran. WISG empowers lesbian, bisexual and trans communities in Georgia.

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**TAKE OFF YOUR  
RELIGIOUS HANDS  
FROM MY  
SACRED BODY!!!**

# 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 & Communications, and the Director of Finance & Operations, form the Management team.

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

## Key Facts and Figures for 2010

- Mama Cash secured nearly €7.4 million in income. This represents 122% of what was projected for 2010 and an increase over 2009 of 27%.
- Mama Cash's total expenditures were €6.1 million. This represents 98% of what was projected for 2010 and an increase over 2009 of 12%.
- Mama Cash made 96 grants, totalling €3.2 million. This represents 100% of what was projected for 2010 and an increase over 2009 of 7%. Expenditures related to securing objectives were €5.0 million, or 82% of total expenditures.
- Mama Cash's financial year 2010 closed with a positive balance of € 1.3 million. This balance can mainly be explained by the generous gift to the Nan Lombaers-Els Huijser Fund (a donor advised fund at Mama Cash, see page 71).



Participants at the African Feminist Forum, 21-24 October 2010, Senegal



## Programmes

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

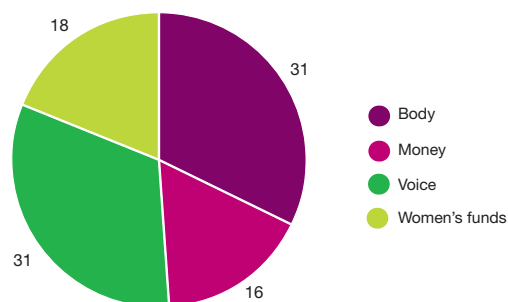
### Key Facts and Figures

In 2010, Mama Cash received 1,929 grant requests, and we awarded 96 grants. This is compared to the 1,258 registered requests in 2009, and 100 grants that were awarded. Of the 96 grants made, 11 were multi-year grants (for terms of two years), compared to 2009 when we made 14 multi-year grants.

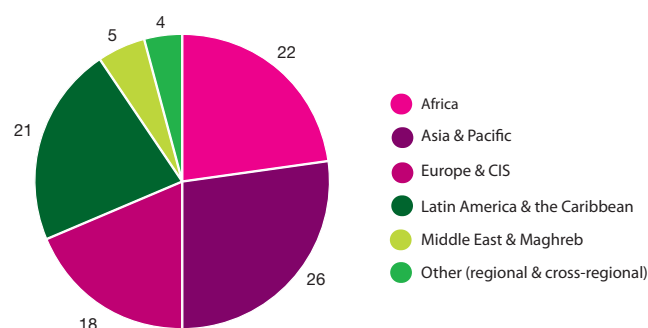
The increase in grant requests can be partially explained by the expanded efforts of Mama Cash to develop outreach materials in different languages and to disseminate these via our networks.

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

Number of grants per theme



Number of grants per region



## Accomplishments

In 2010, we consolidated the changes made in 2009 to the programmatic directions mandated by the 2009-2013 Strategic Plan. This included refining the structure of the team with thematic Programme Officers and regional Programme Associates; further developing our portfolio strategies; making grants in our four thematic areas; expanding our connections to local women's rights movements; building our Advisory Network; developing an accompaniment process that enhances the organisational capacities and knowledge of grantees; and building a learning and evaluation framework and tools to capture how grantees and Mama Cash contribute to making positive change in the lives of women, girls, and trans people.

## Building the Programmes team

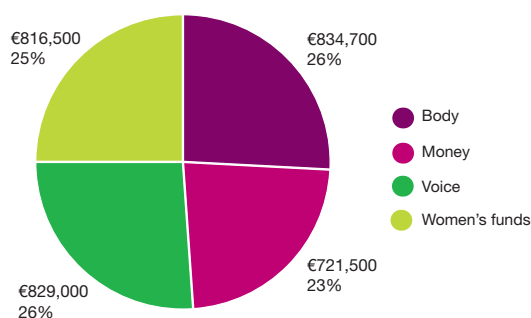
The Programmes team underwent several staffing transitions in 2010. These transitions reflect our ongoing commitment to serve grantees and allies by having staff who speak multiple languages and who have extensive field experience and knowledge of women's rights. We believe that to be fully accountable to our grantee partners, our Programmes team must reflect the constituencies we serve. In 2010, we hired a Programme Associate for Europe/CIS who is from Georgia and speaks Russian and Georgian as well as English, a Programme Associate for Africa and the Middle East who speaks French, and a Programme Officer for the Money portfolio who has a background working in the Middle East and who brings language skills such as Arabic and Farsi. Thanks to staff efforts, we have translated all our grantmaking documents, so we can communicate in French, Spanish, Russian, English and Dutch during the grantmaking, monitoring, and assessment processes.

## Refining strategic directions

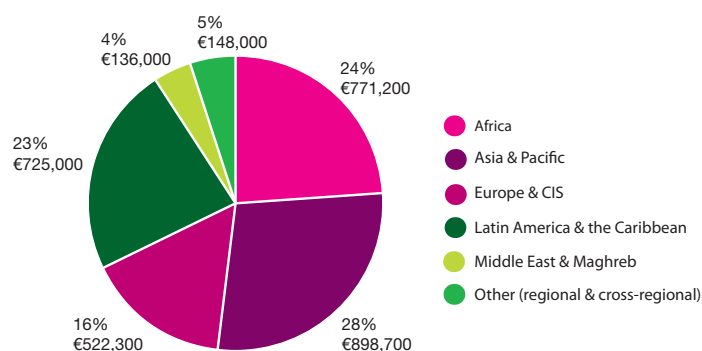
The department drafted medium and long term outcomes for each portfolio, with a set of indicators for each outcome. These outcomes will be linked to position papers that are being developed for each portfolio. Having position papers will give us clear definitions of the scope for each theme, and will provide a rationale and context for the focus areas we choose. The papers will also describe the types of strategies we should emphasise in our grants, and will define grantee success in these areas. By the end of 2010, we had produced draft position papers for the Body and Voice portfolios. Through consultative meetings in 2011, we will solicit feedback from our grantees on the outcomes we have outlined for each portfolio. By the end of 2011, final versions of all position papers will be completed and shared with specific stakeholders.

Our Women's Funds Programme has been a key area of achievement in implementing the aims of the strategic plan. During the first half of 2010, the responsible Programme Officer conducted an assessment of the women's funds that had current grant relationships with Mama Cash. The assessment, which used the indicators of achievement laid out in the newly developed Women's Funds Programme Framework, gave us deeper insights into the capacities, investments and collaborations that will be necessary in order to achieve a stronger architecture of women's funds. It also sharpened our focus. The Programme Officer used the findings of the assessment to develop an initiative in collaboration with the International Network of Women's Funds (INWF). It focuses on building the fundraising capacity of grantee women's funds, as this was found to be the greatest obstacle to their growth and sustainability.

**Total grant amounts and percentage of overall grant expenditure per theme**



**Amounts and percentages per region**



## Our grantmaking

We prioritised giving grants for core support to women's and trans groups; these general support grants pay for costs that many donors will not fund because they focus their giving on specific projects. Core support helps pay for rent, salaries, equipment like computers, and the basic costs to run an organisation. In addition to emphasising general support, we also prioritised specific types of groups – those that build the voices and strength of women who are pushed to the margins of their communities because of their sexuality (trans people in Botswana and lesbians in India), their location (rural women in Pakistan), their ability (women with disabilities in Serbia), their religious status (Muslim women in Nepal), their profession (sex workers in Thailand; domestic workers in Guatemala), or their legal status (women seeking asylum in The Netherlands).

We increased the number of grants, relative to 2009, to groups that have had the least access to resources, and therefore lack visibility. For example, in 2010, we funded five groups led by women with disabilities, compared to three in 2009. We funded eight groups that advocate for the rights of women living in rural areas, as they are often isolated from the mainstream women's

movements that are based in big cities. In 2009, we funded six such groups.

While the team saw an increase in certain types of groups on the margins of their movements, one priority population remained underrepresented in the grantmaking in 2010. Groups led by adolescent girls and young women remained a smaller proportion of our grantees than we hoped, with three grants. Most groups dealing with adolescent girls that approached us were led by adult women implementing programmes *for* girls. There are several possible reasons for this gap. Girl-led groups face even more obstacles in organising, as adults often think that girls need to receive expertise and to have programmes created for them, rather than seeing girls as empowered agents who can initiate their own programmes. It is difficult for girls to get permission to meet autonomously, and they face safety concerns when travelling to and from meeting spaces. Girls also attend school, or are required to manage family duties, such as caring for relatives or working, and so have little time to organise independently. We see our partnership with Fondo Centro-americano de Mujeres, a women's fund in Central America, that mainly funds young women-led initiatives, as a step towards addressing this gap in our funding and outreach.

## Accompaniment support

Mama Cash is committed to assisting and strengthening grantees through accompaniment support. Mama Cash began providing this support to groups in late 2009. Accompaniment support goes beyond giving money. 'Accompanying' is about working in partnership with grantees to reflect on their areas of strength and weakness, to strategise together to address their organisational needs, to share opportunities for learning amongst grantees, to build grantee capacity to increase their influence, power, and scale of their work, and to link grantees with each other to build stronger women's rights movements.

While still developing our capacities in this area, initial feedback from our grantees suggests that this new support is appreciated and resulting in clearer focus, strategy and effectiveness. For example, we connected the Girls Empowerment Network (GENET) Malawi, a group of young women working to form a movement for sexual and reproductive rights and health and against violence, with MEMPROW in Uganda, a group working in the same areas, but with a more developed strategy of advocacy at different levels, including partnership with feminist, lesbian and sex worker rights organisations in the country. MEMPROW is in the process of building a regional network and sharing its education and advocacy instruments, and GENET is interested in becoming MEMPROW's partner in Malawi.

While most of our accompaniment support in 2010 was provided on a one-to-one basis with individual grantees, or was geared to linking specific grantees with each other, we also provide this support in other settings. For instance, in 2010, a member of Mama Cash's staff facilitated a strategic planning meeting for trans activists hosted by Global Advocates for Trans Equality (GATE), in São Paulo, Brazil. That meeting provided the opportunity for trans activists from Latin America, North America, Africa, Asia, the Pacific and Europe to come together and agree on a basic set of priorities for acting globally. Furthermore, it allowed them to support each other and mobilise more resources for trans activism. It was a first step in what we envision will be a long-term effort, and a good example of the kind of extra service and 'added value' that goes beyond our individual relationships with grantees, and that Mama Cash will continue to provide to grantees in 2011.

## Building Networks

To expand our networks and connections with women's and feminist movements and with allied movements such as the LGBT movement, Mama Cash's Programmes team met with groups and experts in the field. We participated in conferences and convenings such as the Africa Feminist Forum in Senegal, that brought together more than 200 activists to reflect on the state of the women's rights movement on the continent of Africa, and to build action plans for pushing forward with a collective agenda for change.

Additionally, we worked with the Association for Women's Rights in Development (AWID) and the International Network of Women's Funds (INWF) to organise a meeting that brought together more than 65 women's rights activists from the Commonwealth of Independent States (CIS), Central and Eastern Europe, and South East Europe. Together, we strategised about how to strengthen the women's movement in the region, as well as how to advocate with donors for continued support for women's rights activism. The meeting took place at a critical moment for women's rights: it is a time when most donors, due to fatigue or claims that democracy and human rights have been advanced, are withdrawing and leaving behind no mechanisms for sustaining women's organisations and movements.

## New Advisory Network

In December 2010, the Board approved the first set of eight advisors to our newly launched Advisory Network that was mandated by the current 2009-2013 Strategic Plan. The Advisory Network is a group of women's rights experts who provide (on a voluntary basis) critical insights into our work by



giving feedback on the groups who apply for a grant, and by guiding us in our strategic thinking within each of the four portfolios. Advisors are selected for their thematic and regional expertise, they have defined roles and responsibilities to ensure expectations are clear, and they serve a three-year term.

## Learning & Evaluation

In 2010, the team set out to build a learning and evaluation framework to capture the types of change that grantees make in the movements in which they operate, in the norms and attitudes of their communities, and in the daily lives of women, girls, and trans people.

We developed new tools to monitor grantee progress and for grantees to assess their achievements at the end of the grant period. We also piloted a reflection practice for Programme Officers to take time to look at the results achieved by each grantee in 2009 and 2010. Team members linked those individual achievements to the longer term and collective goals

we have for each of the four thematic areas. The analysis will be used to set future priorities and will be shared with grantees and allies at future convenings. Incorporating space for reflection within Mama Cash as well as with grantees is critical to understand the changes women, girls, and trans rights groups have been able to make.

We also drafted a framework that outlines our approach to learning and evaluation, which is rooted in principles of social justice and participatory feminist practice. The framework will serve as a guide, both internally and externally, to communicate what learning and evaluation means for Mama Cash, why we have chosen the concepts and methods we use, and how we implement a set of tools that fit our values.

While we made great strides in developing the learning and evaluation framework and tools, we still have much to do to integrate the distinct parts as a cohesive whole. We will prioritise this in 2011.

## interview **Sophia Sakhanberidze** – Programme Associate at Mama Cash



"I am really impressed by the women's rights groups Mama Cash supports. They are brave in their push for justice and equality, often in very

challenging circumstances. Recently, I spoke to a group of lesbian activists from Azerbaijan, who requested information about our grant policies and criteria. It's enormously courageous to fight for recognition and acceptance of your sexuality in such a dictatorial country where women's rights are no priority at all.

In 2008, I came to the Netherlands to be with the love of my life. I graduated in November 2009 from the Institute of Social Studies in The Hague, where I studied Development Studies. In February 2010, I submitted an application to Mama Cash for the position of Programme Associate for Europe and the Commonwealth of Independent States (CIS). I was so happy

that I was hired! When I left everything behind in my country, I didn't expect all my wishes to happen. But working at Mama Cash is a dream come true.

Being a fluent Russian and Georgian speaker and a feminist with a strong involvement with social justice issues in Georgia, I can have an in-depth exchange of views with grantees from Europe and CIS. My regional knowledge complements the thematic expertise of the Programme Officers working on the Body, Voice, Money and Women's Funds portfolios. The diversity of the groups we fund really appeals to me and motivates me to do my work. We support a group of Swedish sex workers that campaign for their rights, as Sweden has passed a law on prostitution that criminalises clients, which makes it difficult for sex workers to access their rights. 'Women in Black Belgrade' strives for peace and justice in post-conflict Serbia. They work towards peace and tolerance through advocacy and campaigns and by conducting street actions and solidarity visits to women and

communities where war crimes have taken place, such as Srebrenica.

What I look out for when assessing grant requests, are groundbreaking, self-organised groups creating fundamental change for women's rights, pushing beyond the status quo, and expanding definitions of human rights.

Mama Cash's commitment and involvement does not stop when the grant is awarded. Central to our grantmaking is the idea of accompaniment. This means I contact the groups regularly to discuss if they are managing to achieve the goals they set themselves, and if they need any support or feedback from Mama Cash. It gives us an opportunity to add value to our grantees' work and to strengthen the broader feminist movement which we are a part of.

Our grantees strive for a world where every person is accepted, regardless of sex, gender, life style, class, race, or sexual orientation. I am really proud I can contribute to supporting their work."

## 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. Our fundraising goals go beyond raising the income we need to support our own work; we also work to influence other donors and to leverage greater funds for the field of women's, girls' and trans people's human rights. In 2010, we placed an emphasis on securing more varied and multi-year funding support from both institutional and individual donors and on understanding and influencing the current landscape of foundation giving in Europe for women and girls.

## Development (Fundraising)

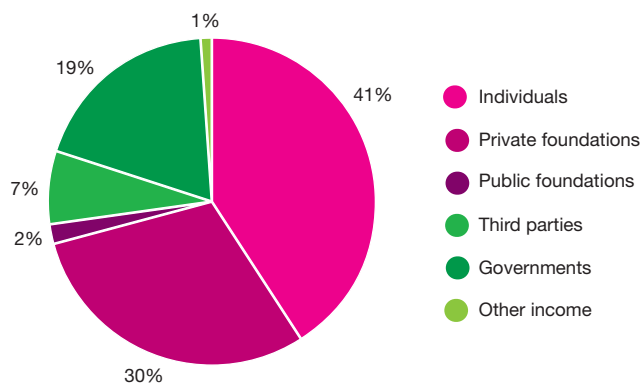
### Key Facts and Figures

In 2010, Mama Cash's total income was €7.376 million, an increase of 27% over 2009, and 22% higher than the budgeted income projection of €6.05 million. A total of €7.3 million was the result of fundraising (see the chart below for a breakdown of sources), while the remaining €0.08 million is classified as 'other income' (i.e., 'return on investments' and 'other profits and losses').

The largest share of Mama Cash's income in 2010 came from private and public foundations (32%), governments (19%), and individuals (41%). The category 'Individuals' includes donor advised funds.

The 27% increase in our income over 2009 is due in large part to the receipt of a €1.82 million gift for the Nan Lombaers-Els Huijser (NLEH) Fund that was received in its entirety in 2010, but is intended to be drawn down over five years. If we exclude the future year income from the NLEH Fund, we would have achieved 98% of income projections for 2010.

**Income sources 2010**



## INSTITUTIONAL DONOR GIVING

### Key Facts and Figures

In 2010, income from private and public foundations accounted for 32% (€2,370,530) of Mama Cash's overall income. This fell short of the budgeted amount for foundations by 13% (€299,477).

Income from governments (€1,375,112) exceeded our budget by 11% (€1,270,320). Nevertheless, this is a decrease of 11% compared to 2009. This is because we received an extraordinary single-year contribution from the Dutch Ministry of Education, Culture and Science (OCW) in 2009. Total governmental income accounted for 19% of overall income in 2010. Mama Cash received grants from the Dutch Ministry of Foreign Affairs/DGIS, Irish Aid and the Swedish International Development Cooperation Agency (Sida).

A generous unrestricted grant of €500,000 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 7% of our income in 2010.

### Accomplishments

**Foundations** Income from private and public foundations is crucial to Mama Cash, and in 2010 we were pleased and excited to secure a grant for the first time from the Arcus Foundation to support our work in the area of lesbian, bisexual and trans people's rights (one-year grant). The Oak Foundation renewed its funding through a multi-year commitment towards our work in the area of ending violence and building cultures of peace. An anonymous institutional donor from the United States renewed its generous funding for our work in the Global South. The Ford Foundation renewed its funding for one year for our activities related to influencing philanthropy, and the Triodos Foundation provided a one-year grant for our work on reproductive rights.

**Funding from governments** Mama Cash secured a new three-year grant from Irish Aid (Republic of Ireland) to fund women's rights organisations in nine Irish Aid partner countries. Additionally, as a member of the Hivos Alliance, we submitted an application to the Dutch Ministry of Foreign Affairs under its Co-financing System II programme, 2011-2015 (known in Dutch as MFS II). We learned in November that the application was approved. The Hivos Alliance – Hivos, Mama Cash, Press Now and IUCN NL (International Union for the Conservation of Nature Netherlands) entered – into a partnership agreement to work together 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 requested €413 million for the period 2011-2015, of which 66.2% was granted. In total, the 19 alliances that received MFS funding had requested nearly 40% more than was available in the MFS II budget. As a result, all alliances received less funding than they had requested. Mama Cash will receive a total of €5.95 million over the five-year period (€1.190 million per year).

Finally, we received the third installment of a multi-year grant agreement with the Swedish International Development Cooperation Agency (Sida).

**Multi-year funding** In 2010, we received income from existing multi-year commitments from the Sigrid Rausing Trust, the Dutch Postcode Lottery, the Nike Foundation, the Starry Night Fund of Tides Foundation, and Hivos. Mama Cash is grateful to these donors for their invaluable longer-term commitment to supporting our work. New multi-year gifts secured in 2010 are mentioned in the two previous paragraphs.

**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 or target populations. Mama Cash respects donors' needs to set priorities and to be answerable to their own constituencies. 'Unrestricted' funding,

*"Irish Aid views Mama Cash as a strategic partner in our commitment to promoting gender equality – we value Mama Cash's authentic and rooted work with the grassroots women's groups that it supports."*

Áine Doody, Gender Advisor, Irish Aid, Department of Foreign Affairs, Ireland



## Mama Cash en de Postcode Loterij.



de 'gevaarlijke' Patricia aan het werk.



Samen maken we het verschil.

## Dutch Postcode Lottery

Every week, the Dutch Postcode Lottery places a full page colour advertisement in a Dutch newspaper. The motto of the advertisement is 'Together we make a difference', and every week a different beneficiary's work is profiled.

On March 9, 2010, the Lottery profiled Mama Cash grantee La Liga de Mujeres Desplazadas from Colombia in the national Dutch newspaper *NRC Next*.

The Postcode Lottery also offered Mama Cash air time on the Dutch morning television programme 'Koffietijd' which was broadcast on December 8, 2010. This was an excellent opportunity to promote our year-end fundraising Campaign 'Dit jaar nog' (see page 74).



Mama Cash is very grateful to the Dutch Postcode Lottery for this significant exposure.

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 and also to support the strategic meetings and convenings that are essential to the work of building and strengthening movements, work that often falls outside donor earmarks.

Furthermore, it allows us to accompany the groups we fund by providing capacity building assistance and by promoting learning and knowledge building. Unrestricted funding also allows us to engage in activities to mobilise resources and influence philanthropy and thereby to contribute to increasing the funding that is available to support women's and girls' rights worldwide.

We are grateful to the institutional donors who supported Mama Cash with unrestricted funding in 2010: the Dutch Ministry of Foreign Affairs, the Dutch Postcode Lottery, the Ford Foundation and the Starry Night Fund of Tides Foundation.

## Influencing Philanthropy

Leveraging new and expanded support for women's human rights is one of the core goals identified in Mama Cash's current Strategic Plan. Please see pages 30-33 for a more detailed discussion of our efforts and activities in this area in 2010.

## In-kind donations

In 2010, Mama Cash received generous in-kind donations from Doob Design, Fly Catcher, Fortis ABN AMRO and PA Consultants.

Frank ter Horst from Doob Design advised Mama Cash on the interior design of our office space. The Dutch company Fly Catcher conducted research for Mama Cash on its brand image in the Netherlands. The bank Fortis ABN AMRO donated office furniture to improve the work stations of our staff. Thirty-five consultants of PA Consultants spent a day advising Mama Cash on different strategies regarding fundraising, communications and finances.

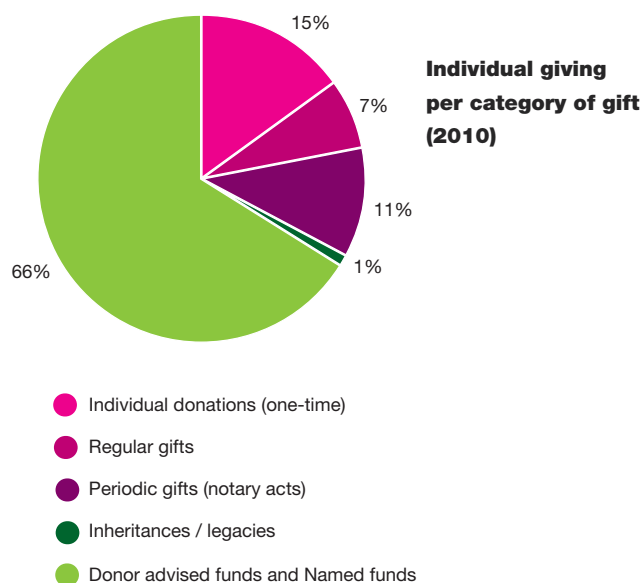
We deeply appreciate the gifts, time, and expertise that these firms provided us. The in-kind value of these gifts and time is approximately €25,000.

### Key Facts and Figures

In 2010, individual donors contributed €3,043,950 to Mama Cash, an increase of virtually 100% in comparison to 2009. These donations from individuals accounted for 41% of our total income. This exceptional increase is a result of the €1.82 million gift to the Nan Lombaers-Els Huijser Fund that was received and accounted for as income in 2010, but is intended to be drawn down over five years (see the boxed text on page 71 and explanatory note no. 11 on page 96). Individual contributions included one-time and recurring gifts, contributions from donor advised funds, and inheritances and legacies.

Donor advised funds and named funds contributed 66% of the income from individuals.

One-time donations made up 15% of our individual donor giving programme. This is an increase of 60% compared to 2009 and is a result of a large gift of the religious order of the Provincial Franciscan Sisters of Heythuysen (€100,000) and intensified fundraising efforts among our existing Dutch individual donors and prospect base. Regular gifts made through a direct debit system (7% of individual donor giving) and notary act gifts (11%) increased by 15% and 3%, respectively, over 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 income, and increasing our donor pool from 4,500 to 20,000. The Individual Donor Development staff devoted time and energy in 2010 to assessing a variety of fundraising strategies. Several new donor acquisition methods were tested, and a new donor segmentation system was implemented. We improved the effectiveness of our fundraising activities, and we started working on a combined fundraising and communications strategy. Over the year, however, it became clear from several tests that Mama Cash is not likely to achieve our ambitious goal of 20,000 donors by the end of 2013.

Our staff capacity and budget are too limited to increase Mama Cash's brand awareness in the Netherlands to the degree that would be necessary in order to increase our individual donor base to the desired level. Competition on the Dutch market is high, direct marketing acquisition channels are overloaded and expensive, and newly acquired donors donate at low levels and show high attrition rates. Therefore, Mama Cash has decided to proceed with a qualitative growth model that emphasises deeper and more substantive relationship building with existing individual donors and outreach to their networks, families, and friends.

**New donor acquisition** In 2010, Mama Cash acquired a total of 1,170 new donors. A total of 4,947 individual donors gave to Mama Cash over the year with an average gift of €90.73 (compared to €83.61 in 2009). We had a total of 5,646 active donors in 2010 (defined as someone who has given a gift within the last 24 months), a growth of 12% compared to 2009. Despite the continuing economic recession, we pushed forward with testing new and improved telemarketing and direct mail fundraising strategies in 2010. Although our emphasis was on monthly giving, 65% of our new donors came in through our direct mailing as one-time donors. A retention and cultivation strategy was introduced to retain and convert these donors to become regular monthly donors. The results of this effort were poor, and we discontinued the campaign. We are nonetheless pleased that the income from one-time and recurring individual donors increased by 26% over 2009.

**Donor advised funds** Income from donor advised funds increased by 280% compared to 2009 (due to the large gift to the Nan Lombaers-Els Huijser Fund). In addition we received funding from three other donor advised funds: the 'Anneke van Baalen/De Bonte Was Fonds', 'Mama Cash-Baas Fonds' and the 'Maria Willard Fonds'.

# Nan Lombaers- Els Huijser Fund

In 1998, two Dutch women, Nan Lombaers and Els Huijser, decided to use their personal resources to lend a 'helping hand' to disadvantaged women worldwide. Both were psychotherapists who, in their professional and personal lives, were passionate about women's rights. They were avid travellers and enjoyed discovering new countries and cultures. To realise their vision, they created a foundation, Stichting Westeinde, to support women's empowerment initiatives globally. After Nan Lombaers and Els Huijser died, their will specified that the proceeds of their estate should go to Stichting Westeinde.

The trustees of Stichting Westeinde were committed to carrying out the founders' vision, and they saw in Mama Cash a fund with the skills and experience to support women and girls in the way that Nan Lombaers and Els Huijser had envisioned. It made all the more sense, given that the founders had intended that Stichting Westeinde would cease to exist within five years after their deaths.

In September 2007, the trustees established the Nan Lombaers-Els Huijser Fund at Mama Cash (a donor advised fund) with a three-year commitment of €750,000. The purpose of the Nan Lombaers-Els Huijser Fund was to support Mama Cash's grantmaking to advance the rights of women and girls, with a particular focus in the thematic areas of economic justice, independence and civic participation. The recipe was simple and powerful: Stichting Westeinde contributed the resources, and Mama Cash provided the grantmaking expertise and networks in international women's rights movements.

After the Fund's successful first three years, the trustees decided in 2010 to transfer the remaining corpus of Stichting Westeinde to the Nan Lombaers-Els Huijser Fund – approximately €1.82 million – to support women's and girls' rights worldwide: a wonderful tribute to two visionary women who wanted to contribute to a more just world for women and girls.

Mama Cash is extremely grateful to the trustees of Stichting Westeinde. We extend our heartfelt thanks to Emma van Zalinge, Ineke Kraus, Renee Römkens, and Marion Kreijenbroek for their confidence and trust in our work.



Representatives of the Forum of Women's NGO's Kyrgyzstan visiting a refugee camp.

**Legacy gifts** In 2010, we received €36,000 from legacies, which is 38% more than was received in 2009, but short of our projected income of €50,000. Eleven new donors informed us that they had written Mama Cash into their final wills.

**Donor engagement** Mama Cash stimulates donor initiatives to help increase visibility and funding for women's and girls' rights. We have done this through our Campaign '88 Days', but also by promoting donor initiatives throughout the year.

In 2010, our supporters organised forty separate initiatives and events to benefit Mama Cash. Donations were received from several donors who asked their friends and relatives to give a donation to Mama Cash in lieu of a birthday or wedding gift. Please see the section 'Donors in Action' on page 36 for examples of these donors' activities.

## MC<sup>2</sup> Programme 'Make Change with Mama Cash'

In 2010, Mama Cash continued to operate our 'MC<sup>2</sup> Programme': a donor education programme for people who want to learn how to manage their money, to be more strategic and socially conscious with their investments, and to become more effective and educated donors.

**Riek Stienstra Fund** In 2010, the Riek Stienstra Fund for Lesbian, Bisexual and Transgender Rights (a joint initiative with Hivos) raised €37,660 from individuals. Mama Cash launched a Riek Stienstra Fund website in 2010, and was present at several 'pink festivals' in the Netherlands to promote the visibility of LBT rights and the Fund.





A financial course at the Mama Cash offices

**Financial courses** As part of our MC<sup>2</sup> Programme, we continued in 2010 to offer a series of courses in money management, investing and philanthropy. These courses are offered to our individual 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. A total of 51 participants came to five different financial classes. Most of the attendees were existing donors.

#### **The Erfdochters (Women with Inherited Wealth)**

**Group** The final component of the MC<sup>2</sup> Programme is the support groups for women with inherited wealth, developed and facilitated by one of Mama Cash's founders, Marjan Sax. This programme has been in existence since 1986. During 2010, Marjan Sax continued to provide support in the areas of family dynamics, financial management, and philanthropy to women with inherited wealth. The members of these support groups share with each other both challenging and empowering experiences related to inherited wealth.

Mama Cash organised two Erfdochters meetings in 2010, attended by a total of 36 participants. During these meetings we held Skype sessions with two of our grantees: ATRAHDOM from Guatemala and the Women's Rights Institute for Peace from Kenya. The participants were very enthusiastic about this opportunity to engage directly with our grantees.

*"The courses were like a revelation to me. Money is often a taboo issue, but there is a lot to learn from each other, if you are open about your finances. It was very rewarding to exchange views with other women on what money means to you and how you handle it. I feel really empowered in dealing with financial issues."*

Linda Kamerman, participant in Mama Cash's financial courses in 2010

## Communications

Mama Cash's Communications team is responsible for sharing information and lessons learned with our grantees, donors, and potential donors, as well as our peers and colleagues in women's rights and social justice movements worldwide; for raising the visibility of Mama Cash'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 2010, the Communications team expanded its reach via online communications and social networking, increased the organisation's press exposure, developed and coordinated our annual Campaign '88 Days', supported the fundraising team with our campaign 'Dit jaar nog', and developed an online exhibition about sex workers' rights.

## Accomplishments

**Communication with our donors** In 2010, Mama Cash sent out three editions of our printed Dutch language newsletter (she has news) and ten 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.

**Brand research** The Communications staff commissioned (for the first time in Mama Cash's history) brand image research amongst 1,000 women in the Netherlands. This research showed that our (aided) brand awareness among Dutch women is 17%, which is strong, especially for an organisation of our size.

In the second part of 2010, we conducted branding research. This process, using a combination of qualitative and quantitative methods, helped us understand what might motivate potential donors in the Netherlands, the United Kingdom and Germany to support Mama Cash and to identify important core values in the work and history of Mama Cash.

# Online Sex Workers' Rights Exhibit

On December 17, the International Day to End Violence Against Sex Workers, Mama Cash launched the first of a series of online educational exhibits about top-priority content areas in Mama Cash's grantmaking and advocacy work. This first exhibit was called 'Out from Under' and focused on sex workers' rights. It highlights Mama Cash's positions on the issue, our history of funding sex workers' rights and showcases the work and perspectives of our grantees. Furthermore, it features a photo gallery and grantee-produced videos, a timeline highlighting Mama Cash's work on the issue, and a side article devoted to new developments for sex workers in the Netherlands.

The exhibit 'Out from Under' was developed in conjunction with the *Collaboration to Advance the Human Rights of Sex Workers* on December 8, 9 and 10 in Amsterdam (see page 31), that Mama Cash co-organised with the Open Society Institute's Sexual Health and Rights Project in New York.



**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. Due to search engine optimisation, the number of visitors to our website increased in 2010. Online visitors come to us from a far greater number of sources, they stay on our website longer and they view more pages. Compared to 2009, more visitors found us through Google (44% in 2010, 35% in 2009), and our ranking for important keywords has improved dramatically. Furthermore, Mama Cash is mentioned on and linked to approximately 1,200 other websites, 400 more than in 2009. And we have also seen a steady increase in the number of "fans" on our social network pages – 736 Facebook friends (up from 200 in 2009) and 374 followers on our Twitter account (an increase of 324 compared to 2009).

**Mama Cash in the media** In 2010, we substantially increased our exposure in the media; Mama Cash was cited in articles and also wrote opinion pieces for respected publications. The subjects of the articles ranged from the situation of women after the earthquake in Haiti, to women's rights in general, to various fundraising campaign activities.

Mama Cash was mentioned on 95 occasions in a broad range of Dutch newspapers and women's magazines, three radio programmes and two television shows, with a combined reach of over eight million. We actively promoted substantive coverage of our work in the press and had opinion pieces placed in respected publications such as the national newspaper *Trouw*, the Dutch women's magazine *Opzij*, Dutch lesbian glossy *Zij aan Zij*, the magazine of the Dutch labour union, FNV, and the Indian *Hindustan Times*.

**Campaign '88 Days'** Between International Human Rights Day on 10 December, 2009, and International Women's Day on March 8, 2010, Mama Cash ran its annual Campaign '88 Days'. The goals of this campaign were to raise awareness about women's rights and raise funds for women's and girls' rights organisations. The 2009-2010 campaign theme was: 'Go Wild for Women's Rights!'. Mama Cash asked our supporters to organise 'wild and crazy' activities that would raise money and visibility for women's rights worldwide. The Campaign '88 Days' mainly ran online via the site [www.88dagen.nl](http://www.88dagen.nl). On this site, Dutch supporters could create their own campaign page, explain the particular event they planned for women's rights, and mention their fundraising goal. Relatives, friends and colleagues sponsored these events via each individual's personal campaign page.

Mama Cash organised two additional events during the Campaign '88 Days'. On March 5, we organised an ice skating event on the Jaap Edenbaan, a skating rink in Amsterdam. On this day, thirty enthusiastic skaters skated laps around the rink for women's rights! All participants had relatives, friends and colleagues sponsor them. The skating event raised €7,800; an average of €260 per skater.



# Mama Cash in the media

On January 23, about ten days after the earthquake in Haiti, Mama Cash published an opinion article in the respected Dutch newspaper *Trouw*. We were one of the first voices in the Dutch media calling attention to the violations of women's rights in the aftermath of the disaster and one of the first to demand that governments include women in decision making processes related to rebuilding the country.



Scan of the article published in Dutch newspaper *Trouw* in January 2010. The title reads: 'Women most affected by disaster in Haiti'.

In September, Dutch feminist women's magazine *Opzij* ran an article on women and philanthropy, based on research commissioned by Mama Cash, on the role of women in founding Dutch foundations through the ages.

In December, Dutch philanthropy magazine *FM Magazine* devoted a special issue to women and philanthropy with several articles mentioning or describing the work of Mama Cash, including an interview with our Executive Director, Nicky McIntyre.

The Dutch lesbian monthly magazine *Zij aan Zij* offered Mama Cash the opportunity to write a series of articles on the work of Mama Cash grantees. The first of these articles was published mid-December and described the work of two brave and inspiring Mama Cash grantees in Georgia: the Women's Initiatives Supporting Group (WISG) and the Women's Fund in Georgia (WFG).

The Women Inc. Festival on March 6, two days before International Women's Day, served to close the campaign. During this festival, Mama Cash organised an event in collaboration with Hivos. The film 'Vessel', about the Dutch organisation Women on Waves was presented, followed by an interview with the film's director Diana Whitten and Rebecca Gomperts (founder and director of Women on Waves). Approximately 80 people attended the screening. Mama Cash's information booth and our 'wild camping inspiration tent' inspired hundreds of visitors to put their wishes for women's and girls' rights on paper.

In total, the campaign '88 Days' inspired 1,866 donors to organise or sponsor a 'wild' event. Over the course of the campaign, our donors contributed nearly €180,000, for which we are truly grateful!

**Campaign 'Dit jaar nog!'** From November 25 through the end of 2010, Mama Cash ran a small fundraising and visibility campaign within the Netherlands. The name of the campaign was 'Dit jaar nog' ('Before the Year Ends') and highlighted three women's groups that Mama Cash would not have been able to fund without increased donor support in 2010. Through free filler advertisements, an online video, campaign webpages, a (digital) newsletter, and social media such as Twitter, Hyves and Facebook, and spontaneous gifts during the campaign period, more than €140,000 was raised.

The campaign had immense exposure, especially considering the modest budget invested in it. Several magazines and newspapers placed our free filler advertisements, Dutch lesbian glossy *Zij aan Zij* ran an article on one of the groups highlighted in the campaign, and morning television show 'Koffietijd' interviewed Mama Cash about the campaign and the work of the highlighted groups. The total offline media exposure expressed in circulation and viewing figures was approximately 3.5 million.

Our online one-minute campaign video proved to be very popular. It was viewed online on You Tube and on our campaign webpages over 1,200 times. That is more than any other Mama Cash video so far. Twitter was the biggest source of traffic to the video page, followed by Facebook and Hyves.



# 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, office space and systems, information and communications technology (ICT), and human resources.

**Grants and finance administration** In 2010, Mama Cash consolidated changes that were set in motion in 2009 when the grants administration was transferred from the Programmes department to the Finance and Operations department. This new structure enabled a faster process of handling grant contracts and payments. The teams actively worked together and have improved procedures and formats related to grant-making, grant administration and earmarking processes. Furthermore, grant administration staff played a new role in supporting both the Programmes staff as well as our grantees by providing feedback on budgeting and financial reporting. The new structure has also enabled us to have a faster process of handling the grant contract and payment. This means that in 2010, grants have usually been paid within 3 – 10 days after their approval.

**Mama Cash office space** A new ten-year rental contract was negotiated and signed for Mama Cash’s offices. Negotiations for work space in the same building led to Mama Cash renting an additional four rooms, beginning in February 2011.

An assessment was made of the costs that would be incurred in a possible refurbishment of Mama Cash’s offices. The refurbishment turned out to be too expensive and therefore did not take place. A new plan has been developed to conduct crucial electrical, acoustic and interior design upgrades in 2011.

**Information and communications technology** A new telephone and voice mail system was installed. This system improves access to Mama Cash staff, especially for grantees, partners, advisors and donors calling from other time zones after working hours. Additionally, all our staff members started using a Skype account, which facilitated better and less costly engagement with grantees and partners. Finally, all staff members are now able to work remotely, if necessary.

The implementation of the fundraising and grantmaking database was delayed. This was caused by staff changes within the database consulting firm and changes in fundraising and grantmaking procedures and processes, resulting from the implementation of our Strategic Plan. With the help of an external consultant, we expect the conversion and implementation will be completed by the summer of 2011.

**Human resources** Mama Cash adheres to the Collective Labour Agreement for the Dutch welfare sector. Mama Cash seeks to create a work environment in which staff members can perform to the best of their ability. Recently developed performance assessment and professional development systems are helping us to achieve this goal. These systems provide effective training for new employees, education and training, ongoing coaching and feedback and promotion/career development opportunities for staff. The job assessment and development tools and systems will be evaluated in 2011.

We continue to recruit, support, develop and train well-qualified and talented personnel. In total, seven staff members left the organisation in 2010, while seven new members were recruited. Two of them were recruited under regulations governing the recruitment of highly skilled migrants. At the end of 2010, Mama Cash had 31 staff members. Forty-four percent of the staff members worked full-time (13.64 FTE), while 56% had part-time positions (16.03 FTE).

One of the priorities for Mama Cash has been to prevent, manage, and if possible, reduce the sick leave of employees. Mama Cash monitored staff who were ill, according to the so-called “Poortwachter protocol”. Prevention of sickness and improved protocols related to employee sick-leave led to a second consecutive year of low sickness absence.

**Table: FTEs and sick leave**

	2010	2009	2008
Number of employees	31	31	25
Average number of full-time equivalents (FTEs)	29.63	22.04	23.75
Sick leave percentage	2.34%	2.33%	7.39%



Meeting of the International Women's Funding Network in Mongolia, May 2010

**Works Council** Mama Cash has a Works Council (*personeelsvertegenwoordiging, PVT*) consisting of representatives of the staff. In its regular meetings with the Executive Director and the Human Resources Advisor, the Works Council addressed topics including human resources policies and procedures.

**Volunteers** Throughout the year, six volunteers worked at Mama Cash. They made contributions to the Development and Communications department, the Finance and Operations department, as well as the Programmes department. On average, volunteers work one day per week at the Mama Cash office in Amsterdam.

A revised policy for volunteers, interns and members of the Advisory Network was approved by the Board in March 2010. Volunteers are not remunerated, and are now reimbursed for their travel expenses up to a maximum amount. New volunteer positions are first discussed and approved by the Management team. The volunteer openings are published on the Mama Cash website, and selection is based on the qualifications of the candidates.

This revised policy states that by 2013, the Programmes department will have built a new international Advisory Network consisting of 50-60 advisors, each with expertise, experience, and networks in one of Mama Cash's four 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. During 2010, eight advisors were nominated, and the Board appointed them to the Advisory Network. More information on the Advisory Network can be found on page 65.



Demonstration organised by EMPOWER Chiang Mai in Thailand

**Pensions** As of January 1, 2010, Mama Cash put in place an 'available premium pension' scheme for new personnel. The new pension scheme has the possibility of sustainable investments, a flexible employee contribution and a reduced risk for Mama Cash on incoming 'value transfers'. The existing allocated pension scheme was renewed for another five years, starting January 1, 2010. Staff employed by Mama Cash in December 2009 had the right to switch to the new pension scheme. Four staff members made use of this option. In 2010, two 'value transfers' took place from employees who switched from the existing pension scheme to the new pension scheme.

**Investment policy** Mama Cash seeks to be socially responsible in our investment policy. We have a small investment portfolio. Most of this investment income was received as gifts from individual donors. In 2010, €376,020 was received in bonds as part of a generous grant of € 1.82 million from Stichting Westeinde for the Nan Lombaers/Els Huijser Fund. The bonds received complied with Mama Cash's investment criteria.

**Liquidity and cash flow** The balance of total liquid assets, €3.2 million, available on 31 December 2010, remained the same as in 2009. Funds that are not needed immediately for regular operations are placed in savings accounts from which they can be withdrawn directly. Currently Mama Cash holds savings deposits with the ASN Bank.

## Risk management

### Financial risks

Income from institutional donors can fluctuate as the policies of both governments and the international community change. An example of this is the MFS II grant from the Dutch government for the Hivos Alliance, of which Mama Cash is a partner (see also page 68). The original budget for this subsidy programme was significantly reduced by the new Dutch government in September 2010.

In addition, there are more Dutch-based NGOs and international women's funds, which results in greater competition for available funding.

Mama Cash takes these types of financial risks and their implications into account by:

- Continuing to diversify our base of income. Income is obtained from multiple sources, including individual donors, institutional donors, government bodies, and companies;
- Making a stronger case for our niche and impact, and continuing to reach out beyond the Netherlands for funding.

### Operational risks

Mama Cash has a very ambitious Strategic Plan. While our staff is committed to doing the work necessary to implement the plan, there is a risk that available staff hours are not in balance with our ambitions, which could lead to increased work pressure on staff.

Mama Cash deals with these operational risks as follows:

- Mama Cash strives for a work environment in which staff collectively contributes to team objectives and in which there is a commitment to regular review of progress towards goals, and to modification of existing plans when they prove to be unrealistic.
- Mama Cash wishes to balance the production of high quality work and efficiency. Procedures have been reviewed and documented in several detailed manuals in different teams. We continue to assess which processes can be further simplified. Discussions are taking place in the Management team to improve clarity on task division between different staff and departments.

### Reputation risks

Mama Cash is committed to high standards of professionalism, transparency and legal compliance with all relevant rules and regulations governing fundraising and grantmaking organisations. Nevertheless, organisations' reputations are always vulnerable to adverse publicity, whether the content of such publicity is true or false.

- To minimise this risk, we strive to be transparent about all aspects of our work and we are accountable for everything Mama Cash does. We are honest about our successes and failures, through open and frank communication with our stakeholders.

# Board Report

## A. Accountability Statement from the Board

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

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

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

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

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

The composition of the Board reflects the international character of Mama Cash, our target groups and other stakeholders. Board members are recruited on the basis of their specific competencies, such as knowledge of grantmaking (programmes), finance, organisational development, and fundraising and communications. Members also bring diverse networks and experiences from women's rights movements. The Board uses a nomination protocol and makes a profile specifying the necessary qualities required by the Board, which will be used during the recruitment, selection and appointment of new Board members.

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

### 2. Optimising effectiveness and efficiency of expenditure

Mama Cash strives to use our funds in such a way as to ensure the effective and efficient realisation of objectives.

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

Mama Cash uses an outcome-oriented annual planning process that starts with the five year outcome as mentioned in the Strategic Plan, and further operationalises the goal into activities, results, allocation of responsibilities, resources and a timeline. Annual plans are developed in consultation with staff and are approved by the Board of Directors. The planning process consists of the development of annual plans, with semi-annual monitoring meetings as well as monthly and quarterly financial income and expense reports. The quarterly reports are discussed in the Management team and forwarded to the Finance Committee and the Board. If required, the Board advises and makes recommendations to the Executive Director.

For our grantmaking programme, Mama Cash selects women's, girls' and trans organisations that fit our criteria on the basis of a short Letter of Interest (LOI). Our criteria can be found on the Mama Cash website, in English, Dutch, French and Spanish. For those groups that proceed beyond the LOI phase, Mama Cash engages in extensive discussions with each group about vision, goals, structure, capacities, strengths and challenges. Mama Cash collaborates with grantees to develop work plans with specific objectives and indicators of success as defined by the groups themselves. Working with groups in this manner assists them in reflecting critically and strategically about their work, and empowers them to ask for what they really need in order to grow and become stronger.

The monitoring of grants made to grantees is conducted through required narrative and financial reports by grantees. In collaboration with institutional donors, evaluations are carried out, focusing on the outcomes of grantmaking.



A new evaluation and learning framework is being developed at the moment and will be integrated with our grant cycle. It will emphasise evaluation for the purpose of learning and encouraging grantee participation and ownership.

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

### **3. Communication with stakeholders**

Mama Cash believes it is important to communicate with our stakeholders in a conscientious, ethical and transparent manner. In doing so, Mama Cash complies with Dutch privacy legislation. Mama Cash divides our stakeholders into the following groups: grantees, Dutch general public, individual donors, institutional donors, employees and volunteers, including advisors.

We strive for the utmost conscientiousness in our communication with grantees. Mama Cash aims to be a partner in grantees' development and guides them on their way to creating an environment where they are best able to perform their work. We make agreements regarding our collaboration.

Mama Cash is committed to credibly assessing and disseminating the outcomes of the work of women's and girls' human rights organisations, to educating the general public, our donors, allies and policy-makers, and to building communities of interest to support women's rights movements. The Dutch general public is informed through a variety of channels, including the Mama Cash website, during conferences and through campaigns.

Mama Cash's individual donors are critical to enabling us to achieve our goals. Individual donors often feel a strong commitment to Mama Cash's objectives. Mama Cash believes it is important to keep them up-to-date on how their money is spent. Mama Cash achieves this through newsletters, e-zines, our website and annual report. We have a complaints procedure for all types of donors and also for grantees.

Substantive and financial agreements with institutional donors, governments and companies are all formalised in contracts. Reports and evaluations inform these stakeholders of the progress and results of Mama Cash's work.

Mama Cash would not be able to perform without committed, well-educated employees, volunteers and advisors. Our employees are actively involved in developing the Strategic Plan, the annual plan and individual work plans. These are regularly evaluated together with employees.

Advisors are Mama Cash's link to communities of women's rights activists and experts who are committed to social justice philanthropy and grantmaking. They have links with a broad range of feminist groups, organisations and networks, and represent a broad geographic diversity. Advisors are regularly updated on Mama Cash's strategy, policies and activities, through personal contact with Mama Cash staff, as well as through convenings.

## **B. Board Activities in 2010**

During the financial year 2010, the Board met four times. Face-to-face meetings took place in Amsterdam in June and December, while the Board met through conference 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 2010. The Annual Report 2009, the Annual Accounts 2009, the Management Letter from the auditors and the Annual Plan 2011 were approved in accordance with the Articles of Association and in line with the Strategic Plan 2009-2013.

Based upon the Strategic Plan, new policies were approved, among them the Policy on Volunteers. The Board regulations were revised to include the Board's decision making power on certain policies.

Furthermore, the Board initiated a History Project that aims to capture the history of Mama Cash since the organisation was founded. The results of the History Project will be made available online.

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, and Advisory Councils.

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

**Executive Committee** The Executive Committee supplies 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 2010.

**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 five times in 2010.

**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 2010.

**Programme Committee** The Programme Committee 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 2010.

### **Fundraising and Communications Committee**

The Fundraising and Communications Committee was installed in June 2010, and advises the Board about policies concerning fundraising and communications. The Fundraising and Communications Committee formally met two times in 2010.

**History Project Task Force** The History Project Task Force was installed in June 2010 and leads the Mama Cash History Project. The Task Force set up an Advisory Council with one external advisor, feminist historian Myriam Everard. Both the Task Force and Advisory Council formally met two times in 2010.

## Composition of the Board

The Board of Mama Cash consists of a minimum of five and a maximum of fifteen members. In 2010, the Board was comprised of eleven 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. 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.












## Changes in the Board

In 2010, Cecilia Alemany joined the Board of Mama Cash. One Board member, Eveline de Jong, was reappointed for a period of three years.

## Board expenses

Board members are not remunerated. They may claim compensation for reasonable expenses incurred in the course of conducting Board business. In 2010, total Board expenses were €28,900. From this amount, €18,900 is related to the travel and hotel expenses for the face-to-face Board meetings and the conference calls for Board, committee, and task force meetings. A further €10,000 was allocated to the History Project.

## Composition of the Board of Mama Cash as of December 31, 2010

	Name	Function within the Board	Board member since	Affiliation/Profession	Relevant additional functions
	Marjo Meijer	Co-chair	June 2006 Co-Chair since June 2007 Reappointed June 2009	Medical doctor, artist, donor activist, the Netherlands	n.a.
	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	n.a.
	Eveline de Jong	Treasurer	November, 2007 Reappointed December 2010	Independent financial advisor, the Netherlands	n.a.
	Lin Chew	Member	June, 2006 Reappointed June 2009	Independent consultant on women, human rights and migration, Hong Kong	<ul style="list-style-type: none"> <li>• Board member HER Fund, Hong Kong</li> <li>• Chairperson Institute for Women's Empowerment, Hong Kong</li> </ul>
	Marijke Kuijpers	Member	December 2006 Reappointed December 2009	Independent financial consultant, the Netherlands	n.a.
	Jessica Horn	Member	November 2007	Independent women's rights consultant, Sierra Leone	Board member Urgent Action Fund - Africa, Kenya
	Idelisse Malavé	Member	February 2008	Independent organisational consultant working with social change groups and networks, USA	<ul style="list-style-type: none"> <li>• Chairperson Rockwood Leadership Institute, Berkeley, USA</li> <li>• Board member of Opportunity Agenda, New York, USA</li> </ul>
	Myra ter Meulen	Member	March 2008	Independent consultant on the prevention of child abuse and youth policy, the Netherlands	<ul style="list-style-type: none"> <li>• Board member of Women's Wallet, the Netherlands</li> <li>• Member of Vrouwen Tegen Uitzetting, the Netherlands</li> </ul>
	Barbara Limanowska	Member	June 2009	Senior Gender Mainstreaming Expert, European Institute for Gender Equality, Lithuania	n.a.
	Geetanjali Misra	Member	June 2009	Executive Director of Creating Resources for Empowerment (CREA), India	n.a.
	Cecilia Alemany	Member	August 2010	Senior Advocacy Associate, Association for Women's Rights in Development (AWID), Uruguay	<ul style="list-style-type: none"> <li>• Co-Chair of Better Aid (global network)</li> <li>• Board member of CIVICUS, South Africa</li> <li>• Coordinator of Mercosur Economic Research Network, Uruguay</li> </ul>





From left to right:  
Marijke Kuijpers, Idelise Malavé, Barbara Limanowska,  
Eveline de Jong, Marjo Meijer, Geetanjali Misra,  
Myra ter Meulen, Lin Chew and Jessica Horn.

Not in the photo:  
Anastasia Posadskaya-Vanderbeck and Cecelia Alemany.



## B. Management

In 2010, Mama Cash continued to be led by Executive Director Nicky McIntyre. She is responsible for the day-to-day management of the organisation and leads the Management team. Until April 15, 2010, Nicky McIntyre also served as the Director of Development and Communications until this position was filled. The performance of the Executive Director is evaluated yearly by the Board.

### Remuneration of the Executive Director

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

The Executive Director's basic income in 2010 (1 FTE/12 months) was €82,500. This amount falls within the VFI-maxima criteria. Since Nicky McIntyre was originally recruited from the United States (in 2007), she receives the so-called '30% ruling', a tax advantage for foreign employees working in The Netherlands. This brought her actual income to €117,000. No other loans, advances or guarantees have been provided. See the table for the specifications.

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

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

**Table: Executive Director Salary in 2010**

Name	N. McIntyre	
Function	Executive Director	
Terms of employment		
Term	Indefinite	
Hours	36	
Part-time percentage	100	
Period	1/1-31/12	
Remuneration 2010 (EUR)		
Annual Income		
Gross salary	70,578	
Holiday allowance	5,581	
End of year payment, (13 <sup>th</sup> month)	6,327	
Basic annual income		82,486
30% tax ruling	34,498	
Total Annual income		116,984
Social Security charges (employer's part)		7,469
Pension expenses (employer's part)		7,695
Total remuneration 2010		132,150
Total remuneration 2009		129,797

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

### Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2010, truly and fairly reflect the financial position and operations of Mama Cash. The whole Annual Report 2010 gives a true and fair reflection of the programmes, activities and results achieved in 2010, in comparison to what was agreed upon in the Annual Plan 2010.

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

Suitable conditions have been created to fulfil the strategic objectives of Mama Cash in the coming years. However, the aftermath of the financial crisis demands that the Board remains particularly vigilant in monitoring the financial position of the organisation.

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# Balance

## as of 31 december 2010

All amounts are in Euros

(The numbers between brackets refer to the Explanatory Notes on pages 93-97)

	31-12-2010	31-12-2009
<b>Assets</b>		
Tangible assets (4)	57,052	29,389
Intangible assets (5)	93,534	69,782
Receivables (6)	424,744	125,634
Investments (7)	880,203	553,010
Liquidities (8)	3,230,277	3,234,245
<b>Total Assets</b>	<b>4,685,810</b>	<b>4,012,060</b>
<b>Liabilities</b>		
Reserves		
› Continuation reserve (9)	988,533	977,116
Funds (10)		
› Asset management fund	150,585	99,170
› Designated funds	70,851	211,292
› Donor advised and Named funds (11)	1,771,669	390,758
<b>Total Funds</b>	<b>1,993,105</b>	<b>701,220</b>
Long-term debts (12)	220,473	313,522
Short-term debts (13)	1,483,699	2,020,202
<b>Total Liabilities</b>	<b>4,685,810</b>	<b>4,012,060</b>

# Statement of income and expenditures as of 31 december 2010

	Actuals 2010	%	Budget 2010	%	Actuals 2009	%
<b>INCOME</b>						
<b>Income from own fundraising</b>						
<b>Private individuals (15)</b>						
› Individual donors	1,003,317		1,040,000		795,301	
› Income from inheritances / legacies	36,000		50,000		26,445	
› Donor advised funds	1,962,802		485,000		700,056	
› Named funds	37,660				0	
› Sales promotion material	151				667	
› Fee financial courses	4,020				-	
Total private individuals	3,043,950	42%	1,575,000	26%	1,522,469	27%
<b>Foundations (16)</b>						
› Private foundations	2,245,530		2,295,000		1,928,165	
› Public foundations	125,000		375,00		133,188	
Total foundations	2,370,530	32%	2,670,000	44%	2,061,353	36%
<b>Companies (16)</b>						
› Corporate funds	-				19,229	
Total companies	-	-			19,229	0%
<b>Total income from own fundraising</b>	<b>5,414,480</b>	<b>74%</b>	<b>4,245,000</b>	<b>71%</b>	<b>3,603,051</b>	<b>64%</b>
<b>Income third parties (17)</b>						
› Dutch Postcode Lottery	500,000		500,000		500,000	
Total third parties	500,000	7%	500,000		500,000	9%
<b>Income joint actions (18)</b>						
› Riek Stienstra Fund (Hivos)	1,611					
Total income joint actions	1,611	0%	0	0%	0	0%
<b>Income governments (19)</b>						
› Governments	1,375,112		1,270,320		1,550,960	
Total governments	1,375,112	19%	1,270,320		1,550,960	27%
<b>Total income fundraising</b>	<b>7,291,203</b>	<b>100%</b>	<b>6,015,320</b>	<b>100%</b>	<b>5,654,011</b>	<b>100%</b>
<b>Result on investment (20)</b>						
› Interest means of liquidity	62,783		20,000		71,147	
› Result on investment	68,042		20,000		125,607	
Total result on investment	130,825		40,000		196,754	
<b>Other profits and losses (21)</b>						
› Other profits and losses	-45,473				-46,506	
Total other profits and losses	-45,473				-46,506	
<b>TOTAL INCOME</b>	<b>7,376,555</b>		<b>6,055,320</b>		<b>5,804,259</b>	
% of budget		122%				
% of last year		127%				



(continued)

	Actuals 2010	%	Budget 2010	%	Actuals 2009	%
<b>EXPENDITURES RELATED TO OBJECTIVES</b>						
<b>Grantmaking programme</b>						
› Body Portfolio	834,700		800,000		974,866	
› Money Portfolio	721,000		800,000		545,325	
› Voice Portfolio	829,000		800,000		945,300	
› Women's Funds Portfolio	816,500		800,000		522,500	
Total grantmaking programme	3,201,200		3,200,000		2,987,991	
Running costs grantmaking programme	1,158,786		1,229,221		953,321	
<b>Philanthropic and public education</b>						
› Mama Cash activities	92,381		41,596		167,273	
› Programme implementation costs	148,883		128,530		125,621	
Total philanthropic and public education	241,264		170,126		292,894	
<b>Visibility and awareness raising</b>						
› Mama Cash activities	145,217		227,637		99,285	
› Programme implementation costs	219,830		214,565		194,972	
Total visibility and awareness raising	365,047		442,202		294,257	
<b>Total expenditures related to objectives</b>	<b>4,966,297</b>	<b>82%</b>	<b>5,041,549</b>	<b>81%</b>	<b>4,528,463</b>	<b>83%</b>
(as percentage of total income)	67%					
<b>Income acquisitions costs</b>						
› Costs fundraising (direct)	199,971		286,168		126,102	
› Costs fundraising (running)	544,716		575,971		453,978	
› Costs obtaining government grants	53,925		-			
› Costs joint actions	20,442		-		72,814	
› Costs investments	2,470		2,000		4,454	
Total income acquisitions costs	821,524	13%	864,139	14%	657,348	12%
(as percent of income from fundraising)	15.2%		20.4%		18.2%	
<b>Management and administration</b>						
› Costs management and administration	285,431	5%	284,046	5%	252,578	5%
<b>TOTAL EXPENDITURES</b>	<b>6,073,252</b>	<b>100%</b>	<b>6,189,734</b>	<b>100%</b>	<b>5,438,389</b>	<b>100%</b>
% of budget	98%					
% of last year	112%					
<b>RESULT</b>	<b>1,303,303</b>		<b>-134,414</b>		<b>365,870</b>	
<b>Result allocation</b>						
Asset management fund	51,415				-13,490	
Designated funds	-140,440				-256,136	
Donor advised funds & Named funds	1,380,911				151,646	
Continuation reserve	11,417		-134,414		483,850	
<b>RESULT</b>	<b>1,303,303</b>		<b>-134,414</b>		<b>365,870</b>	

# Cash flow statement

	2010	2009
<b>Cash flow from operational activities</b>		
Continuation reserve	11,417	483,850
Mutation in funds	1,291,886	-117,980
Result	1,303,303	365,870
Adjustments for:		
› Depreciation of tangible fixed assets	20,681	24,842
› Depreciation of intangible fixed assets	28,396	35,749
› Changes in the value of investments	-57,093	-114,335
	-8,016	-53,744
Change in working capital:		
› Receivables	-299,109	544,750
› Short-term liabilities	-536,503	503,075
	-835,612	1,047,825
Cash flow from operational activities	459,675	1,359,951
<b>Cash flow from investment activities</b>		
Investments in:		
› Tangible assets	-48,345	-3,130
› Intangible assets	-52,148	-43,971
Investments/disinvestments in:		
› Investments/disinvestments in equity and bonds	-270,100	147,480
Cash flow from investment activities	-370,593	100,379
<b>Cash flow from financing activities</b>		
Mutations in long-term liabilities	-93,050	-15,572
Cash flow from financing activities	-93,050	-15,572
<b>Increase/decrease in liquidities</b>	<b>-3,968</b>	<b>1,444,759</b>
<b>Liquidities movements</b>		
Liquidities as of 1 January	3,234,245	1,789,486
Increase/decrease in liquidities	-3,968	1,444,759
<b>Liquidities as of 31 December</b>	<b>3,230,277</b>	<b>3,234,245</b>

# Explanatory notes

## on the cash flow statement

The cash flow overview is drawn up according to the indirect method. In 2010, the cash and cash equivalents have decreased by €3,968. This decrease can be explained as follows:

### **1. Changes in cash flow from operational activities**

#### **Receivables**

The change in the accounts receivable is largely accounted for by the increase in funds to be received from institutional donors (see also note 6: Receivables, page 93).

#### **Short-term liabilities**

Changes in short-term liabilities are mainly due to the category 'grants allocated but not yet paid'. More grants were actually paid within the financial year (see also note 13: Short-term liabilities, page 97).

### **2. Changes in cash flow from investment activities**

In 2010, investments were made for the further development of the fundraising and grantmaking database and a new telephone system.

### **3. Changes in cash flow from financing activities**

The change in long-term liabilities is related to loans that have been placed at the disposal of Mama Cash. Loans that will expire in 2011 have been transferred to short-term liabilities.

# Explanatory notes on 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 Fondsenwerving, CBF*). CBF is an independent organisation that has been monitoring fundraising by Dutch charities since 1925. Its task is to promote responsible fundraising and expenditures by reviewing fundraising institutions and providing information and advice to government institutions and the public. During 2010, CBF carried out a review of Mama Cash's internal organisation and procedures. The Hallmark for Mama Cash was renewed for a period of three years in December 2010, based on its assessment.

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

## 2. Guiding principles

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

## 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 2010. 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.

**Mama Cash UK** Mama Cash UK was established on 20 April 2006. Subsequently, a process was initiated to obtain charity status in the United Kingdom. On 13 May 2008, Mama Cash UK was awarded charity status under registration number 1124039. A current account relationship has been established within the existing annual accounts.

**Reserves and funds** The reserves consist of the freely disposable capital and designated funds. The freely disposable capital provides security for the continuity of the organisation. It is Mama Cash's policy to maintain sufficient freely available capital to cover operational

costs of the organisation for at least one year.

Designated funds, including Donor advised funds and Named funds, are funds that are allocated to a specific area of Mama Cash's activities by contract or general regulations (designated fund assets). Designated funds that have not been used during the financial year are transferred to the next year.

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

**Cost allocation** Personnel costs for staff members are directly allocated to 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 2010.

Costs are allocated as follows:

**Table: Cost allocation**

Type of cost	Allocation
Board	100% Management and Administration
Executive Director	40% Management and Administration 60% 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 2010	Average FTE 2009
Grantmaking Programme	14.60	11.30
Philanthropic and Public Education Programme	2.24	1.75
Visibility and Awareness Raising	2.69	1.93
Fundraising and Campaigns	7.41	4.49
Management and Administration	2.69	2.57
<b>Total</b>	<b>29.63</b>	<b>22.04</b>

**Pension** Since 1 January 2005, Mama Cash has had an allocated pension scheme. Under this scheme, a pension is allocated to employees upon reaching the pension entitlement age, depending on salary and years of service (the so-called 'average salary scheme').

Mama Cash has amended the allocated pension scheme so that it functions as 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 included on the balance sheet.

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

**Grantmaking** Commitments made by Mama Cash to women's 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 officially 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.

**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 costs 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 mainly relate to costs associated with holding twice yearly, face-to-face Board meetings (travel, accommodation, meals, etc.) and twice yearly conference calls with Board members.

# Explanatory notes for the balance sheet

## 4. Tangible assets

Tangible assets investments were primarily related to the purchase of a new telephone system for the office.

**Table: Tangible assets**

	Inventory	Office equipment	Hardware	Total 2010	Total 2009
<b>Acquisition value</b>					
Balance as of 1 January	85,140	22,848	153,309	261,297	258,167
Purchasing	0	43,660	4,684	48,344	3,130
Balance as of 31 December	85,140	66,508	157,993	309,641	261,297
<b>Depreciation</b>					
Balance as of 1 January	65,598	21,267	145,043	231,908	207,066
Depreciation	8,280	5,822	6,579	20,681	24,842
Balance as of 31 December	73,878	27,089	151,622	252,589	231,908
<b>Book value as of 31 December</b>	<b>11,262</b>	<b>39,419</b>	<b>6,371</b>	<b>57,052</b>	<b>29,389</b>

## 5. Intangible assets

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

**Table: Intangible assets**

	Total 2010	Total 2009
<b>Acquisition value</b>		
Balance as of 1 January	251,453	207,481
Purchasing	52,148	43,972
Disinvestments	0	0
Balance as of 31 December	303,601	251,453
<b>Depreciation</b>		
Balance as of 1 January	181,671	145,922
Depreciation	28,396	35,749
Disinvestments	0	0
Balance as of 31 December	210,067	181,671
<b>Book value as of 31 December</b>	<b>93,534</b>	<b>69,782</b>

## 6. Receivables

The receivables are short-term. "Funds to be received" concern official contracts with institutional donors where the funds have not yet been transferred, or are only transferred after reporting at the end of the contract period (e.g. the Dutch Ministry of Foreign Affairs). "Other receivables" include two payments to grantees, which, due to transfer problems, will be reimbursed to Mama Cash by the bank.

**Table: Receivables**

	Total 2010	Total 2009
Gifts/periodic gifts to be received	7,230	4,395
Prepaid costs	17,218	10,357
Interest to be received	68,443	51,018
Funds to be received	255,604	25,000
Other receivables	67,177	8,691
Coupon interest	6,049	0
Reimbursement of sick leave insurance	3,023	0
Prepaid pensions/net salaries	0	26,173
Inheritances/legacies to be received	0	0
<b>Balance as of 31 December</b>	<b>424,744</b>	<b>125,634</b>

## 7. Investments

Responsible investment is a priority for Mama Cash. The investment portfolio in 2010 consisted of shares and bonds that meet our responsible investment criteria.

Part of the investment portfolio on January 1 was originally received as a generous donation consisting of shares and bonds from an anonymous individual donor. In line with the wishes of this donor, the donated portfolio has been left unchanged. The total portfolio realised an unrealised investment profit of €57,093.

During 2010 Mama Cash received a large donation for the 'Nan Lombaers/Els Huijser Fund'. Part of this donation was received in bonds, to the value of €376,020. The Barclays Bank bonds, which were part of this donation, matured in 2010 and were transferred to Mama Cash's savings account.

**Table: Value of investments**

Bonds and shares	Total 2010	Total 2009
Value as of 1 January	553,010	586,155
Investment	376,020	0
Disinvestment	-105,920	-147,480
Unrealised investment value differences	57,093	114,335
<b>Balance as of 31 December</b>	<b>880,203</b>	<b>553,010</b>

## 8. Liquidities

At the end of 2010, there was a relatively large amount of money in Mama Cash's savings accounts. This is because the interest rates for longer-term deposits were lower than the interest paid on savings accounts. The average interest received on the savings accounts was 2.3%.

**Table: Liquidities**

	Total 2010	Total 2009
Cash	216	381
Current and savings accounts	3,230,061	3,033,864
Deposit accounts	0	200,000
<b>Balance as of 31 December</b>	<b>3,230,277</b>	<b>3,234,245</b>

## 9. Continuation reserve

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

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

Mama Cash does not strive for a maximum reserve, but aims for a reserve of one time the annual operational costs. At this moment, the continuation reserve is at 44% of the annual operational costs in 2010. Mama Cash aims to increase this continuation reserve over the coming years.

**Table: Continuation reserve**

	Total 2010	Total 2009
Balance as of 1 January	977,116	493,267
Transfer to/from designated funds	-51,415	13,490
Additions	62,832	622,006
Withdrawals		-151,647
<b>Balance as of 31 December</b>	<b>988,533</b>	<b>977,116</b>



## 10. Funds

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

**Table: Funds**

	Designated fund assets	Designated funds	Donor advised & Named funds	2010	2009
Balance as of 1 January	99,170	211,291	390,758	701,219	819,198
Additions	51,415	70,851	2,013,672	2,135,938	840,417
Withdrawals	0	-211,291	-632,761	-844,052	-958,395
<b>Balance as of 31 December</b>	<b>150,585</b>	<b>70,851</b>	<b>1,771,669</b>	<b>1,993,105</b>	<b>701,220</b>

## 11. Donor advised funds and Named funds

**Table: Donor advised funds and Named funds**

	Donor advised funds				Named funds	2010	2009
	Maria Willard Fund	Nan Lombaers / Els Huijser Fund	Anneke van Baalen/ Bonte Was Fund	Mama Cash - Baas Fund	Riek Stienstra Fund		
Balance as of 1 January	54,658	0	32,420	303,680	0	390,758	239,111
Additions	49,130	1,876,281	10,620	39,981	37,660	2,013,672	700,056
Withdrawals	-34,500	-453,461	-20,000	-87,140	-37,660	-632,761	-548,409
<b>Balance as of 31 December</b>	<b>69,288</b>	<b>1,422,820</b>	<b>23,040</b>	<b>256,521</b>	<b>0</b>	<b>1,771,669</b>	<b>390,758</b>

## 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**

	2010	2009
Balance as of 1 January	54,658	76,908
Periodic deposit	49,130	18,000
Used on objectives	-34,500	-40,250
<b>Balance as of 31 December</b>	<b>69,288</b>	<b>54,658</b>

## Nan Lombaers/Els Huijser Fund

The Nan Lombaers/Els Huijser Fund was established in 2007 by Stichting Westeinde. The goal of this fund is to support women's and girls' rights initiatives that focus on economic justice and women's independence and civic participation in the Global South and CEE/CIS. In 2010, Stichting Westeinde added a very generous gift to the Donor advised fund (see also the boxed text on page 71). These funds will be drawn down over a period of at least five years.

**Table: Balance Nan Lombaers/Els Huijser Fund**

	2010	2009
Balance as of 1 January	0	0
Periodic deposit	1,876,281	250,000
Used on objectives	-453,461	- 250,000
<b>Balance as of 31 December</b>	<b>1,422,820</b>	<b>0</b>

## 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**

	2010	2009
Balance as of 1 January	32,420	41,595
Periodic deposit	10,620	10,825
Used on objectives	-20,000	-20,000
<b>Balance as of 31 December</b>	<b>23,040</b>	<b>32,420</b>

## 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**

	2010	2009
Balance as of 1 January	303,680	0
Periodic deposit	39,981	378,680
Used on objectives	-87,140	-75,000
<b>Balance as of 31 December</b>	<b>256,521</b>	<b>303,680</b>

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

The income raised by the fund is equally divided between Hivos and Mama Cash. Both organisations 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, the total value of the fund is reflected in Mama Cash's accounts.

**Table: Balance Riek Stienstra Fund**

	2010	2009
Balance as of 1 January	0	118,608
Private donations	37,660	28,526
Used on objectives and disbursed to Hivos	-37,660	-147,134
<b>Balance as of 31 December</b>	<b>0</b>	<b>0</b>

### 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. No activities took place during this year in relation to this Fund.

## 12. Long-term liabilities

Long-term liabilities concern loans that have been placed at the disposal of Mama Cash for a period of three to five years. No interest is paid on these loans. Loans that will expire in 2011 have been accounted for as short-term liabilities (see also the Table “Loans contracted” on page 98).

**Table: Long-term liabilities**

	2010	2009
Balance as of 1 January	313,522	329,093
Extensions of loans	48,678	35,430
Loans < 1 year transfer to short-term liabilities	-141,727	-51,001
Loans paid back	0	0
<b>Balance as of 31 December</b>	<b>220,473</b>	<b>313,522</b>

## 13. Short-term liabilities

“Allocated grants” concern grants that have been approved, but not yet paid to the grantees. In line with the Strategic Plan 2009-2013, more multi-year grants have been approved. These are accounted for in full in the first year in which they are awarded. The next funding instalment will be released upon approval of a progress report. By the end of January 2011, 25% of the grants outstanding at the end of 2010 were paid.

“Funds received in advance” were received in 2010, but are intended for use in 2011.

**Table: Short-term liabilities**

	2010	2009
Grants allocated, but not yet paid	833,100	1,576,522
Other creditors	150,459	76,961
Accrued liabilities	123,730	83,174
Funds received in advance	50,000	75,000
Tax and social security premiums	99,100	73,416
Holiday allowance end of the year	68,992	68,633
Leave day entitlements	16,591	15,495
Loans contracted	141,727	51,001
<b>Balance as of 31 December</b>	<b>1,483,699</b>	<b>2,020,202</b>

Loans contracted that will expire in 2010 have been accounted for as short-term liabilities. In total, nine loans expired. Eight were extended, while one was paid back to the supplier of the loan.

**Table: Loans contracted**

	2010	2009
Balance as of 1 January	51,001	35,430
Additions	141,727	51,001
Extensions	-48,678	-35,430
Gifts	0	0
Loans paid back	-2,323	0
<b>Balance as of 31 December</b>	<b>141,727</b>	<b>51,001</b>

#### 14. Obligations not included in the balance

Mama Cash has a tenancy contract for the premises at Eerste Helmersstraat 17, Amsterdam. This contract was renewed in 2010 for a ten-year period, ending in April 2020. The rental commitment through the end of the contract values €649,720 (price level 2010).

Mama Cash has a leasing contract for three photocopying and printing machines for four remaining years, ending in 2014. The lease obligation through the end of the contract values €35,795 (price level 2010).



# Explanatory notes

## for the statement of income and expenditures

### 15. Fundraising income

In 2010, income from fundraising increased by 29% in comparison to 2009 for a total amount of €7,291,203. This was largely due to an increase in income received through Donor advised funds. Donations from private individuals amounted to €3.0 million, or 42% of total fundraising income. One-time, regular, and periodic gifts increased by 27% in comparison to 2009. The average amount of giving per individual donor has slightly increased during the year, from €83.61 to €90.73.

The notary act in relation to the Diepeveen Fund expired and was not renewed. No donations were received for the Economic Justice Fund.

In 2010, Mama Cash received one advance settlement for an inheritance, and one entire inheritance. The total amount of inheritances received was only 72% of the budgeted amount. We also received one notification of an inheritance, which will be financially settled in 2011.

See for more information page 67, in the Development & Communications section of the Management Report.

**Table: Private individual income**

	2010 Actual	%	2010 Budget	2009 Actual
<b>Individual donors</b>				
Individual donations (one-time)	465,154			293,645
Regular gifts	215,892			188,523
Periodic gifts (notary acts)	322,271			313,133
Sales promotion materials	151			667
Fee financial courses	4,020			0
<b>Total individual donors</b>	<b>1,007,488</b>	<b>33%</b>	<b>1,040,000</b>	<b>795,968</b>
<b>Donor advised and Named funds</b>				
Anneke van Baalen / De Bonte Was Fund	10,620			10,825
Diepeveen Fund	0			11,500
Mama Cash - Baas Fund	39,981			378,680
Maria Willard Fund	49,130			18,000
Nan Lombaers / Els Huijser Fund	1,863,071			250,000
Economic Justice Fund	0			2,525
Riek Stienstra Fund	37,660			28,526
<b>Total Donor advised and Named funds</b>	<b>2,000,462</b>	<b>66%</b>	<b>485,000</b>	<b>700,056</b>
<b>Inheritances and legacies</b>	<b>36,000</b>	<b>1%</b>	<b>50,000</b>	<b>26,445</b>
<b>Total private individual income</b>	<b>3,043,950</b>	<b>100%</b>	<b>1,575,000</b>	<b>1,522,469</b>
<b>% Total fundraising income</b>		<b>42%</b>		

## 16. Private and public foundations and companies

Private and public foundations donations totalled €2.37 million, or 32% of total fundraising income. Grants from twelve different private foundations and one public foundation were received. The foundation agreements are 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. The grant from Nike Foundation is included under “private foundations” and not under “corporate funds”.

**Table: Private and public foundations and companies**

	2010 Actual	%	2010 Budget	2009 Actual
<b>Foundations</b>				
Private foundations	2,245,530		2,295,000	1,928,165
Public foundations	125,000		375,000	133,188
Total foundations	2,370,530		2,670,000	2,061,353
<b>Companies</b>				
Corporate funds	0		0	19,229
Total companies	0		0	19,229
<b>Total foundations and companies</b>	<b>2,370,530</b>		<b>2,670,000</b>	<b>2,080,582</b>
<b>% Total fundraising income</b>		<b>32%</b>		

## 17. Income from third parties

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

**Table: Third parties**

	2010 Actual	%	2010 Budget	2009 Actual
<b>Third parties</b>				
Dutch Postcode Lottery	500,000		500,000	500,000
<b>Total third parties</b>	<b>500,000</b>		<b>500,000</b>	<b>500,000</b>
<b>% Total fundraising income</b>		<b>7%</b>		

## 18. Income joint actions

In collaboration with Hivos, the Riek Stienstra Fund was established in 2008 (see also under “Named funds” on page 96). 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 2010, the final part of the inheritance from Riek Stienstra was received from Hivos. The “Expenditures joint actions” refers to payment of the 50% Hivos share of the income received.

**Table: Joint actions**

	2010 Actual	2010 Budget	2009 Actual
<b>Income joint actions</b>			
Riek Stienstra Fund (Hivos)	1,612	0	0
<b>Total income joint actions</b>	<b>1,612</b>	<b>0</b>	<b>0</b>
<b>Expenditures joint actions</b>			
Riek Stienstra Fund (Hivos)	20,442	0	72,814
<b>Total costs joint actions</b>	<b>20,442</b>	<b>0</b>	<b>72,814</b>

## 19. Income from governments

In 2010, Mama Cash received three grants from governments amounting to 19% of total fundraising income. A new three-year contract was received from Irish Aid. The year 2010 was the third and final contract

year for the grant received from the Swedish International Development Cooperation Agency (Sida), and the fifth and final year of funding from the Dutch Ministry of Foreign Affairs/DGIS.

**Table: Governments**

	2010 Actual	%	2010 Budget	2009 Actual
<b>Governments</b>				
Irish Aid	240,000		175,000	220,000
Ministry of Foreign Affairs the Netherlands / DGIS	900,000		900,000	900,000
Ministry of Education, Culture and Science the Netherlands (OCW)	0		0	250,000
Swedish International Development Cooperation Agency (Sida)	235,112		195,320	180,960
<b>Total governments</b>	<b>1,375,112</b>		<b>1,270,320</b>	<b>1,550,960</b>
<b>% Total fundraising income</b>		<b>19%</b>		

## 20. Result on investment

The interest on liquidities decreased by almost 11% in comparison to 2009. A temporary surplus of liquidities was deposited in savings accounts. These savings accounts provide less risk than investments and had a higher interest rate than long-term deposits.

The interest rates did decrease in comparison to 2009. The yield from (coupon) interest and dividends remained almost the same as in 2009. The non-realised investment value recovered one fifth of the value that was lost as a result of the global financial crisis in 2008.

**Table: Result on investment**

	2010 Actual	2010 Budget	2009 Actual
Interest on liquidities	62,783		71,147
Coupon interest and dividends received	10,949		11,272
Non-realised investment value differences	57,093		114,335
<b>Result on investment</b>	<b>130,825</b>	<b>40,000</b>	<b>196,754</b>
Commission and expenses	-2,470	-2,000	-4,454
<b>Total result on investment</b>	<b>128,355</b>	<b>38,000</b>	<b>192,300</b>
<b>% of budget</b>	<b>338%</b>		

## 21. Other profits and losses

Other profits and losses mainly include a reserve in relation to VAT charges for the period 2006 through 2010.

**Table: Other profits and losses**

	2010 Actual	2010 Budget	2009 Actual
<b>Other profits and losses</b>			
Other profits and losses	-45,473	-	-46,506
<b>Total other profits and losses</b>	<b>-45,473</b>	<b>0</b>	<b>-46,506</b>



## 22. Expenses

In 2010, Mama Cash subdivided direct and operational costs, and accounted for them according to activities based on an internal distribution key (see cost allocations on page 91). The distribution key is based on the number of FTEs per department.

In 2010, a total amount of €3,201,200 was spent on direct grants. This was 53% of the overall expenses and 100% of what was budgeted. Other expenses have been monitored closely and came in at almost €120,000 less than budgeted.

**Table: Distribution of Expenses**

	Costs related to objectives			Costs incurred to obtain income					Total 2010 Actual	Budget 2010	2010 % of budget	Total 2009 Actual
	Grantmaking programme	Philanthropic and public education	Visibility and awareness raising	Mama Cash fundraising	Obtaining Government Grants	Investments	Expenditures joint actions	Management and administration				
Direct programme costs	3,201,200								3,201,200	3,200,000	100%	2,987,991
Other direct costs	157,461	92,381	145,217	199,971	14,489		20,442	15,506	645,467	643,603	100%	606,602
Personnel costs	849,375	125,600	191,860	472,788	34,228			243,739	1,917,590	1,990,536	96%	1,511,579
Accommodation costs	54,705	8,382	10,070	25,895	1,875			10,089	111,016	92,500	120%	90,746
Office and general costs	73,061	11,195	13,448	34,585	2,504	2,470		11,637	148,900	195,961	76%	180,880
Depreciation costs	24,184	3,706	4,452	11,448	829			4,460	49,079	67,134	73%	60,591
<b>Total</b>	<b>4,359,986</b>	<b>241,264</b>	<b>365,047</b>	<b>744,687</b>	<b>53,925</b>	<b>2,470</b>	<b>20,442</b>	<b>285,431</b>	<b>6,073,252</b>	<b>6,189,734</b>	<b>98%</b>	<b>5,438,389</b>
<b>% of total expenditures</b>	<b>72%</b>	<b>4%</b>	<b>6%</b>	<b>12%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>5%</b>	<b>100%</b>			
<b>% of budget</b>									<b>98%</b>			

### Costs Mama Cash fundraising

For the costs of 'own' fundraising, The Central Bureau of Fundraising (Centraal Bureau Fondsenwerving, CBF) operates a standard of maximum 25% of total expenditures. Mama Cash fundraising contributes to 12% of total expenditures and falls well within this standard.

## Costs management and administration

Mama Cash works cost consciously and strives to keep the percentage of management and administration costs between 5% and 8% of the total costs. In 2010, the costs for management and administration have remained almost the same in comparison to 2009 and they have a value of €285,431. This represents 5% of the overall costs, which is within our standard.

**Table: specification of personnel costs**

	2010 Actual	2010 Budget	2009 Actual
Gross salaries	1,281,459		962,054
End of year payments	114,744		58,706
Provision holiday allowance	102,405		79,066
Employer's part social security contribution	204,240		149,953
Employer's part pension contribution	103,340		68,098
Other personnel costs (e.g. commuting, personnel insurances, training)	111,402		193,702
<b>Total personnel costs</b>	<b>1,917,590</b>	<b>1,980,536</b>	<b>1,511,579</b>

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. As part of the agreements from the Collective Labour Agreement, the gross salaries were increased with 2% as of May 2010. Furthermore, also according to the CAO, the "End of year payment" was increased from 2.8% to 8.3%. Employees contribute 7% towards their pension

scheme. Mama Cash contributes the remainder of the pension contribution. Other personnel costs include, among other things, commuting expenses, personnel insurances and training. The average number of FTEs increased from 22.04 in 2009 to 29.63 in 2010 in accordance with Mama Cash's Strategic Plan 2009-2013, but also due to maternity and parental leave.

## 23. Sources of income per objective and allocations to activities for 2010

**Table: Sources of income per objective for 2010**

	Individual donors	Donor advised funds	Named funds	Joint actions	Private foundations	Public foundations	Third parties	Dutch Ministry Foreign Affairs	Other governments	Other income	TOTAL
<b>From designated funds 2009</b>		123,180			184,858	26,433					334,471
<b>Total income 2010</b>	1,043,488	1,962,801	37,660	1,612	2,245,530	125,000	500,000	900,000	475,112	85,352	7,376,556
<b>Total income + designated funds</b>	1,043,488	2,085,981	37,660	1,612	2,430,388	151,433	500,000	900,000	475,112	85,352	7,711,026
<b>Expenditures</b>											
<b>Strategic grantmaking programme</b>											
Body portfolio	83,100	138,500	16,000		473,300				123,800		834,700
Money portfolio	68,000	121,000			417,800	86,000			15,000	13,200	721,000
Voice portfolio	289,000	112,000			336,000				92,000		829,000
Women's Funds portfolio	158,500	125,000			388,000				145,000		816,500
	598,600	496,500	16,000	-	1,615,100	86,000			375,800	13,200	3,201,200
<b>Programme support costs</b>	4,848				44,982						49,830
<b>Total programme related costs</b>	603,448	496,500	16,000	-	1,660,082	86,000	-		375,800	13,200	3,251,030
<b>Running Costs</b>											
Direct running costs	10,169	18,022	597	20,442	275,151	25,467	105,526	111,053	13,982	15,228	595,637
Personnel costs	316,104	58,019	1,923		417,827	10,486	339,731	679,461	45,015	49,024	1,917,590
Accommodation costs	18,300	3,359	111		24,190	608	19,668	39,336	2,606	2,838	111,016
Office costs	24,545	4,505	149		32,444	814	26,380	52,760	3,496	3,807	148,900
Depreciation costs	8,090	1,485	50		10,694	268	8,695	17,390	1,152	1,255	49,079
<b>Total running costs</b>	377,208	85,390	2,830	20,442	760,306	37,643	500,000	900,000	66,251	75,152	2,822,222
<b>Total expenditures</b>	980,656	581,890	18,830	20,442	2,420,388	123,643	500,000	900,000	442,051	85,352	6,073,252
<b>Income to designated fund next financial year</b>		1,504,091	18,830	-18,830	10,000	27,790			33,061		1,574,942
<b>Income minus expenditures</b>	62,832										62,832

## 24. Other information

No transactions related to the financial year 2010 took place after closure of the accounts.

# Auditor's report



### Independent auditor's report

To: the Board and management of Stirling Nams Club

### Report on the financial statements

We have audited the accompanying financial statements 2010 of Stichting Mama Cash, Amsterdam, as set out on pages 84 to 105 which comprise the balance sheet as at December 31, 2010, the statement of income and expenditures for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

### The Board's responsibility

The Board of the foundation is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 690 "Fundraising organisations" of the Dutch Accounting Standards Board. Furthermore, The Board of the foundation is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

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

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

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

Princeton University, Department of Biology, 737A, 737B, 737C, 737D, 737E, 737F, 737G, 737H, 737I, 737J, 737K, 737L, 737M, 737N, 737O, 737P, 737Q, 737R, 737S, 737T, 737U, 737V, 737W, 737X, 737Y, 737Z, 737AA, 737AB, 737AC, 737AD, 737AE, 737AF, 737AG, 737AH, 737AI, 737AJ, 737AK, 737AL, 737AM, 737AN, 737AO, 737AP, 737AQ, 737AR, 737AS, 737AT, 737AU, 737AV, 737AW, 737AX, 737AY, 737AZ, 737BA, 737BB, 737BC, 737BD, 737BE, 737BF, 737BG, 737BH, 737BI, 737BJ, 737BK, 737BL, 737BM, 737BN, 737BO, 737BP, 737BQ, 737BR, 737BS, 737BT, 737BU, 737BV, 737BW, 737BX, 737BY, 737BZ, 737CA, 737CB, 737CC, 737CD, 737CE, 737CF, 737CG, 737CH, 737CI, 737CJ, 737CK, 737CL, 737CM, 737CN, 737CO, 737CP, 737CQ, 737CR, 737CS, 737CT, 737CU, 737CV, 737CW, 737CX, 737CY, 737CZ, 737DA, 737DB, 737DC, 737DD, 737DE, 737DF, 737DG, 737DH, 737DI, 737DJ, 737DK, 737DL, 737DM, 737DN, 737DO, 737DP, 737DQ, 737DR, 737DS, 737DT, 737DU, 737DV, 737DW, 737DX, 737DY, 737DZ, 737EA, 737EB, 737EC, 737ED, 737EE, 737EF, 737EG, 737EH, 737EI, 737EJ, 737EK, 737EL, 737EM, 737EN, 737EO, 737EP, 737EQ, 737ER, 737ES, 737ET, 737EU, 737EV, 737EW, 737EX, 737EY, 737EZ, 737FA, 737FB, 737FC, 737FD, 737FE, 737FF, 737FG, 737FH, 737FI, 737FJ, 737FK, 737FL, 737FM, 737FN, 737FO, 737FP, 737FQ, 737FR, 737FS, 737FT, 737FU, 737FV, 737FW, 737FX, 737FY, 737FZ, 737GA, 737GB, 737GC, 737GD, 737GE, 737GF, 737GG, 737GH, 737GI, 737GJ, 737GK, 737GL, 737GM, 737GN, 737GO, 737GP, 737GQ, 737GR, 737GS, 737GT, 737GU, 737GV, 737GW, 737GX, 737GY, 737GZ, 737HA, 737HB, 737HC, 737HD, 737HE, 737HF, 737HG, 737HH, 737HI, 737HJ, 737HK, 737HL, 737HM, 737HN, 737HO, 737HP, 737HQ, 737HR, 737HS, 737HT, 737HU, 737HV, 737HW, 737HX, 737HY, 737HZ, 737IA, 737IB, 737IC, 737ID, 737IE, 737IF, 737IG, 737IH, 737II, 737IJ, 737IK, 737IL, 737IM, 737IN, 737IO, 737IP, 737IQ, 737IR, 737IS, 737IT, 737IU, 737IV, 737IW, 737IX, 737IY, 737IZ, 737JA, 737JB, 737JC, 737JD, 737JE, 737JF, 737JG, 737JH, 737JI, 737JJ, 737JK, 737JL, 737JM, 737JN, 737JO, 737JP, 737JQ, 737JR, 737JS, 737JT, 737JU, 737JV, 737JW, 737JX, 737JY, 737JZ, 737KA, 737KB, 737KC, 737KD, 737KE, 737KF, 737KG, 737KH, 737KI, 737KJ, 737KK, 737KL, 737KM, 737KN, 737KO, 737KP, 737KQ, 737KR, 737KS, 737KT, 737KU, 737KV, 737KW, 737KX, 737KY, 737KZ, 737LA, 737LB, 737LC, 737LD, 737LE, 737LF, 737LG, 737LH, 737LI, 737LJ, 737LK, 737LL, 737LM, 737LN, 737LO, 737LP, 737LQ, 737LR, 737LS, 737LT, 737LU, 737LV, 737LW, 737LX, 737LY, 737LZ, 737MA, 737MB, 737MC, 737MD, 737ME, 737MF, 737MG, 737MH, 737MI, 737MJ, 737MK, 737ML, 737MN, 737MO, 737MP, 737MQ, 737MR, 737MS, 737MT, 737MU, 737MV, 737MW, 737MX, 737MY, 737MZ, 737NA, 737NB, 737NC, 737ND, 737NE, 737NF, 737NG, 737NH, 737NI, 737NJ, 737NK, 737NL, 737NM, 737NO, 737NP, 737NQ, 737NR, 737NS, 737NT, 737NU, 737NV, 737NW, 737NX, 737NY, 737NZ, 737OA, 737OB, 737OC, 737OD, 737OE, 737OF, 737OG, 737OH, 737OI, 737OJ, 737OK, 737OL, 737OM, 737ON, 737OO, 737OP, 737OQ, 737OR, 737OS, 737OT, 737OU, 737OV, 737OW, 737OX, 737OY, 737OZ, 737PA, 737PB, 737PC, 737PD, 737PE, 737PF, 737PG, 737PH, 737PI, 737PJ, 737PK, 737PL, 737PM, 737PN, 737PO, 737PP, 737PQ, 737PR, 737PS, 737PT, 737PU, 737PV, 737PW, 737PX, 737PY, 737PZ, 737QA, 737QB, 737QC, 737QD, 737QE, 737QF, 737QG, 737QH, 737QI, 737QJ, 737QK, 737QL, 737QM, 737QN, 737QO, 737QP, 737QQ, 737QR, 737QS, 737QT, 737QU, 737QV, 737QW, 737QX, 737QY, 737QZ, 737RA, 737RB, 737RC, 737RD, 737RE, 737RF, 737RG, 737RH, 737RI, 737RJ, 737RK, 737RL, 737RM, 737RN, 737RO, 737RP, 737RQ, 737RR, 737RS, 737RT, 737RU, 737RV, 737RW, 737RX, 737RY, 737RZ, 737SA, 737SB, 737SC, 737SD, 737SE, 737SF, 737SG, 737SH, 737SI, 737SJ, 737SK, 737SL, 737SM, 737SN, 737SO, 737SP, 737SQ, 737SR, 737SS, 737ST, 737SU, 737SV, 737SW, 737SX, 737SY, 737SZ, 737TA, 737TB, 737TC, 737TD, 737TE, 737TF, 737TG, 737TH, 737TI, 737TJ, 737TK, 737TL, 737TM, 737TN, 737TO, 737TP, 737TQ, 737TR, 737TS, 737TT, 737TU, 737TV, 737TW, 737TX, 737TY, 737TZ, 737UA, 737UB, 737UC, 737UD, 737UE, 737UF, 737UG, 737UH, 737UI, 737UJ, 737UK, 737UL, 737UM, 737UN, 737UO, 737UP, 737UQ, 737UR, 737US, 737UT, 737UU, 737UV, 737UW, 737UX, 737UY, 737UZ, 737VA, 737VB, 737VC, 737VD, 737VE, 737VF, 737VG, 737VH, 737VI, 737VJ, 737VK, 737VL, 737VM, 737VN, 737VO, 737VP, 737VQ, 737VR, 737VS, 737VT, 737VU, 737VV, 737VW, 737VX, 737VY, 737VZ, 737WA, 737WB, 737WC, 737WD, 737WE, 737WF, 737WG, 737WH, 737WI, 737WJ, 737WK, 737WL, 737WM, 737WN, 737WO, 737WP, 737WQ, 737WR, 737WS, 737WT, 737WU, 737WV, 737WW, 737WX, 737WY, 737WZ, 737XA, 737XB, 737XC, 737XD, 737XE, 737XF, 737XG, 737XH, 737XI, 737XJ, 737XK, 737XL, 737XM, 737XN, 737XO, 737XP, 737XQ, 737XR, 737XS, 737XT, 737XU, 737XV, 737XW, 737XX, 737XY, 737XZ, 737YA, 737YB, 737YC, 737YD, 737YE, 737YF, 737YG, 737YH, 737YI, 737YJ, 737YK, 737YL, 737YM, 737YN, 737YO, 737YP, 737YQ,

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***Opinion***

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Mama Cash as at December 31, 2010, and of its result for the year then ended in accordance with the Guideline for annual reporting 630 "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 financial statements.

Amsterdam, May 18, 2011

PricewaterhouseCoopers Accountants N.V.

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

# Looking forward to 2011

The year 2011 will represent the third year of the implementation of our Strategic Plan 2009-2013.

Mama Cash is devoted to supporting human rights organisations and networks run by and for women, girls and trans people. Our Strategic Plan is based on the understanding that the collective mobilisation of women and girls, together with the leadership and long-term commitment of women's human rights activists and organisations, is one of the critical forces that transforms prevailing systems of unequal power relations into equitable and just ones. Our plan takes into account the multiple and intersecting areas of focus needed to achieve women's collective vision of a peaceful, just and sustainable world. Such deep change requires time, unwavering commitment, collaboration, informed risk-taking, innovation and boldness.

In 2009, based on the goals outlined in our Strategic Plan 2009-2013, Mama Cash undertook a significant shift in the way we did our grantmaking and implemented new grantmaking policies and procedures.

Beginning in August of that year, we began strategically funding women's human rights organisations working at the crossroads where women are fighting to control their bodies, gain economic justice and independence, and make their voices heard. Additionally, we created a new framework for our women's funds programme and began in 2010 with its implementation. Since then, we have worked to refine our grantmaking, develop our evaluation and learning frameworks, do a better job of communicating impact to external stakeholders, and build our Advisory Network.

In the coming years, we will fund both emerging and pivotal women's, girls' and trans human rights organisations and networks worldwide so that they can grow in influence, scale and collective power. Our support will be geared toward funding groups that are creating and taking opportunities, and sharing knowledge and experiences, thereby optimising the chances that those we support will win significant victories for women's and girls' rights. Our support

will also be geared towards those groups that are self-organised and comprised of those who are most often at the margins.

While the Strategic Plan called for the significant expansion of Mama Cash's own funding base to achieve our programme goals, it also stressed our role in leveraging new funding for the field. In 2009, Mama Cash became more focused and active in taking advantage of strategic opportunities (with foundations, government and major individual donors) and advocating for expanded funding for the rights of women and girls.

During 2009 and 2010, Mama Cash was present in relevant spaces (panels, networks and meetings), established different partnerships with other funders in order to leverage increased financial and other resources, and launched research to determine the degree to which European foundations are supporting women and girls. Our work in the area of influencing philanthropy will continue in 2011, and will include the launch of the research findings on European foundation giving to women and girls. Mama Cash is also planning to explore possibilities for a major individual donor campaign across Europe that could raise money, not only for Mama Cash, but also for other women's funds and NGOs.

To support this work, we continue our efforts to expand and professionalise our Development and Communications team. Our goal is to do even more to inspire and engage women and men, as well as other philanthropic institutions, to provide the resources needed to defend and advance women's and girls' rights globally.

In 2011, we plan to shift the focus of our individual donor fundraising efforts, placing greater emphasis on middle-level and major individual donors as well as institutional donors. Additionally, the Finance and Operations team is building strength in our infrastructure, technology, human resources management and planning & control systems to ensure that Mama Cash can deliver on our ambitious plans.

# Budget 2011

	Budget 2011	% of fundraising income
<b>INCOME</b>		
<b>Income from own fundraising</b>		
<b>Private Individuals</b>		
› Individual donors	1,147,292	
› Income from inheritances / legacies	50,000	
› Donor advised funds / Named funds	49,200	
Total private individuals	1,246,492	21%
<b>Foundations</b>		
› Private foundations	2,319,000	
› Public funds	150,000	
Total foundations	2,469,000	42%
<b>Companies</b>		
› Corporate funds	0	
Total companies	0	
<b>Total income from own fundraising</b>	<b>3,715,492</b>	<b>63%</b>
<b>Income Third Parties</b>		
› Dutch Postcode Lottery	500,000	
Total Third Parties	500,000	8%
<b>Income governments</b>		
› Ministry of Foreign Affairs The Netherlands	1,150,000	
› Other governments	540,000	
Total income government	1,690,000	29%
<b>Total income fundraising</b>	<b>5,905,492</b>	<b>100%</b>
<b>Results on investments</b>		
› Result on investments	60,000	
Total result on investment	60,000	
<b>Other Income</b>		
› Income previous financial year	521,250	
Total other Income	521,250	
<b>TOTAL INCOME</b>	<b>6,486,742</b>	

	Budget 2011	% of total
<b>EXPENDITURES</b>		
<b>Strategic grantmaking programme</b>		
› Body portfolio	850,000	
› Money portfolio	850,000	
› Voice portfolio	850,000	
› Women's Funds portfolio	850,000	
Total grantmaking programme	3,400,000	53%
Running costs grantmaking programme	1,198,997	18%
Total Strategic grantmaking programme	4,598,997	71%
<b>Philanthropic and Public Education</b>		
› Mama Cash activities	8,400	
› Programme implementation costs	159,907	
Total Philanthropic and Public Education	168,307	2%
<b>Visibility and Awareness Raising</b>		
› Mama Cash activities	192,140	
› Programme implementation costs	241,876	
Total Visibility and Awareness Raising	434,016	7%
<b>Total expenditures related to objectives</b>	<b>5,201,320</b>	<b>80%</b>
<b>Income acquisition costs</b>		
› Costs fundraising direct	300,060	
› Cost fundraising running costs	635,145	
› Costs joint actions	10,640	
› Costs investments	5,000	
Total income acquisition costs	950,845	15%
<b>Management and administration</b>		
› Costs management and administration	318,680	
Total costs management and administration	318,680	5%
<b>TOTAL EXPENDITURES</b>	<b>6,470,845</b>	<b>100%</b>
<b>RESULT</b>	<b>15,897</b>	





**WONETHA** – Women's Organisation Network for Human Rights Advocacy – is a self-led group of sex workers that advocates for the decriminalisation of sex work. It also documents violence against sex workers committed by clients and the police and challenges the culture of impunity in which this violence occurs.





*they are pioneering change in 2011  
what about you?*

## PHOTO CREDITS

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Mama Cash

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(she changes the world)

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