

# Annual report 2015



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(she changes the world)

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# we have a vision...

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

# we're on a mission...

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

# our values lead the way...

**Embracing** diversity in our organisation and among our partners.

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

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

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

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

To respect their preference, we use the name 'trans\*' with an asterisk, denoting a placeholder for the 'entire range of possible gender identities that fall under the broad definition of trans' (see *The State of Trans\* and Intersex Organizing*, 2014). Mama Cash explicitly supports trans\* activism that is guided by feminist perspectives because of our commitment to support work that transforms unequal gender power relations.



# Joining forces to fund feminist activism

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

In Mama Cash's theory of change, the first step toward ending inequality and injustice occurs when women, girls and trans\* people come together to understand their situation, identify solutions and agree to work collectively to demand or create a more just reality. This is how revolutions begin – people and organisations thinking together, working together, partnering to build robust and dynamic movements.

As you will read in the pages that follow, partnership was a key theme for Mama Cash in 2015. In January, we welcomed two wonderful pieces of news: the Dutch Ministry of Foreign Affairs selected Mama Cash to participate in two strategic partnerships as part of its new 'Dialogue and Dissent' programme and the Dutch Postcode Lottery awarded us a special project grant. All three partnerships – Count Me In!, the Global Alliance for Green and Gender Action (GAGGA) and Women Power Fashion – afford us the opportunity to collectively mobilise significant resources for feminist activism and develop new, deeper relationships with our allies and important funders. Significantly, of the 25 partnerships selected by the Ministry for funding, the GAGGA partnership was the only alliance that is led by a Southern organisation, Fondo Centroamericano de Mujeres (FCAM).



Nicky McIntyre, Marieke van Doorninck and Amanda Giger receive two cheques from Judith Lingeman on behalf of the Dutch Postcode Lottery at its Annual Goed Geld Gala.

Throughout the year, we engaged in rigorous conversation and negotiation with both the Ministry and our Count Me In! and GAGGA consortium partners to jointly shape our partnerships. The process was at once exciting, exhausting, and transformative for Mama Cash. We have learned a lot about what it means to engage in effective collaboration, and how to do this from a feminist perspective – pooling resources, leveraging expertise, clearly dividing roles and responsibilities, yet participating as equals. These lessons are invaluable for our resource mobilisation efforts going forward – both in fundraising for Mama Cash as well as working strategically with partners to leverage new funding for women's rights movements globally.

Partnership is also essential to how we approach our grantmaking. We are committed to building supportive relationships with the groups we fund, taking the time to understand the contexts in which they work and the choices they make, ensuring they have flexible funding to implement their own agendas, as well as linking them to other organisations via our (aptly named) Strategic Partnerships portfolio. Through such a grant, the African gender and extractives alliance WoMin was able to convene more than 65 women activists from nine African countries in Port Harcourt, Nigeria, to deepen their awareness of the gendered impacts of extractive industries. The activists developed their ability to make a feminist structural analysis of both extractivism and the larger development model of which it is part, as well as to consider African eco-feminist alternatives to extractivism.

We also see partnership as a cornerstone of our strategy to strengthen women's funds. Partnership means more than providing direct grants to women's funds around the world. It also means learning together to build a common agenda for action, like we did with FRIDA, The Young Feminist Fund, during the Bodies Unbound! Girls Conference held in Kampala, Uganda, in August. The conference brought together 30 girls' rights activists to learn, network and strategise. FRIDA and Mama Cash co-organised a session on monitoring and evaluation for our grantee-partners. The session focused on how to measure social change and the types of tools that can support grantee-partners to do this.



Marieke van Doorninck



Khadijah Fancy



Nicky McIntyre

As a result of the collaborative session, Mama Cash and FRIDA now regularly share ideas, best practices, challenges and opportunities on monitoring and evaluation.

Mama Cash will continue to fund women's funds as they emerge and establish themselves, and will also increasingly look for opportunities to partner with women's funds as peers, as we have with both Count Me In! and GAGGA. We will explore joint fundraising and grantmaking initiatives and opportunities to collectively influence other donors so as to leverage more funding for women's, girls' and trans\* people's rights groups.

Partnership is key to achieving this latter aim – influencing the donor community. For example, Mama Cash has teamed up with seven other funders to form the With and For Girls Collective. In November, 20 groups from 19 countries working to improve the lives of girls and their communities were awarded grants totalling \$1 million. By participating in the collective, Mama Cash not only helped leverage the funds, we ensured that the award process and criteria reflected the understanding that girls are their own best leaders.

Of course, everything Mama Cash has achieved this year is only possible thanks to our partnership with you – our supporters. We hope you will join us in celebrating the many collective achievements in 2015 of Mama Cash, our grantee-partners, sister women's funds, donors, allies and peers in every corner of the globe.

**Marieke van Doorninck, Khadijah Fancy and Nicky McIntyre**

# Two new partnerships to advance women's rights

# **Count Me In! Consortium and Global Alliance for Green and Gender Action**

Mama Cash received exciting news in January that two collaborative proposals we had submitted had been chosen by the Dutch Ministry of Foreign Affairs as strategic partnerships within its new 'Dialogue and Dissent' framework.

The **Count Me In! (CMI!) Consortium** is comprised of Mama Cash (lead member), the Association for Women's Rights in Development (AWID), CREA, Just Associates (JASS) and the three Urgent Action Funds – Urgent Action Fund-Africa, Urgent Action Fund and Urgent Action Fund-Latin America & the Caribbean. The Dutch gender platform, WO=MEN, is a strategic partner in the consortium.

The **Global Alliance for Green and Gender Action (GAGGA)** is comprised of the Fondo Centroamericano de Mujeres (lead member), Mama Cash and Both ENDS, a Dutch environmental organisation. The World Resources Institute is a strategic partner.

Mama Cash will work closely with the Ministry and our consortium partners to advance women's rights agendas at national, regional and international levels. **Each of these partnerships will receive €6.4 million annually from 2016-2020, a total of €32 million per partnership – a great success in collectively leveraging significant resources for women's rights and environmental justice.**

## **Count Me In! Consortium**

CMI! is committed to elevating the voices of women, girls and trans\* people who have been excluded from decision-making and policymaking processes in their communities. The programme's goal is to build activists' and organisations' capacities to lobby and advocate for the prevention of gender-based violence, and for economic justice and sustainable resourcing of women's rights movements. CMI!'s members know that well-resourced, skilled women's rights groups are essential actors in setting the agenda and creating the political will to secure and advance women's rights. CMI! will support feminist groups and movements through strategic resourcing (grants), capacity building and training, and strategic

communications and knowledge building. In coordination with local partners, CMI! members will also engage in regional and international lobbying and advocacy.

## **Global Alliance for Green and Gender Action**

GAGGA's focus is to strengthen the lobbying and advocacy capacities of grassroots groups around the world working on issues of women's rights and environmental justice. GAGGA will catalyse the collective power of the women's rights and environmental justice movements toward realising a world in which women can and do exercise their rights to water, food security and a clean, healthy and safe environment. GAGGA members will do this by collaborating with women's funds and environmental funds that are well positioned to support local, grassroots groups. GAGGA will also support activist groups with direct funding, and assist them in engaging in national and international advocacy processes.

## **Looking forward to 2016 and beyond**

In 2015, we took our first steps together as partners, developing shared goals and work plans in preparation for the launch of the partnerships in 2016. Mama Cash's engagement in these partnerships has enabled us to access significant new resources to push the women's rights and environmental justice agendas forward. By pooling and leveraging the expertise of the consortia's members, we are confident that we will deepen our collective impact.

# Grantmaking and accompaniment

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

We provide most of our grants through three thematic portfolios – Body, Money and Voice – and our strategy to strengthen women's funds. In addition, we use our Strategic Partnerships portfolio to connect and strengthen the capacities of grantee-partners within or across portfolios.

In 2015, we were pleased to make the first grants from our new Opportunity Fund portfolio. Opportunity grants respond to requests that reflect our values and fit our vision, mission, and theory of change, but do not meet other grantmaking criteria. For example, the group may be more mainstream and established, or the request may be for a one-off event. As a global feminist foundation, we sometimes wish to respond to such requests in order to demonstrate solidarity or to play a part in special initiatives. Our new Opportunity Fund portfolio allows us to play this role and remain responsive to emerging needs.

And Mama Cash is proud of continuing to host the Red Umbrella Fund, the first global grantmaking fund guided by and for sex workers.

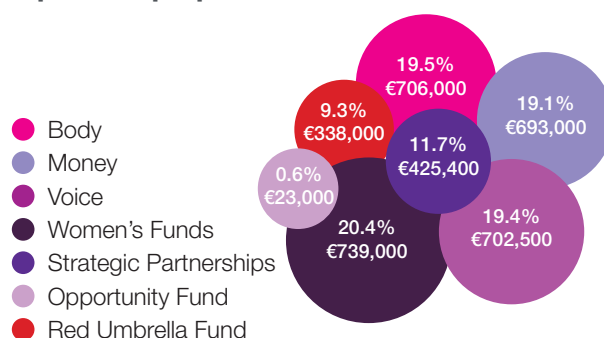
## 2015 at a glance

In total, we distributed €3,626,900 in 111 grants to 100 different groups in 61 countries worldwide. This amount includes:

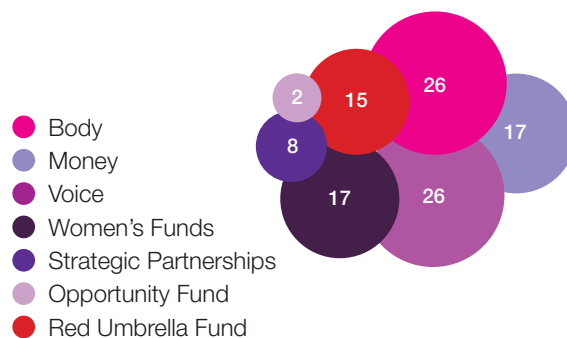
- €2,840,500 in grants within the Body, Money, Voice and Women's Funds portfolios;
- €425,400 in Strategic Partnerships grants;
- €23,000 in Opportunity Fund grants; and
- €338,000 in Red Umbrella Fund grants.

In 2015, the amount granted decreased by 7.85% compared to the previous year. Of the 111 grants, 90 (81%) were renewal grants to existing grantee-partners. Renewals represented 79% of our grantmaking budget. The remaining 21 grants – seven awarded by Mama Cash and 14 by the Red Umbrella Fund – were to groups not previously funded or for special initiatives. Seventy-eight grants were single-year or amendment<sup>1</sup> grants, while 33 were multi-year grants. Multi-year grants account for 34% of our total 2015 grantmaking budget. The Red Umbrella Fund provided 15 multi-year grants, 14 of which were first-time grants.

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



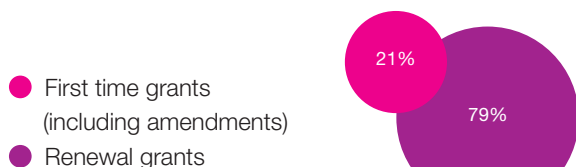
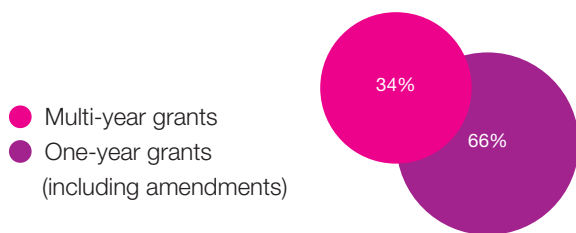
**Number of grants per portfolio**



<sup>1</sup>An amendment makes additional funds, over and above an open grant, available to a grantee-partner. The additional funding makes it possible for the grantee-partner to take advantage of opportunities (like travel, meeting participation, capacity building, etc.) that were not foreseen in the original grant but are considered valuable for the organisation's work.



### Types of grants in percentage of budgets



## Our approach

Mama Cash supports both emerging and established groups to build strong feminist movements to advance the rights of women, girls and trans\* people. We prioritise groups that are self-led and working on under-addressed and contested issues. Our grantee-partners include girls and young women, Indigenous women, women with disabilities, lesbian and bisexual women, trans\* people, sex workers and many others who are taking risks to speak up, speak out, tell their stories and fight for their rights.

We provide funding that is flexible and longer-term, enabling groups to plan ahead, respond to new challenges and opportunities, set their own agenda, and direct their funding where they decide it is needed based on their knowledge, understanding and assessment of their situations, not ours.

## Our impact

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

## Accompaniment

Mama Cash complements our core financial support of grantee-partners with resources to help them achieve their ambitions; we call this accompaniment.

Accompaniment is about supporting grantee-partners to become stronger so they have more possibilities to make the changes they want to see in the world. We like to think of accompaniment as enriching the roots – in other words, the groups we support – to make sure the tree is able to bear fruit.

Mama Cash's accompaniment includes both financial and non-financial support:

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

In 2015 Mama Cash concluded a two-year project which will enable us to provide our accompaniment in a more structured way, and to ensure that grantee-partners understand what they can expect and ask from us. We are also pleased to have developed a new method to monitor the effects of our accompaniment, so we know what makes a difference to our grantee-partners. We call our new tool our Systematised Accompaniment Model, or SAM.



Anjali Mental Health Organization in India organised a 'Mad Summit on citizenship and persons with psycho-social disabilities'.



# Body portfolio

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

## Facts & figures 2015

Number of grants	26*
Total amount granted	€706,000
Average amount per grant	€27,154

\* These include twenty-four renewals and two amendments.

## Body in 2015

In 2015, we supported the work of Her Rights Initiative (HRI), a South African organisation whose work focuses on the promotion, protection and fulfilment of the sexual and reproductive health and rights of women living with HIV. HRI initially directed its advocacy work toward ensuring that cervical cancer services were available and accessible to women living with HIV. But the group subsequently realised that South Africa lacks a national women's health policy, which is impeding the full realisation of the health rights not only of women living with HIV but all South African women. HRI began developing a national women's health policy. To ensure that the policy would have a broad base of support and would meet the health needs of all women, the group organised community consultations for women to share their experiences, ideas and energy.

Mama Cash also supported Sentra Advokasi Perempuan Difabel Dan Anak (SAPDA), an Indonesian disabled women's organisation that advocates for the rights of disabled women, emphasising their sexual and reproductive rights, as well as addressing the violence they face. SAPDA has succeeded in raising awareness among its partners about the issues faced by disabled women and disabled girls: many of SAPDA's partners are now more aware and some are even actively advocating for disability rights in their organisations. For example, after working with SAPDA, a lecturer in customary

# We own our bodies and sexuality

law at the University of Gadjah Mada incorporated the issues of disabled women in her work and in lessons with students at the Faculty of Law.

Silver Rose, an organisation of sex workers working in eight different cities across Russia, advocates to ensure the safety, human rights fulfilment and self-determination of sex workers. In partnership with allied organisations, Silver Rose submitted a shadow report to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in which they documented the violations that sex workers face in Russia. In the report, Silver Rose argued that the decriminalisation of sex work would be a significant step in ensuring that sex workers can enjoy their human rights and live in safety. The CEDAW committee subsequently called on the Russian Federation to repeal all laws that penalise sex work, its first-ever appeal to decriminalise sex work.

Mama Cash also worked with the Women's Security Index Coalition (WSIC), based in Israel, which advocates for women's security by challenging militarism and state-sponsored violence with the aim of replacing it with a feminist vision of human security. WSIC published its annual Women's Security Index, a survey that explores diverse groups of women's experiences of 'security' in all aspects of life. The group shared their findings in different forums and platforms, reaching more than a thousand women and men. The Index is now being used to agitate for change. For example, the Forum of Women with Disabilities, whose insights were included in the Index, are now using the findings as they engage with local and national decision-makers in their fight for equality.



Girl's rights activists attend the Bodies Unbound convening in Kampala, Uganda.

# Money portfolio

The Money portfolio supports groups and movements to advance economic justice for women, girls and trans\* people by concentrating on their labour rights and on environmental justice.

## Facts & figures 2015

Number of grants	17*
Total amount granted	€693,000
Average amount per grant	€40,765

\* These include 15 renewal grants and two amendments.

## Money in 2015

From wages to water to well-being, grantee-partners in the Money portfolio work on a wide range of issues. All partners aim for new economic and environmental realities. They lobby and advocate for alternatives, and they recognise the importance of strengthening their organisational capacities to sustain activism, for change takes time.

The English Collective of Prostitutes from the United Kingdom shifted the views on the role that sex workers can play in framing political discourse. Selling sexual services is legal in the country, but related activities, like solicitation in public, are not. This leads to police actions against sex workers, such as the raid of safe workspaces in Soho, central London, in 2013. In 2014, the Collective successfully fought the forced closure of these workspaces, and gained wide support from the neighbourhood. In 2015, they moved the site of their activism from Soho to the House of Commons, where they organised a symposium in which sex workers from around the globe gave evidence to members of parliament (MPs) about the industry. They also proposed their own legislation, based on full decriminalisation of sex work, which is now available as the principal reference material to MPs. Sex workers thus reframed their role from being the subject of laws to becoming initiators of policies. They were respected by their Soho neighbours and by MPs as active participants in the policy dialogue.

# We fight for economic justice

As part of 'Women Power Fashion', a special programme funded by the Dutch Postcode Lottery and implemented together with the Clean Clothes Campaign, Mama Cash supported the Tamilnadu Textile and Common Labour Union (TTCU) in India. TTCU fights for the labour rights of girls and women employed in cotton spinning mills who produce textiles for the garment industry worldwide. TTCU conducted a survey which involved almost 1500 people, including girl and women textile workers, their managers, representatives of labour unions and government authorities. TTCU found glaring evidence of conflicts with national and international labour regulations, including structural working days of more than nine hours, seven-day work weeks, and workers under the age of 16 registered as older. These findings were gathered in a research document, giving TTCU a strong evidence base upon which to build further advocacy work.

A network of rural women's organisations, Women and Land in Zimbabwe (WLZ), is promoting women's access to land and natural resources. WLZ puts pressure on local decision-makers so that women can own and inherit land. They also advocate at national and international levels for policies that safeguard women's equal enjoyment of natural resources, such as water or minerals, and prevent threats to ecosystems or women's health. In 2015, WLZ managed to increase their membership significantly, from 2,000 to over 10,000. The expansion of their constituency is important, because, as WLZ says: 'Advocacy is a game of numbers . . . when many people start to lobby for an issue it increases their capacity to influence policymakers and their visibility.'



Women and Land in Zimbabwe fights against the negative impact of mining activities on agricultural and other livelihoods.

# Voice portfolio

The Voice portfolio supports groups that empower women, girls, and trans\* people to participate and take leadership roles in decision-making bodies and processes that affect their rights, to develop strong, shared, and inclusive agendas that can reach and influence those in power, and to be recognised as political actors with a stake in public debates.

## Facts & figures 2015

Number of grants	26*
Total amount granted	€702,500
Average amount per grant	€27,019

\* These include one first-time grant and 25 renewals.

## Voice in 2015

The Voice portfolio continues to include a prevalence of groups focusing on inclusion of women, girls and trans\* people in decision-making and political spaces. Grantee-partners grouped under this issue area work to bring women, girls and trans\* people's experiences and demands to the centre of political discourses, and include them in the definition of norms and policies.

Polish trans-led group Trans-Fuzja<sup>2</sup> harvested the results of years of advocacy with decision-makers when in July 2015 the Polish Parliament passed the Gender Accordance Act. The Act defines the procedure and consequences of gender accordance for persons whose gender identity differs from the one assigned to them at birth. Although the Polish president later vetoed the Act, the positive parliamentary position was a first in the country and highlighted the importance of Trans-Fuzja's relentless advocacy and public education work to raise awareness of trans people's human rights.

The Voice portfolio's grantee-partners also play a key role in supporting women's, girl's and trans\* people's organising to express a united voice and reach decision-making spaces that are relevant to them. In its first year of existence as an

# We make our voices heard and heeded

independent entity, the girl-led INUA Girls Group, based in the county of Garissa in Kenya, succeeded not only in creating the necessary structures and policies it needed to operate, but also to have representatives both at the local and national level in the constitutionally mandated Children Assembly.

Other grantee-partners, those grouped under the arts and media work of the Voice portfolio, focused on claiming ownership over cultural spaces and the public discourse, and promoting profound changes in social norms through influencing cultural productions. Often this was done in alliance with others in an effort to create national and regional networks that recognise the strategic relevance of artistic and cultural expression in transforming societies. Videos produced by Colombian group Mujeres al Borde, for example, were shown in 36 film festivals across Latin America, North America and Europe. The group also conducted an audio-visual school with trans\*-led Mama Cash grantee-partner Colectivo Sentimos Diverso in Ecuador, laying the foundations for future collaborations at the regional level. Similarly, Mexican grantee-partner Reinas Chulas, which specialises in cabaret theatre, increased its regional and international presence and built strong links with other organisations. Reinas Chulas provided a training programme to Mama Cash's grantee-partners MOMUNDH (Nicaragua) and Mujeres de Xochilt (El Salvador). Through these trainings, Reinas Chulas is not only strengthening its alliances, but also spreading the use of cabaret in the work of several women's rights groups across the region.

<sup>2</sup> While Mama Cash normally uses the term 'trans\*' with an asterisk, Trans-Fuzja does not. In this paragraph we therefore use Trans-Fuzja's preferred term.



Reinas Chulas use cabaret theatre to highlight the impact of discrimination on women and society at large.



# Strategic Partnerships portfolio

The Strategic Partnerships portfolio supports grantee-partners and women's, girls' and trans\* rights movements to strengthen their skills and knowledge.

## Facts & figures 2015

Number of grants	8*
Total amount granted	€425,400
Average amount per grant	€53,175

\* These include three first-time grants, four amendments and one renewal.

## Strategic partnerships in 2015

Through our Strategic Partnerships portfolio, Mama Cash supports grantee-partners to strengthen their skills, knowledge and networks so that they can build the just and free societies they envision. For example, we supported WoMin, an organisation that focuses on issues related to women, gender and extractivism in Africa, to hold a writing workshop, creating space for activists to develop a shared and deepened political analysis from an African feminist perspective of the impact of mining and oil. For some participants, the workshop was a powerful first experience of a feminist space. They were able to develop alternatives and strategies for fighting the dominant economic model of extractivism, while building their confidence to express themselves in writing. WoMin also brought together more than 65 activists, 30 from Southern Africa and the rest from Nigeria, to develop a women's rights campaign on energy, food and climate justice aimed at deepening progressive organising and women's movement building in nine countries in Africa.

In November 2015, Talking About Reproductive and Sexual Health Issues (TARSHI), an Indian organisation that works towards expanding sexual and reproductive choices in people's lives, conducted a four-day training on sexuality and sexual and reproductive health from an affirmative and rights-based perspective. The training was for staff, Board members and volunteers of Tewa, a Nepalese women's fund,

# We strengthen movements

and Nagarik Aawaz, a Nepalese organisation working to build an inclusive, equitable, prosperous and just society for sustainable peace. The training aimed at cultivating a clear understanding of how sexuality, gender roles and stereotypes influence sexual relationships and constructions of the self. At the end of the training, one of the participants stated, "[This] is a topic which is not openly discussed yet we know how important it is in both our personal and professional lives. Knowledge and clarity is essential."

In partnership with Fondo Centroamericano de Mujeres (FCAM), we organised a training on resource mobilisation and communications for thirteen grantee-partners of Mama Cash and FCAM. The participants learned new skills and acquired new knowledge to strengthen their communication and resource mobilisation work. They also learned about building relationships with diverse types of donors, including individuals and corporate donors, and about strategies to raise money through crowdfunding. The participants left not only with a wider set of skills, but also with a new set of relationships—people to whom they can turn to for advice and support as they go forward.



Tewa and Nagarik Aawaz staff attend a training organised by Mama Cash grantee-partner TARSHI.



# Opportunity Fund

## Facts & figures 2015

Number of grants	2*
Total amount granted	€23,000
Average amount per grant	€11,500

\* These include two first-time grants.

Mama Cash's opportunity grants are intended to respond to requests that are aligned with Mama Cash's vision and mission, but fall outside of the criteria of our core grantmaking portfolios. Our very first opportunity grant was to support the initiative 'The World We Want: Gender Justice for All'. To mark the 20th anniversary of the Fourth World Conference on Women in Beijing, a broad coalition of women's rights activists and organisations in the Netherlands came together to reignite public debate about both what has been achieved since Beijing and what remains to be done. Mama Cash supported the initiative with a grant of €20,000 and contributed to the development of the public engagement strategy. At the invitation of Mama Cash, girls' rights activists from Malawi, Kenya and the Netherlands participated in the Gelijk=Anders festival that formed the central public outreach activity of the initiative. Mama Cash Director



More than 10,000 women participated in the first Marcha das Mulheres Negras in Brasília, Brazil.

# We fuel special initiatives

Nicky McIntyre spoke at the festival's opening ceremony. In September, a lobbying agenda based on the input collected at the festival was presented to the Dutch Prime Minister, Mark Rutte, and several other politicians.

Our second opportunity grant of €3,000 was made to the historic Brazilian Black Women's March that took place on 18 November. Bringing together about 50,000 Black girls, young women, and women from Brazil, as well as other countries in South and Central America, Africa, the Caribbean, and North America, the march across the country to the capital was the first of its kind. It sought to raise awareness about the racism, sexism and violence that Black women face, as well as the connections between these issues and many others, such as discrimination on the basis of sexuality.



Next generation feminists at the Gelijk=Anders Festival: Joy Mwende Kikuvu, Charlot Verlouw, Memory Banda and Amber van Muijden.

# Strengthening women's funds

Mama Cash works to strengthen the architecture of women's funds around the world. We do this by providing funds and accompaniment support to national, regional, and thematic women's funds. The women's funds we support contribute to building effective and diverse women's rights movements in their contexts.

As the world's first international women's fund, Mama Cash knows that women's funds are crucial to building local cultures of philanthropy for social justice. In 2015, Mama Cash supported Fondo de Mujeres del Sur in Argentina to expand its local donor base by recruiting individual donors in public areas, including shopping malls and street corners. More than raising money, these 'street campaigns' were crucial to creating a community of feminist donor-activists in Argentina through face-to-face connections, one individual donor at a time.

Like many women's funds, our grantee-partner FRIDA, a fund that supports young feminist activism around the world, has an innovative approach to grantmaking. FRIDA funds creative young people working together to address issues outside of the mainstream using a participatory grantmaking model in which funding decisions are made by grantees and applicants themselves. Placing decisions in the hands of those who do the work on the ground ensures that funding responds to the priorities and needs of young people.

The women's funds that Mama Cash supports are working, just as we are, to transform how international funders resource women's rights. For example, the South Asia Women's Fund, a regional women's fund based in India and



The winning photo of the Mediterranean Women's Fund annual photo contest. In 2015 the theme was 'Women in the Mediterranean who make waves'.

## Facts & figures 2015

Number of grants	17*
Total amount granted	€739,000
Average amount per grant	€43,471

\* These include one first-time grant, 13 renewals and three amendments.

Sri Lanka, hosted a convening of donors and activists in South Asia to consider how funding for anti-human trafficking initiatives in South Asia negatively affects migrant women, women working in 'vulnerable' sectors such as sex work, and women bricklayers. The convening helped strengthen efforts to change how donors fund in the area of anti-trafficking.

Mama Cash also supported women's funds to work in partnership to more effectively tackle pressing women's rights issues. For example, Calala, a women's fund in Spain, developed a joint grantmaking programme with the Mediterranean Women's Fund, based in France. The two funds collaborated in providing urgent grants to Spanish women's groups to respond to threats to Spain's abortion rights law. The two funds are working together in Spain in order to augment each other's contributions, as they recognise the value of pooling resources.

# Influencing the donor community

Mama Cash uses our knowledge, experience, visibility and credibility within the donor community to leverage more and better<sup>3</sup> funding for women's, girls' and trans\* people's rights groups.

## Building the evidence base

Mama Cash knows what works to fund, strengthen and support women's, girls' and trans\* rights organising. Sharing that knowledge and experience is central to our efforts to influence the donor community. As part of the European Foundation Centre's Thematic Network on Gender Equality, of which Mama Cash is a founding member, we launched *Grantmaking with a gender lens*, a joint publication showcasing the effectiveness of applying a gender lens in grantmaking programmes. Our report *New perspectives, new solutions* featured recommendations for funders interested in resourcing girls' rights organising, drawing on lessons learned by 11 women's funds from Africa, Asia, Europe and Latin America over a three-year period. Another briefing, *Investing well in the right places: why women's funds*, focused on the importance of funding women's funds.

## Sharing our expertise

Throughout the year, Mama Cash shared our expertise in key donor community spaces. For example, Mama Cash's Director of Philanthropic Partnerships and Communications, Amanda Gigler, served as a panellist in plenary and breakout sessions at the GENDERNET meeting of the OECD's Development Assistance Committee in May, where she spoke about funding women's rights organisations and public-private partnerships. Executive Director Nicky McIntyre spoke about the importance of funding women's rights organisations during the Clinton Global Initiative annual meeting in September and the 'Fearless' policy panel event in London in December, co-hosted by ActionAid and Guardian Global Development. Mama Cash also organised panels at convenings of donor networks, including the European Foundation Centre and the International Human Rights Funders Group (IHRFG). At the IHRFG conference in January, we were joined by our Kenya-based grantee-partners Pastoralist Girls Initiative and INUA, which is girl-led, on a panel about youth leadership.

At the request of Dietel Partners, Mama Cash organised a gender lens training for its staff in July. The two-day training provided conceptual clarity and concrete suggestions on how the firm could integrate a gender lens into its programmatic work and throughout the organisation.

## Collaboration

Mama Cash is a connector and catalyst in exploring new avenues to expand resources available for women's, girls' and trans\* rights groups. In January, Mama Cash partnered with the Association for Women's Rights in Development (AWID) and the Dutch Ministry of Foreign Affairs to organise 'Win-Win: Building New Partnerships and Fostering Strategic Engagement for Women's Empowerment'. This convening brought together trailblazers for women's empowerment and innovators in business and philanthropy, and resulted in the launch of Win-Win, an independent membership-based global network of companies, foundations, organisations and individuals working to empower women and advance their rights.

The With and For Girls Collective, which includes Mama Cash, Stars Foundation, EMpower, Plan UK, NoVo Foundation, The Global Fund for Children, The Malala Fund, and Nike Foundation, leveraged \$1 million in core funding awards for grassroots organisations working with and for girls. The awards were formally launched during the Trust Women conference in London in November. Mama Cash was also active in the Global Philanthropy Project, a funder collaboration that seeks to expand resources in support of LGBTI rights globally. Lastly, Mama Cash participated in the revitalisation of a donor collaboration on sex worker rights in partnership with the Red Umbrella Fund and other allied funders.



Nicky McIntyre speaking in a session on the economic implications of gender-based violence at the Clinton Global Initiative.

<sup>3</sup> By 'better' we mean accessible, core, multi-year funding that includes capacity building.



## Special initiative

# Red Umbrella Fund



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

### Facts & figures 2015

Number of grants	15*
Total amount granted	€338,000
Average amount per grant	€22,533

\* All but one were first-time grants.

## Strengthening the movement

In 2015, the Red Umbrella Fund made fifteen multi-year grants in eleven countries across five regions. All grantees are sex worker-led organisations that were selected by an international panel of sex workers. This peer-led selection process is experienced by the participants as an important contribution to strengthening the sex workers' rights movements.

The 2014 donor mapping, *Funding for sex worker rights*, exposed a lack of funding for sex worker-led organisations worldwide and in the United States in particular. In response, Red Umbrella Fund leveraged additional support specifically for sex worker groups in the U.S. In 2015, Red Umbrella Fund grants were awarded to local groups in the U.S., including the Community United for Safety and Protection (CUSP) in Alaska and the New Jersey Red Umbrella Alliance (NJRUA), and to national networks such as Desiree Alliance and the Sex Workers Outreach Project (SWOP).

## Listening and learning

The Red Umbrella Fund conducted its first grantee perception survey in 2015. The survey provided a wealth of feedback from current and former grantees, ranging from their experience with the application process and the accompaniment support provided by staff to their perception of the impact of the fund on sex workers' rights movements. The results highlighted the importance of working in several languages to increase the Red Umbrella Fund's accessibility and the value of building a trusting relationship between funder and grantee. Most importantly, grantees confirm that the grants have contributed to stronger sex worker-led organisations, improved fundraising capacity and sustainability, more connections within and beyond the sex workers' rights movements and increased visibility.

## And sharing

The Red Umbrella Fund has continued to share information for and about sex workers' rights movements through its website and social media. In collaboration with peer funders, the Red Umbrella Fund facilitated dialogue and shared its participatory grantmaking model and experiences in donor spaces such as the international donor Working Group on Participatory Grantmaking and the International Human Rights Funders Group (IHRFG). This effort contributed to an increased uptake of community involvement in grantmaking among funders.

## In memoriam Elena Tsukerman

Ukrainian sex workers' rights activist and leader Elena Tsukerman passed away on 13 December 2015. Since 2012, Elena served as an active member of the International Steering Committee of the Red Umbrella Fund. Her significant contributions to the Red Umbrella Fund and the sex workers' rights movements at local and international levels are remembered and missed.



Elena Tsukerman at an International Steering Committee Meeting of the Red Umbrella Fund.



# Learning, monitoring and evaluation

In 2015, Mama Cash launched a new organisation-wide learning, monitoring and evaluation (LME) framework.

Mama Cash believes that supporting self-led feminist groups and movements is the most effective and lasting route to ending inequality and injustice. We employ three strategies to strengthen feminist groups and to leverage more and better funding for them. As an integral element of our new Strategic Plan, this LME framework articulates the outcomes we hope to contribute to and lays out indicators so that we can track our grantees' and our own progress, and document learning to support feminist activism and influence other donors.

In our **grantmaking and accompaniment strategy** we collect data on both the organisational development of the groups we support and the changes in society that they contribute to, based on the following expected outcomes:

Grantee-level outcomes – we expect that grantees will have:

- Developed the skills and infrastructure to pursue their mission and to grow in influence, scale and power
- Engaged in community building to create broad and deep bases of support for social change
- Developed a common, intersectional analysis with those they organise of the structural causes of the injustices they face and the resolutions they would like to pursue
- Built alliances with other groups to share strategies, coordinate action, gain solidarity and support, and amplify their voices and reach

Society-level outcomes – we expect that grantees will have contributed to:

- Changes in social norms, including attitudes, values, beliefs, behaviours and practices
- Changes in policies and laws at all levels
- Changes in access to and control over resources and decision-making

For our **strategy to strengthen women's funds**, we look for changes in relation to five expected outcomes:

- Women's funds that are Mama Cash's grantees will have:
  - Demonstrated the capacity to identify and support women's, girls' and trans\* groups seeking structural change in their contexts
  - Demonstrated the capacity to mobilise resources for their work and increase the pool of resources for women's, girls' and trans\* rights in their countries or regions

- Influenced donors' practice and their discourses to understand and value the work of women's funds
- Women's funds with whom Mama Cash partners will have built a common political agenda to influence other funders to understand and value the work of women's funds and to provide more and better resources for women's, girls' and trans\* people's activism
- With Mama Cash's support, women's funds will have engaged in joint fundraising and grantmaking

In 2015, we developed indicators for each outcome, revised our formats for reporting and structured our database to collect information to track progress toward all of the above outcomes. Toward the end of the year, we started collecting baseline data from our grantee-partners. Subsequent data from groups will be collected annually, which will enable us to capture change over time. We will also be able to aggregate data, for example, on the portfolio or regional level to show how grantees are being strengthened and contributing to change in their communities. And we'll be able to clearly show how Mama Cash is contributing to securing change.

In order to monitor and learn more about Mama Cash's progress toward leveraging more and better funding through our **strategy to influence the donor community**, we will collect data relevant to four expected outcomes:

- Funders give more money for women's, girls' and trans\* people's rights
- Funders give 'better' money for women's, girls' and trans\* people's rights groups
- Mama Cash will have built alliances with peer funders in order to leverage resources for women's, girls' and trans\* people's rights groups
- Mama Cash will have influenced the terms of the debate in the funding landscape

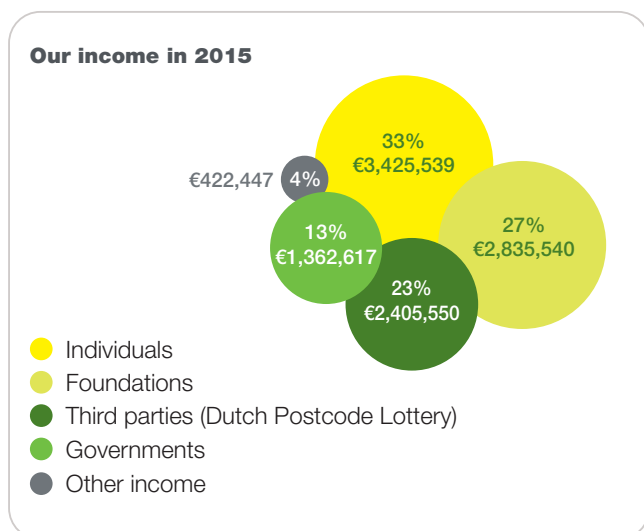
Finally, we also developed indicators and targets for Mama Cash's four operational pillars—**fundraising, communications, sustainable operations, and learning, monitoring and evaluation**—which are crucial for successfully implementing our three strategies. We are tracking progress toward outcomes defined for each of these areas.

# Philanthropic partnerships and communications

The institutions and individuals funding Mama Cash are diverse – as diverse as the women's, girls' and trans\* people's rights groups we support. A donation to Mama Cash is a decision to advance social justice and human rights, self-determination and sustainability, collective action and empowerment.

## Resources in action

Donors give much more than money to Mama Cash. In 2015, we explored new forms of giving through collaborations and collective actions led by our Philanthropic Partnerships and Communications team. From networks of women who come together to raise awareness and funds for Mama Cash all over the Netherlands to international strategic partnerships funded by the Dutch government, our resource mobilisation is in constant evolution.



## Institutional donor partnerships

Institutional donors are key partners in supporting Mama Cash's work to resource women's, girls' and trans\* people's rights groups around the world. We collaborate closely with our donors to build networks, to share information and learning, and to reach common goals.

In 2015, Mama Cash raised €6.6 million from institutional donors, 63% of our total income, including €2.8 million from foundations, €2.4 million from the Dutch Postcode Lottery, and €1.36 million from governments. Income from the Dutch Postcode Lottery included a crucial core support grant of €900,000 and a special grant of €1.5 million for the 'Women Power Fashion' project, in collaboration with the Clean Clothes Campaign, to strengthen women's labour rights in South Asia. Total fundraising from institutional donors was 24.4% more than in 2014 and exceeded the 2015 target by 8.3%.

Highlights of our work in 2015 included preparing for the 2016 launch of the Count Me In! and Global Alliance for Green and Gender Action strategic partnerships with the Dutch Ministry of Foreign Affairs (see page 4). We were also very pleased to receive renewed funding from the Sigrid Rausing Trust and Foundation for a Just Society.

Recognising that a higher percentage of our secured funding for grantmaking in the coming years is geographically and thematically restricted than in the past, we are focusing energy on strategies to reach out to new donors and raise more flexible funding to allow Mama Cash to remain responsive to the movements we serve.

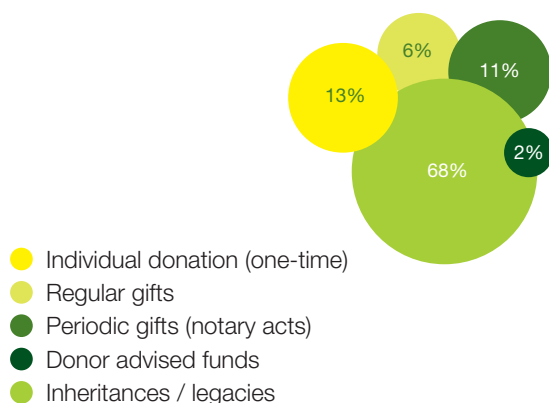


The Nijmeegs Initiative walked 40 kilometers a day for four days to raise money for Mama Cash.

## Individual donors

In 2015, 4,990 people stood up for women's, girls' and trans\* people's rights by donating to Mama Cash. We thank them for their loyalty, engagement and support. Income from individual donors totalled €3,425,539 in 2015, which made up 33% of our total income.

### Individual giving per category of gift 2015



Individual donors give committed, long-term gifts to Mama Cash, which in turn allow us to provide sustained support to activist groups and movements. The number of annual gifts committed for a period of five years rose by 5% in 2015, and over half of our donors gave on a committed monthly, quarterly or annual basis.

Our donors were generous in times of urgent need as well: they gave a total of €46,000 in response to our online request to support women's and girls' rights in Nepal following the earthquake in April. This critical funding allowed Nepalese women's fund Tewa to get emergency aid to remote areas and to ensure that women and girls had access to emergency services.

In addition to active online giving, our supporters were also active on the street, raising €31,500 through donor-led activities like races and walk-a-thons. And women's networks around the Netherlands self-organised in support of Mama Cash: the *Noordelijk Initiatief*, the *Nijmeegs Initiatief*, Achmea's professional women's network and the Women In Financial Services (WIFS) association all partnered with Mama Cash in 2015, providing donations and platforms for conversation and debate.

Mama Cash also received two legacy gifts and six other legacies were partly or fully financially settled in 2015, totalling €2,338,832. (For more details, see page 58). We are grateful to all donors for the trust they put in our organisation both today and in the years to come.

We are also humbled by the generosity from donors who gave to Mama Cash in memory of Kelly Quinn, who passed away in 2015.

# Communications

Mama Cash's communications are aimed at engaging with our stakeholders and helping create the enabling conditions needed to advance our mission and vision. A communications strategy to accompany the new strategic plan was approved by the Board in April. Its three priorities are engaging with public debate, increasing brand awareness and building our (online) community.

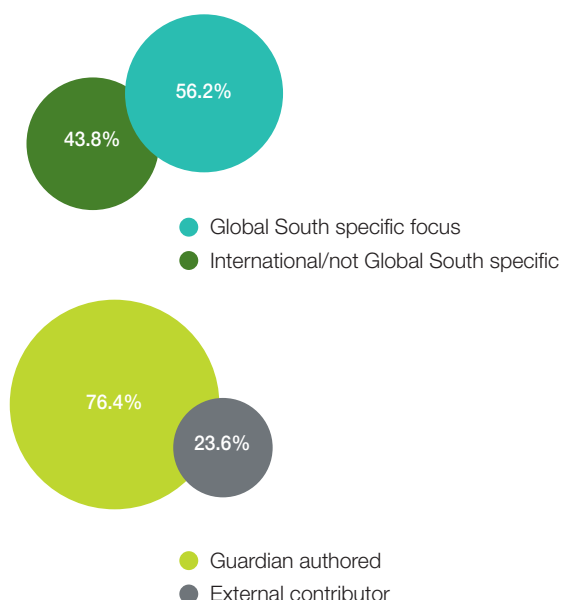
## Public debate: partnership with *The Guardian*

Mama Cash and the Association for Women's Rights in Development (AWID) have a media partnership with *The Guardian* aimed at amplifying the voices of women's rights advocates not normally heard in mainstream media. The year 2015 proved to be very successful for the partnership, with traffic increases of 70%. The partners also invested in giving more women's rights activists the opportunity to access the platform by using various online tools.

### *The Guardian* content

Total number items published: 233 (compared to 166 in 2014)

- 131 pieces with Global South specific focus
- 55 pieces contributed externally from female human rights defenders (activists, NGO workers, policy advisors, etc.)



Nobel Peace Laureate Leymah Gbowee speaks at an event co-hosted by Mama Cash and Nobel Women's Initiative.

## Building brand awareness

New advertising material was developed and launched to support the end-of-year fundraising appeal. This material will be used over the next three years to increase our brand awareness, with a focus on potential individual donors in the Netherlands.

## Online community building

The Mama Cash website and social media channels continued to become richer in content. Our online publications included several photo galleries, videos, blogs and research papers. This helped to achieve a modest 6% growth in traffic to our website in 2015. Furthermore, we improved our 'goal conversion rate' significantly, resulting in an increase of 37% in the number of website visitors who went on to subscribe to our newsletter or make an online donation.

### Social media followers

	Total 2014	Total 2015	% Growth
Twitter	6,050	8,394	38.7%
Facebook	5,497	12,178	121.5 %



# Meet our grantees

## Mama Cash supports women's, girls' and trans\* groups

### Body

**Anonymous group**  
€15,000

#### Bulgaria

**Bilitis Lesbian and Bi-women Resource Center**  
€25,000 (Amendment)

Alongside support of and movement building with lesbians, bisexual women and increasingly, trans\* and intersex persons, Bilitis takes a leading role in advocacy for inclusive hate crimes legislation; registered partnership regardless of the gender of the partners; and engages in strategic litigation for legal gender recognition. It also organises Sofia Pride jointly with other organisations, and arts and cultural events for a broad audience.

#### Burundi

**Association des Mamans Célibataires pour la paix et le développement (AMC)**  
€23,000

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

#### Ecuador

**Colectivo Sentimos Diverso (CSD)**  
€33,000

A youth sexual and reproductive health and rights (SRHR) organisation, CSD provides sexuality education in secondary

schools using audio-visual materials. The collective is led by young women and trans\* people and engages in educational activities with peers, aged 11-30. The collective also advocates with relevant ministries, by providing trainings for public servants and writing policy papers (commissioned by ministries) on youth and SRHR related issues.

#### India

**Asia Safe Abortion Partnership (ASAP)**  
€28,000

ASAP advances women's sexual and reproductive rights by promoting access to safe abortion. It strengthens the movement for abortion rights across thirteen countries in Asia through training and outreach, and works with local healthcare providers and government officials to improve their understanding of gender and women's rights. The group uses social media and online platforms to offer support services to women and to raise awareness about abortion as a human rights issue.

**RAHI Foundation (Recovering and Healing from Incest)**  
€28,000

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

#### Indonesia

**Sentra Advokasi Perempuan Difabel dan Anak (SAPDA)**  
€23,000

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



Association of Hungarian Sex workers Szexe celebrated their 15th anniversary in 2015. (This group received a multi-year grant in 2014.)



Aceh Women for Peace Foundation celebrating International Women's Day. (This group received a multi-year grant in 2015.)

## Israel

**Women's Security Index Coalition (WSIC)**  
€40,000

This coalition of feminist organisations advocates a definition of security that includes safety from all forms of violence with the aim of replacing the state's definition of security, which is based on militarism and state-sponsored violence. WSIC has created the Women's Security Index, an annual survey among Jewish, Palestinian, Russian-speaking and other minority women, as well as lesbians and queer women, and disabled women. The Index gathers data on how women experience security for use in policy advocacy.

## Kyrgyzstan

**Public Association "Bishkek Feminist Initiatives"**  
€25,000

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

## Malawi

**African Sexuality, Disability and Rights Coalition**  
€13,000

The disability rights groups that are members of this coalition engage in advocacy with African sexuality rights movements and encourage broader recognition in Africa of how issues of disability, gender and sexual rights intersect. The coalition addresses gender-based violence while also advocating for the recognition of positive sexual rights, such as the right to sexual identity and to sexual pleasure for people with disabilities.

**Malawi Human Rights for Women and Girls with Disabilities (MHRWD)**  
€23,000

This organisation of disabled women and disabled girls works in rural communities in Malawi.

The group promotes reproductive justice for disabled women, works to end violence against disabled women and disabled girls, and supports their right to self-determination. Using public education and advocacy campaigns, MHRWD targets communities, leaders and health care institutions to ensure respect for the rights of disabled women and disabled girls.

## Namibia

**Namibia Women's Health Network (NWHN)**  
€28,000

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

## Netherlands

**Femmes for Freedom**  
€28,000

Working to end marital captivity, this group focuses on addressing forced marriage or an inability to divorce, usually due to religious or national laws that do not allow women to file for divorce. The organisation strives for the equality of women inside and outside marriage, and engages in policy advocacy and strategic litigation.

**Stichting Nederlands Netwerk Intersekse/DSD (NNID)**  
€48,000

NNID is a Dutch intersex organisation that is working to de-medicalise intersex conditions. The group challenges the current medical norm that pathologises and aims to 'correct' intersex conditions through medical interventions. NNID supports people who are intersex, and works with the government and medical professionals to reduce stigma and promote less rigid definitions of identities that are not limited to male/female.



Rromnjako Ilo uses community outreach to advocate for the rights of Roma women in Serbia.

## Nigeria

**Women's Health and Equal Rights (WHER) Initiative**  
€23,000

This organisation works with women from sexual minorities in Nigeria. The group connects women and girls from around the country through a confidential online platform and peer support groups. Through peer support, research and advocacy, the group aims to promote the liberation and education of sexual minority women.

## Pakistan

**War Against Rape (WAR)**  
€28,000

This group works to end sexual violence by providing legal aid to women and girls in greater Karachi. It uses national campaigns to advocate for better laws to protect women from rape and to support survivors. WAR provides legal assistance to women and girls who have experienced violence, such as support in filing police complaints and accessing medical examinations, free legal and psychotherapeutic counselling, and crisis intervention.

## Russia

**Silver Rose**  
€23,000

This group of sex workers in Russia supports sex workers by conducting peer support meetings and documenting cases of human rights violations. The group offers

training for sex workers on health and human rights, and lobbies for the decriminalisation of sex work in Russia.

## Serbia

**Labris organizacija za lezbejska ljudska prava**  
€30,000

Labris is one of the oldest lesbian human rights organisations in the region, and promotes the leadership of lesbian and bisexual women, and trans\* people (LBT) in Serbian civil society, including in the broader queer movement. The group works to change Serbia's laws to protect LBT people and also uses public education campaigns to challenge social norms which promote violence, discrimination and stigma against the queer community.

**Roma Women's Centre "Rromnjako Ilo"**  
€23,000

This organisation of Roma women, which works in Roma settlements in Zrenjanin, Ečka, Zitiste and Novi Bečej, advocates for the sexual health and rights of Roma women and girls, and also works to end gender-based violence. The Roma Women's Centre promotes the inclusion of Roma women in Serbia's women's rights and Roma rights movements.

## South Africa

**One in Nine Campaign**  
€12,000 (Amendment)  
€36,000

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

**Transgender and Intersex Africa (TIA)**  
€18,000

TIA advocates for the rights of black trans\* and intersex people in South Africa. By providing safe spaces and peer support, and also using research and advocacy aimed at health care institutions and governmental bodies, TIA increases access to health care for trans\* and intersex people. The group raises awareness on trans\* and intersex rights through engaging the media, and by publishing articles online and in popular and academic journals.

**Her Rights Initiative**  
€27,000

This organisation of women living with HIV works to advance their sexual and reproductive rights. Her Rights Initiative engages in research and documentation for advocacy and litigation to end gender-based violence, coerced sterilisation and the prevalence of cervical cancer among women living with HIV.

## Uganda

**Mentoring and Empowerment Programme for Young Women (MEMPROW)**  
€30,000

MEMPROW provides sexuality education to girls in secondary school across Uganda, as well as supporting the development of their confidence and self-determination. They also provide mentoring opportunities for young women. The group trains teachers and parents on how to address gender-based violence in schools,

and advocates for girls and young women to access sexual and reproductive health services.

## Ukraine

**Insight**  
€48,000

This queer feminist organisation is contributing to building a movement for sexual rights by initiating joint activities with other women's and human rights organisations. The group advocates against restrictive legislation, including censorship and laws that restrict women's access to reproductive choice. Insight also provides legal and medical support to young lesbians, bisexual women and trans\*, intersex and queer people, and works with the media to inform and educate the public about the rights of people in the LBTQI community.

## Zambia

**Transbantu Association Zambia**  
€28,000

This organisation supports the trans\* and intersex community in Zambia through outreach and practical support, such as providing peer support groups, counselling and emergency shelter. It aims to build a strong trans\* and intersex movement through training and capacity building, and advocates for policies and practices that respect the human rights of trans\* and intersex people.

# Money

**Anonymous group**  
€38,000

## Bangladesh

**Anonymous group**  
€45,000

## Cameroon

**Centre Régional d'Appui et de Développement des Initiatives Féminines (CRADIF)**  
€50,000

This group works in central and southern Cameroon to secure rural women's right to land, access to natural resources and inheritance. CRADIF challenges social norms which prevent women from accessing land and natural resources by working with local

leaders, and also trains women to build their skills and confidence in advocating for their rights. To promote economic independence, the group initiates collective income generation strategies for women in rural areas.

## China

**Eco-Women Network**  
€65,000

This organisation mobilises rural women farmers of ethnic minority groups in the province of Yunnan to resist the use of chemical pesticides in agriculture and to preserve traditional, environmentally-friendly farming practices. The Eco-Women Network also connects rural women farmers to urban markets which promotes women's economic independence and livelihoods.

## Guatemala

**SITRADOMSA Sindicato de Trabajadoras Independientes de Trabajo Doméstico Similares y a Cuenta Propia**  
€15,000

This union of domestic workers in Guatemala aims to improve the labour conditions of domestic workers by improving their knowledge of their labour rights, and by mobilising them to advocate for the ratification of the ILO Convention 189 on decent working conditions for domestic workers.

## India

**Naga Women's Union (NWU)**  
€18,000

The Naga Women's Union is a collective of women from the Indigenous Naga communities in North-East India. The union promotes women's leadership in local leadership structures and advocates so that they can be involved in decisions about land use and access to natural resources. The NWU supports the development of Naga women's knowledge and skills in leadership and advocacy so that they are better equipped to participate in decision-making at the community level.

**Tamilnadu Textile and Common Labour Union (TTCU)**  
€55,000

TTCU is a women-led labour union which organises young women and girls in ten districts in the state of Tamil Nadu, India, who are working in the textile industry under the Sumangali scheme – a form of bonded labour. Union members are trained on issues such as their legal rights under the Sumangali scheme, lobbying skills, trade union leadership skills, and addressing sexual harassment and violence in the workplace.

## Mali

**Association Danaya So**  
€60,000

This sex workers' organisation builds the capacity of its members by offering literacy courses and skills trainings to promote their independence and encourage them to collectively advocate for their rights. The group also provides information to their members on human rights and sexual and reproductive health, and works with the police, health providers and religious leaders to challenge discrimination and improve sex workers' access to justice and health care.

## Mexico

**Centro de Apoyo y Capacitación para Empleadas del Hogar AC (CACEH)**  
€23,000

This group promotes labour rights in the domestic work sector, and supports domestic workers to negotiate for improved working conditions. The group advocates for changes to laws and policies, and for the ratification of the ILO Convention 189 on decent work for domestic workers. CACEH trains domestic workers on labour rights and wage negotiations, and uses public campaigns to raise awareness about labour conditions and the rights of domestic workers.

## Nicaragua

**Federación de Mujeres Trabajadoras Domésticas y de Oficios Varios 'Julia Herrera de Pomares' (FETRADOMOV)**  
€45,000

FETRADOMOV is the first recognised federation of trade unions of domestic workers in Nicaragua, and raises awareness among domestic workers about



their rights. The federation also advocates for international and national laws and policies related to labour rights to be implemented.

## Peru

**ESTRATEGIA Centro de Investigación para el Desarrollo (ECID)**  
€20,000 (Amendment)

This women's land and property rights organisation was founded by women architects, urban planners and activists from Lima. The group works with community women to secure land tenure, lead community-based advocacy campaigns for women's land rights and promote women's leadership in decision-making and policy formation at community and national levels.

**Asociación de Trabajadoras Sexuales Mujeres del Sur**  
€39,000

Mujeres del Sur is an organisation in Peru led by women sex workers. The group offers support and training to its members to build their capacities to find collective solutions to the challenges they face such as police harassment, economic exploitation and violence in the workplace. Mujeres del Sur advocates for the regulation and

legalisation of sex work and for sex workers to be able to access sexual health and social services.

## Portugal

**Associação Comundiária**  
€50,000

This group of migrant women from Brazil, Africa, Asia and the Commonwealth of Independent States organises public education campaigns on migrant and domestic workers' rights in Portugal. It also lobbies Portugal to ratify the International Labour Organization's Convention on Decent Work for Domestic Workers and to strengthen Portuguese labour law on domestic work.

## Senegal

**Comité National des Femmes de la Confédération Nationale des Travailleuses du Sénégal (CNF-CNTS)**  
€50,000

This independent women's committee of Senegal's largest trade union organises almost 40,000 women workers across the country. CNF-CNTS organises informal sector workers and has an advocacy and training programme for women in the informal economy, specifically domestic

workers, and also supports women operating in free trade zones.

## Sri Lanka

**Red Flag Women's Movement (RFWM)**  
€15,000 (Amendment)

This group of women workers in Sri Lanka is supporting workers from the tea and rubber plantation, garment and domestic work sectors to take up leadership in trade unions. RFWM is building the capacities of women workers to address women's labour rights and advocate for the inclusion of issues such as minimum wage and health and safety in policy regulations, as well as for women's participation in the leadership and management of the companies.

## United Kingdom

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

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

promotes the economic rights of sex workers through advocating for decriminalisation.

## Zimbabwe

**Women and Land in Zimbabwe**  
€25,000

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

# Voice

**Anonymous group**  
€70,000

## Afghanistan

**Hamsada Radio**  
€20,000

Hamsada Radio is a women's radio station in Afghanistan. The group works to increase women's awareness of their rights and to change the way women's rights and violence against women are perceived by society. This includes raising the profile of topics that are not often publicly addressed, such as domestic violence.

## Armenia

**Society Without Violence**  
€20,000

This group raises the consciousness of girls and young women about the effects of violence and conflict, and encourages young women to take up leadership positions in civil society, politics and their communities. Using workshops, training and public education, Society Without Violence challenges sexist stereotypes about women, and builds the skills of girls and women to be actors for social change.



Women's Initiatives Supporting Group in Georgia reclaimed the streets on International Day Against Homophobia and Transphobia with their #thisstreetistaken protest. (This group received a grant for the period of 2014-2015.)

## Bangladesh

**Women with Disabilities Development Foundation (WDDF)**  
€20,000

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

## Botswana

**Rainbow Identity Association**  
€20,000

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

## Burma

**Ta'ang Women's Organization (Palaung Women's Organization)**  
€22,500

Through its internship and young women's leadership programmes, this self-led group of Ta'ang (Palaung) women strives to build a strong women's rights movement within Ta'ang (Palaung) communities in Burma. It also supports the development of women political leaders.

## Ecuador

**Asociación Silueta X**  
€20,000

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

## Egypt

**I Am The Story**  
€20,000

I Am The Story is a group of artists and activists who create safe spaces where journalists, writers, poets, bloggers and students can create and tell stories. The goal of this group is to challenge social norms about gender identity, and to encourage women and girls to share their experiences of sexism and sexuality through storytelling. The group also uses public performances to encourage people to challenge their own ideas and stereotypes about women and gender identity.

## Georgia

**StudioMobile – Accent on Action**  
€20,000

StudioMobile creates feminist audio-visual media, such as movies, TV programmes and social video clips, to increase awareness about women's human rights. The group particularly focuses on women from ethnic minorities and lesbian, bisexual and trans\* women. The group also trains young women and girls as filmmakers, with the aim of increasing the number of politically conscious women journalists in Georgia.

## Germany

**International Women Space**  
€20,000

This refugee-led women's group works to change the German legislative framework regulating the status of asylum seekers, particularly the recognition of gender-based persecution as a reason for women to be granted asylum. The International Women Space provides women a safe space to meet and tell their stories and raises awareness that these stories of persecution are political.

## Haiti

**Rezo Fanm Radyo Kominote Ayisyen (REFRAKA)**  
€20,000

This network supports women in Haiti to take an active role in the management of community radio. Through training, REFRAKA strengthens the technical skills of women who work in this sector, and offers workshops to women

and men to encourage them to change the way they report on women and issues affecting women, such as gender-based violence. The aim is to change the stereotypical perceptions of gender roles that are prevalent in Haiti.

## India

**All India Dalit Mahila Adhikar Manch**  
€20,000

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

## Kenya

**INUA Girls**  
€10,000

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

**Resource Center for Women and Girls**  
€30,000

This group provides leadership training to girls and young women in Eastern Kenya, and provides safe spaces for girls to learn about their rights and how to claim them. The Resource Center for Women and Girls organises workshops for parents to raise awareness of girls' human rights. Using peer mentorship and other support mechanisms, the group encourages girls to stay in school, develop their knowledge and skills, and make informed decisions about their lives and bodies.

**Pastoralist Girls Initiative (PGI)**  
€40,000

The Pastoralist Girls Initiative is a group of Somali girls and women in the North Eastern Province of Kenya. The group supports its members to participate in political decision-making by training women candidates, and trains elected women officials on how to formulate bills and policies. PGI also works with girls between 12-18 years of age to ensure that they are informed about their rights.

## Madagascar

**Association des Femmes Handicapées de Madagascar (AFHAM)**  
€40,000

This national network of women living with physical disabilities trains its members to develop leadership skills and knowledge of human rights. AFHAM advocates with authorities (from the local to the national level) to adopt and implement policies that respect the human rights of women living with disabilities.

## Mexico

**Las Reinas Chulas Cabaret y Derechos Humanos AC**  
€20,000

This group of feminist art activists ("artivists") aims to transform the discriminatory culture prevalent in Mexico, which is characterised by violence and macho attitudes towards women. The group uses cabaret theatre to highlight the impact of discrimination on women and society at large. Reinas Chulas also partners with activists in the region.

## Pakistan

**Aware Girls**  
€25,000

This group of young women in Northwestern Pakistan strengthens girls' and young women's leadership capacities through organising young women's groups. Aware Girls runs programmes focused on violence, peace building, and sexual and reproductive rights. The group also runs a hotline which provides counselling on a variety of issues such as reproductive health and domestic violence.



## Paraguay

**Aireana Grupo por los derechos de las lesbianas**  
€80,000

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

## Sierra Leone

**AdvocAid**  
€20,000

This Sierra Leonean group provides legal aid and empowerment to women and girls who are in conflict with the law. By documenting and sharing the experiences of women in prison or awaiting trial with the larger public, the group advocates for change in discriminatory laws and practices. AdvocAid also trains women and girls, and members of the judiciary and police on prisoners' rights.

## South Africa

**Irantí-Org**  
€20,000

Irantí-Org is a queer visual media organisation based in Johannesburg and working across the African continent. Iranti seeks to strengthen the queer movement in Africa, with a focus on lesbian, trans\* and gender non-conforming people. The group uses visual documentation, research and reporting on queer lives and issues in Africa to expose hate crimes and violence, and also provides research and media training for lesbian and trans\* rights organisations.

## Thailand

**Indigenous Women's Network of Thailand (IWNT)**  
€20,000

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

## Togo

**Femme Plus Togo**  
€20,000

This organisation supports women living with HIV/AIDS to build their human rights awareness and advocacy skills. Using workshops and training, the group provides information to HIV+ girls and women on how to make use of the court system to ensure that existing laws are respected. Association Femme Plus also organises public discussions on topics such as sexual and reproductive rights, inheritance rights and polygamous marriage.

## Turkey

**5Harfliler**  
€25,000

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

## Uganda

**WONETHA Uganda (Women's Organisation Network for Human Rights Advocacy)**  
€20,000

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

## Ukraine

**Charitable Organisation "All-Ukrainian League – Legalife"**  
€40,000

This sex worker-led group advances sex workers' human rights in Ukraine through capacity building and advocacy. Legalife works to raise public awareness about the discrimination and violence facing sex workers, including trans\* sex workers. The group also works to counter the normalisation of violence against sex workers and improve their economic, social and legal status.



Red Nacional de Mujeres en Defensa de la Madre Tierra strengthens the capacity, advocacy and leadership skills of women affected by the destructive and exploitative impact of the extractive industries on their land.



# Mama Cash supports strategic partnerships

## Ecuador

**Colectivo Sentimos Diverso**  
€20,000 (Amendment)

This grant supported Colectivo Sentimos Diverso (CSD), a youth sexual and reproductive health and rights organisation with a focus on sexuality education, to co-organise an Audio Visual School in Ecuador with another Mama Cash grantee, Mujeres al Borde (MalB), a feminist media group that combines art and activism. Through the Audio Visual School, MalB trained LGBTI activists from CSD's networks to produce and disseminate audio-visual products about their work. The school supported activists to create stories that can cross borders, create partnerships and catalyse processes to generate emotional, cultural and organisational exchanges between activists from different countries with diverse identities who want to tell their stories in their own voices.

## India

**Talking About Reproductive and Sexual Health Issues (TARSHI)**  
€7,000 (Amendment)

This grant provided an opportunity for TARSHI – which runs an e-learning course on sexuality and sexual and reproductive health and rights – to conduct a four-day training on sexuality and sexual and reproductive health from an affirmative and rights-based perspective for staff, Board members and volunteers of Tewa, a Nepal women's fund, and Nagarik Aawaz, a Nepalese organisation working to build an inclusive, equitable, prosperous and just society for sustainable peace. The training aimed at cultivating a clear understanding of how sexuality, gender roles and stereotypes influence sexual relationships and constructions of the self, and how these understandings influence the work of Tewa and Nagarik Aawaz.

## Kenya

**Urgent Action Fund (UAF)-Africa**  
€110,000

Urgent Action Fund-Africa provides emergency grants to women human rights defenders in Africa. This grant was used to organise a meeting of groups from Africa and West Asia that are supported by Mama Cash and UAF-Africa, and which use arts and media in their work. The grant also supported a strategic communications training workshop for a mix of Mama Cash and Urgent Action Fund-Africa LBTQI grantees, with the aim of enhancing their communications skills, increasing their media visibility, and providing a space for networking.

## Nicaragua

**Fondo Centroamericano de Mujeres (FCAM)**  
€63,400 (Amendment)

This grant funded capacity-building trainings on resource mobilisation for Mesoamerican grantees of FCAM and Mama Cash held in Managua in May. The grant also funded additional representatives to attend the annual meeting of the Latin American women's funds in Guatemala in May. This meeting provided a space for promoting peer learning and alliance building among the funds in the region. The space also allowed an opportunity for Latin American women's funds to develop a joint fundraising plan.

**Movimiento de Mujeres Por Nuestros Derechos Humanos (MOMUNDH)**  
€20,000 (Amendment)

The grant to MOMUNDH supported the organisation of a learning collaborative among three of Mama Cash's grantee partners in Mesoamerica: MOMUNDH, Mujeres de Xochilt and Reinas Chulas. All three organisations share a focus on sexual and reproductive health and rights and violence against girls and young

women. Because of its unique experience and success in fostering social change through theatre, Reinas Chulas provided a full training programme on using theatre as a means to promote change and advance girls' and women's rights. Reinas Chulas gave the training in Nicaragua, and members of Mujeres de Xochilt, including several adolescent girls, travelled from El Salvador to take part in the workshop.

## South Africa

**WoMin**  
€60,000

WoMin is an African alliance that works with national and regional movements of women and mining-impacted communities, and uses research, grassroots organising, and advocacy campaigns to address the impact of extractivism on women on the African continent. This grant supported a writing workshop aimed at deepening the political understanding of mining from an African feminist perspective, and a regional meeting on fossil fuels, energy, climate justice and women's rights, with the aim of building relationships and knowledge, and developing advocacy strategies.

**Coalition of African Lesbians (CAL)**  
€60,000

The Coalition of African Lesbians promotes equality, dignity and freedom for lesbian and bisexual women and transdiverse people in Africa so that they are able to enjoy their human rights. CAL hosts the Mayibuye Collective, which brings together representatives of the African queer movement with the aim of developing an agenda for the movement to challenge stigma, discrimination and violence against queer people. The grant was used to hold a strategy meeting with queer activists from the African continent.

## Uganda

**Mentoring and Empowerment Programme for Young Women (MEMPROW)**  
€85,000

MEMPROW provides empowerment training and sexuality education to girls in secondary school across Uganda, and also provides mentoring opportunities for young women. This grant supported MEMPROW to co-organise the Bodies Unbound! Girls Conference with Mama Cash and FRIDA, The Young Feminist Fund. This Conference brought together girls' groups in Africa supported by Mama Cash and FRIDA to discuss bodily integrity and autonomy.

# Mama Cash makes opportunity grants

## Brazil

**CRIOLA - Organização de Mulheres Negras**  
€3,000

CRIOLA organised the historic Brazilian Black Women's March that took place on 18 November and brought together about 50,000 Black girls, young women and women – mostly from Brazil, but also including those from across the continent and from Africa, the Caribbean, and North America. The March sought to raise awareness

about the racism, sexism and violence that Black women face, as well as the connections between these issues and many others, such as discrimination on the basis of sexuality.

## Netherlands

**WO=MEN, Dutch Gender Platform**  
€20,000

To mark the 20th anniversary of the 1995 Fourth World Conference on Women in Beijing, WO=MEN organised 'The World We Want:

Gender Justice for All' initiative. A broad coalition of women's rights activists and organisations in the Netherlands came together to reignite the public debate about the feminist movement's achievements and remaining objectives since that conference. At the invitation of Mama Cash, girls' rights activists from Malawi, Kenya and the Netherlands participated in the Gelijk=Anders festival that formed the central public outreach activity of the initiative.



Mama Cash grantee Movimiento de Mujeres Por Nuestros Derechos Humanos was among the 2015 With and For Girls Award winners.

# Mama Cash supports women's funds

## Argentina

**Fondo de Mujeres del Sur**  
€53,000

Fondo de Mujeres del Sur provides grants to women's organisations in Argentina, Paraguay and Uruguay working on sexual and reproductive rights, environmental justice, and influencing decision-making at the local level. The fund also supports an initiative in Bolivia with a specific focus on environmental justice and supporting the work of Indigenous women environmental activists.

## Bolivia

**Valentina Fondo de Mujeres en Bolivia**  
€4,000 (Amendment)

Valentina is undertaking an initiative to research the type and availability of funding for women and girls in Bolivia. The initiative will also explore the degree to which women's networks and organisations are mobilising funds to engage in work that responds to needs articulated by women and girls themselves.

## Colombia

**Fondo Lunaria Mujer**  
€50,000

Fondo Lunaria supports groups of young women engaged in peace-building in Colombia. The groups recognise the links between peace-building and young women's rights, violence against youth, political participation and resistance to militarism. The fund supports groups to expand their work and strengthen their organisational capacities, particularly in the area of fundraising.

## Croatia

**Ecumenical Women's Initiative (EWI)**  
€35,000

The Ecumenical Women's Initiative provides grants, capacity-building support and networking opportunities for women's rights groups working within faith-based communities to build peace and reconciliation in six countries in the South Balkans.

## Democratic Republic of the Congo

**Fonds pour les Femmes Congolaises (FFC)**  
€50,000

Fonds pour les Femmes Congolaises supports women survivors of sexual violence throughout Congo to rebuild their lives, advocate for their rights and have a voice in rebuilding their country. The fund supports its grantees with training in areas such as financial management and donor reporting, and also supports groups to engage in policy and decision-making spaces.

## France

**Fonds pour les Femmes en Méditerranée**  
€50,000

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

## Kenya

**Urgent Action Fund-Africa**  
€20,000 (Amendment)

Urgent Action Fund-Africa plays a unique role in the region by providing emergency grants to women human rights defenders at

risk and supporting innovative strategies by coalitions of women and LGBTI persons affirming their rights. The fund provides financial support and capacity building, while also producing innovative research on topical issues affecting women's rights in Africa.

**The East African Sexual Health and Rights Initiative (UHA)**  
€45,000

UHA is a participatory grantmaking fund that supports organisations and movements of lesbians, bisexual women, gay men, trans\* people, people living with HIV, and sex workers in East Africa through grantmaking and capacity building. This fund works closely with its grantees to identify where they may need technical advice and support, and facilitates networking and partnership-building in East Africa.

## Mexico

**Sociedad Mexicana Pro Derechos de la Mujer (Semillas)**  
€35,000

Semillas supports Indigenous women, maquila workers and other women on the margins in Mexico through grantmaking and skills-building. This grant was used to host a retreat for the executive directors of eight women's funds in Latin America, as the launch of an 18-month project to support their professional development (See following women's fund grant to FCAM.)

## Nepal

**Tewa, for self-reliant development**  
€50,000

Tewa is a women's fund in Nepal that focuses on women who are often socially and economically excluded, such as sex workers, Dalit women, women with disabilities and widows. Tewa is one of the leading women's funds in the area of local fundraising, and

actively involves its donors in grantee visits to give them a first-hand experience of the movements they are supporting.

## Nicaragua

**Fondo Centroamericano de Mujeres (FCAM)**  
€82,000

Fondo Centroamericano de Mujeres funds groups with a particular focus on the rights of girls and young women. This grant is being used to implement a project to support the professional development of eight executive directors of women's funds in Latin America.

## Spain

**Calala Fondo de Mujeres**  
€50,000

Calala provides funding and technical support to feminist groups and collectives in Central America and Spain that are organising for their human rights. The fund supports Latin American women in Spain who are advocating for their rights as migrants.

## Sri Lanka

**South Asia Women's Fund (SAWF)**  
€20,000 (Amendment)  
€50,000

SAWF is a sub-regional fund supporting women's groups working on strengthening feminist voices, the right to safe migration, young women's leadership, and access to justice in India, Bangladesh, Pakistan, Nepal and Sri Lanka. It provides grants, capacity building and networking support.



## Tanzania

### **Women Fund Tanzania – Empowering Local Heroes (WFT)** €50,000

This national fund supports grassroots and national-level groups working for women's rights in Tanzania. The WFT supports its grantees through grants, capacity building and strategic convenings, and also facilitates coalition-building in Tanzania.

## International

### **Foro Internacional de Mujeres Indígenas (FIMI)** €45,000

FIMI-Anyi supports initiatives led by Indigenous women in Africa, Asia and the Americas, providing them with financial support, and opportunities to build their organisations and skills in the area of leadership. FIMI-Anyi also supports groups to access international spaces, such as international donor meetings and the United Nations.

### **FRIDA: The Young Feminist Fund** €50,000

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



Fondo de Mujeres del Sur's street campaigns not only raised money for women's rights, they were crucial to creating a community of feminist donor-activists in Argentina.

# Grantees of the Red Umbrella Fund

## Argentina

**Asociación de Mujeres Meretrices de la República Argentina (AMMAR)**  
€35,000

AMMAR and its provincial branches across Argentina advocate for the regulation of sex work in Argentina, at both provincial and national levels. It has been active for more than 20 years and is recognised as a strong, political and influential organisation that campaigns with high reach among the community and general society. AMMAR is a founding member of Redtrasex, the Latin American and Caribbean Female Sex Workers Network.

## Australia

**Sex Workers' Action Group Gaining Empowerment, Rights and Recognition (SWAGGERR)**  
€20,000

This local collective of women, men and trans\* sex workers in South Australia aims to change the law that criminalises sex work. The group has an active online presence, reaches out to media, and networks with stakeholders as part of their advocacy efforts. SWAGGERR sells its own merchandise to supplement the group's income and increase sex worker visibility.

## Bangladesh

**HIV/AIDS Research and Welfare Centre (HARC)**  
€18,000

HARC is a sex worker-led group working primarily with venue-based women sex workers in Bangladesh. It identifies and challenges the structural factors that perpetuate stigmatisation and social exclusion of sex workers. HARC promotes the well-being and empowerment of sex workers by mobilising the community and organising capacity building opportunities. It challenges laws,

policies and practices that are harmful to sex workers and provides sexual and reproductive health services – with a strong HIV focus – for sex workers.

## Cameroon

**Alcondoms Cameroun**  
€15,000

This sex worker organisation, based in Douala, provides HIV services and advocates for the human rights of sex workers of all genders. The group unites members based in four different cities. Alcondoms organises sensitisation workshops with law enforcement and other stakeholders. With support from the Red Umbrella Fund, Alcondoms will produce a documentary about the lives of sex workers in Cameroon that can be used in its advocacy campaigns.

## Macedonia

**Association for Support of Marginalized Workers STAR-STAR**  
€35,000

STAR-STAR is a local sex worker organisation in Skopje that mobilises and builds capacity of sex workers to protect and promote their rights. STAR-STAR reaches sex workers of all genders, diverse religious and ethnic backgrounds and from different sex work sectors. The group advocates for the human rights of sex workers through their collaborations with state institutions, the civil sector and media.

## Mauritius

**Parapli Rouz**  
€20,000

This group of women sex workers is active in Port Louis, Mauritius. Its priorities are HIV prevention, community mobilisation, ending stigma and violence and advocating for the rights of sex

workers. The group unites sex workers of diverse ethnic backgrounds, and includes sex workers living with HIV and sex workers who use drugs.

## Netherlands

**PROUD**  
€15,000

The Dutch union of sex workers PROUD strengthens the social and legal position of sex workers in the Netherlands. The group conducts peer outreach work and explicitly reaches out to sex workers in different sectors of the sex industry, of all genders, as well as with or without legal status. PROUD documents cases of human rights violations, provides direct support or referrals and advocates for the interests and rights of sex workers in national and local legislation, policies and media.

## Peru

**Asociación de Trabajadoras Sexuales Sarita Colonia**  
€15,000

Sarita Colonia is a women sex worker-led organisation based in a remote city of the Amazon area in Peru. The group reaches sex workers of different generations as well as indigenous sex workers. The group conducts peer education and capacity-building work with sex workers on human rights and HIV. Sarita Colonia aims to influence policies and laws, including regional ordinances, that impact the lives of sex workers.

## Timor Leste

**\$Scarlet Timor Kollektivu (\$TK)**  
€15,000

\$TK is the national sex worker organisation in East Timor. The collective works to empower sex workers to achieve their human rights, including access to health and HIV services. \$TK acts as the representative and advocate for

sex workers of all genders to government and other key stakeholders, particularly in response to HIV.

## Uganda

**Transgender Equality Uganda (TEU)**  
€15,000

This transgender sex worker group in Uganda works in a context where human rights are denied in law and practice for both sex workers and transgender people. The group builds the health and human rights knowledge of transgender women sex workers in the country through workshops and educational materials. TEU raises public awareness to address stigma and discrimination against transgender sex workers and advocates for the decriminalisation of sex work with key stakeholders at the national level.

## United States

**Sex Workers Outreach Project (SWOP)-USA**  
€30,000

This national social justice network is dedicated to promoting the human rights of sex workers and their communities. The network consists of 27 local chapters that vary in size and include both sex workers and allied activists. SWOP-USA focuses much of its attention on ending stigma and violence against sex workers through education and advocacy. The network is active at local levels through its SWOP chapters, as well as at the national level. Through a dedicated website and related communications, SWOP actively encourages and supports sex workers in the United States and worldwide to honour December 17 as the International Day to End Violence Against Sex Workers.



**New Jersey Red Umbrella Alliance**  
€10,000

This new alliance of sex workers in New Jersey is active at city and state level to advocate for the human rights of sex workers. The group focuses on community outreach and organising; coalition-building with related movements such as queer rights organisations and people living with HIV; documentation of human rights violations; and education of sex workers and others about the rights and issues of sex workers. The group aims to be inclusive and currently has a diversity of sex workers active in its network including people of colour, migrants and people who use drugs.

**Desiree Alliance**  
€23,000

This network of sex worker organisations, communities and individuals across the United States is most known for organising two-yearly national conferences for sex workers. These conferences provide unique opportunities for sex workers and allies to come together to share, learn and strategise for more effective advocacy for sex workers' rights. Desire Alliance works together with sex worker organisation Best Practices Policy Project (BPPP) to monitor and give input into United Nations Universal Periodic Review processes.

**Community United for Safety and Protection (CUSP)**  
€32,000

CUSP is a group of sex workers in Alaska representing diverse genders, ethnicities and backgrounds. It was set up in 2013 to increase the safety and protection of all sex workers through mutual support, education, community building and advocacy. The group actively lobbies for decriminalisation and laws against police violence and challenges harmful sex trafficking laws in media and in court.

**Red Umbrella Project (RedUP)**  
€40,000

RedUp amplifies the voices of diverse sex workers through media, storytelling, peer-led trainings and creative advocacy programs with the aim to reduce stigma, promote human rights, increase access to justice and personal development. The group founded the successful Access to Condoms Coalition in New York to fight against the use of condoms by police as evidence of prostitution. The group monitored the activities of the Human Trafficking Intervention Courts in New York City and uses the data to lobby for better laws and policies in relation to trafficking and sex work.



STAR STAR in Macedonia marches on December 17th, International Day to End Violence Against Sex Workers.



# Mama Cash's contributors in 2015

## Individual donors

Mama Cash's 4990 active individual donors supported us with gifts ranging from €1 to €50,000. In 2015, we received gifts from several legacies, ranging from €600 to €2.1 million.

## Donor advised funds

Anneke van Baalen/De Bonte Was Fund (NL)  
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International Network of Women's Funds/Global Fund for Women (MX)  
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Ministry of Foreign Affairs/DGIS – MFS II (NL) (Hivos Alliance)  
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*(all from The Netherlands)*

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Triodos Bank N.V.  
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Women in Financial Services  
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*And other private entities, including local foundations and religious orders.*

**Many thanks to all  
our contributors!**

# **Annual accounts 2015**

# Organisational report

## Building strong systems and operations

Mama Cash complies with all the laws and policies regulating foundations in the Netherlands. We aim to build systems and processes that fully support Board members, staff members, and grantees, and that are ethical and in line with the values and mission of the organisation.

## Key Facts and Figures

- In 2015, Mama Cash raised a total of €10.451 million, representing 136% of our projected budget and 139% of our income last year. Taking into account carry-over from previous years and carry-forward to next years, available income for 2015 was €8.673 million.
- Our total 2015 expenditures were €8.163 million, representing 101% of our projected expenditures and 108% of our expenditures in 2014.
- Total expenditures related to Mama Cash's strategies were €6.540 million, representing 80% of our overall expenditures.
- Costs for income acquisition were 16% of our total expenditures or €1,324,570 in total, and 13% of our total income over 2015. This represents 122% of the amount budgeted. This is the result of investments in preparing the launch of the CMI! and GAGGA programmes.
- Management and administration costs accounted for 4% of our total expenditures (€298,647 total), representing 69% of the amount budgeted.

## Human resources

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

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

	2015	2014
New employees	6	10
Departing employees	8	9
Number of employees	32	34
Average number of FTEs	28.93	33.14
Part-time percentage	75%	36%
Percentage of employees who self-identify as women	88%	97%
Number of nationalities	13	11
Sickness absence percentage (excluding maternity leave)	2.8%	4.2%

## Management Team

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

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

## Workers' Council

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



## Volunteers

In 2015, 11 volunteers worked for Mama Cash to support the Communications Team, the Finance and Operations Team, the Red Umbrella Fund, and the Programmes Team. On average, volunteers worked twelve hours a week. The time they dedicated to Mama Cash equals 1.7 FTEs.

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

The Programmes Team is building an international Advisory Network with advisors with experience and networks in at least one of our four portfolio areas. They are eligible to receive a yearly stipend of €100. Three advisors were nominated and appointed to the Advisory Network in 2015, bringing the total number to 32.

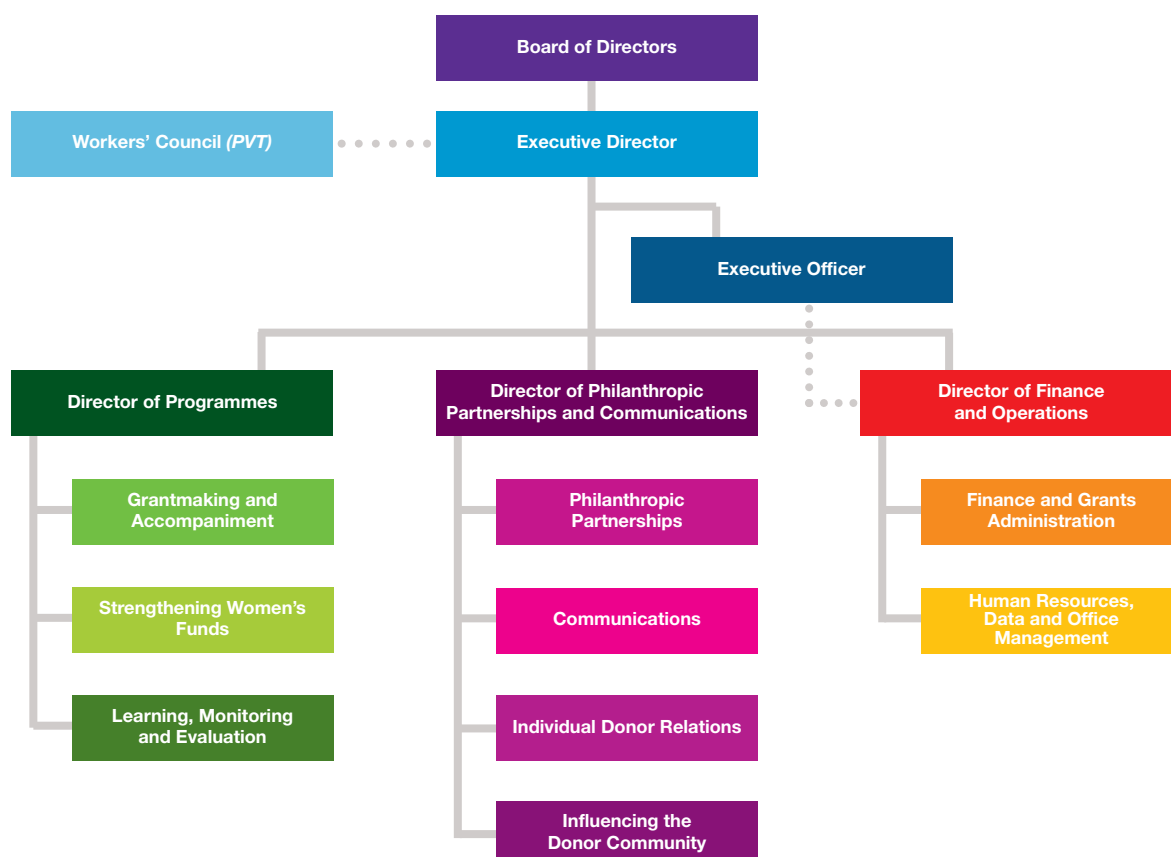
## Pensions

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

## New database

In 2013, Mama Cash selected a new customer relationship management system (CRM), which also facilitates fundraising and grantmaking administration and processes. In 2015, processes in the system were further developed and fine-tuned.

## Mama Cash's organisational structure





Mama Cash staff in Amsterdam.

## Reserves and funds

The reserves consist of freely disposable capital and designated funds. The freely disposable capital provides security for the continuity of the organisation. Mama Cash's policy is to maintain sufficient freely available capital to cover the operational costs of the organisation for at least seven months.

Designated funds, including donor advised funds and named funds, are funds that are allocated to specific activities by contract or general regulations (designated fund assets). Designated funds that have not been used during the financial year are transferred to the next year.

## Investment policy

Mama Cash has a Board-approved investment policy:

- Mama Cash is a socially responsible organisation and socially responsible investments are a priority. Investments are based on sound, professional financial analysis and are consistent with the values and mission of Mama Cash.
- Mama Cash aims to achieve a balance between return and risk in our investment portfolio and will follow a low-risk investment profile.
- Assets are managed by a professional asset manager. The Board is responsible for the selection and monitoring of the asset manager.
- The asset manager uses screens for socially responsible investments in line with the values and mission of Mama Cash. Inclusionary screens guide managers toward socially responsible investments, including companies and funds that respect labour rights and embrace collective labour agreements, and that directly or indirectly contribute to the protection of the environment. Exclusionary screens guide asset managers away from investments in companies and funds that directly or indirectly contribute to violations of human rights (including child or forced labour), that engage in discriminatory or corrupt practices, or that are engaged in the production of tobacco, or the production and supply of weapons.
- The investment policy is applicable to all stocks, bonds, savings, and deposit accounts, and other possible assets.

## Sustainability principles

Mama Cash is committed to promoting an organisational culture that recognises the importance of sustainable practices. In 2015, Environmental Sustainability Principles were approved. The focus areas of these principles are to:

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

## Risk management

Mama Cash has:

- A system for planning, monitoring and reporting.
- Guidelines and procedures for financial reporting.
- Guidelines for financial transactions and legal acts, establishing responsibilities, and internal control measures.

Mama Cash identifies the following risk categories:

- *Compliance risk*: the risk of fines and other regulatory penalties for such offences as failure to remit payroll deductions, violation of privacy laws, incorrect use of earmarks, etc.
- *External risk*: the risk of becoming irrelevant, losing the support of the public and funding sources and failing to respond to economic, demographic and other trends.
- *Financial risk*: the risk of fraud, financial failure and decisions based on inadequate or inaccurate information.
- *Governance risk*: the risk of ineffective oversight and poor decision-making.
- *Information technology risk*: the risk that the information technologies used in the organisation may not provide dependable service and accurate, secure information that is available when needed, and that data about grantees or donors can be improperly accessed.

- *Operational or programme risk*: the risk of poor service delivery, day-to-day crisis, and misuse or neglect of human capital and other resources.
- *Reputational risk*: the risk of losing goodwill, status in the community, and the ability to raise funds and appeal to prospective donors.
- *Strategic risk*: the risk of inappropriate or unrealistic programmes and initiatives, and failure to keep the organisation strong and relevant.

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

## Examples of risks and measures

### Financial risks

Income from institutional donors can fluctuate as policies of governments and the international philanthropic community change. The number of non-governmental organisations based in the Netherlands and international women's funds is increasing, resulting in greater competition. Mama Cash deals with these risks by:

- Continuing to diversify our base of income, obtaining income from multiple sources, including individual donors, institutional donors, governments, and corporations.
- Making a stronger case for our niche and impact, and continuing to seek funding sources outside the Netherlands.
- Developing a continuation reserve (in compliance with the Dutch Centraal Bureau Fondsenwerving regulations for charities) that is adequate to maintain obligations for at least one year, so that core activities can continue even if sources of income are lost. At the moment, Mama Cash's continuation reserve is at 60% of our annual operational expenses.



## Operational risks

Mama Cash has an ambitious strategic plan and committed staff working to implement that plan. This could lead to excessive work pressure on staff. We deal with this risk in the following ways:

- Mama Cash strives for a work environment in which staff members can excel, where progress toward goals is reviewed regularly, and where projected plans are modified when they prove to be unrealistic in practice.
- Mama Cash seeks to balance the production of high-quality work and a commitment to efficiency. Our procedures have been reviewed and documented in several manuals, and we continue to assess which processes can be further simplified.
- Mama Cash operates with an emergency response team (ERT) and ensures that enough staff members have received first aid training.

## Reputational risks

Negative media attention could seriously affect Mama Cash's reputation, regardless of the validity of the allegations. To minimise this risk, we strive to be transparent about all aspects of our work and to be accountable for all of our actions. We are honest about our successes and failures, and we try to communicate openly and frankly with stakeholders.

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

# Board report

## Accountability Statement from the Board

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

## Distinction between supervisory, managerial, and executive functions

All powers and responsibilities of Mama Cash are vested in the Board, the highest body in the foundation. Mama Cash's principles of governance are set out in two documents: *Articles of Association* and *Board Regulations*. These documents state, among other things, which decisions require the Board's approval and which responsibilities are delegated to the Executive Director. The Executive Director is responsible for the day-to-day running of the organisation, as is described in the *Mandate of Executive Director*.

The Board reflects the diverse and international character of Mama Cash and our stakeholders. Board members are recruited on the basis of their competencies and expertise, such as knowledge of grantmaking, programming, communications or finance. The Board follows a nomination protocol for recruiting, selecting and appointing new members, based on a profile of qualities required. The Board carries out an annual internal evaluation of how it and its members function. A closed session of the Board discusses recommendations about improving its functioning.

## Optimisation of the effectiveness and efficiency of expenditure

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

Potential grantee organisations must submit a short Letter of Interest (LOI) to Mama Cash. Criteria and procedures are explained on the Mama Cash website in English, Dutch, French, Russian and Spanish. Groups that proceed beyond the LOI phase are engaged in discussion about vision, goals, structure, capacities, strengths and challenges. Work plans with indicators of success are developed collaboratively. Monitoring of grants takes place via narrative and financial reports and support to organisational development. We report on progress toward programmatic outcomes to institutional donors and other stakeholders.

Mama Cash is audited annually by Dubois & Co. The auditor reports back to the Board through the *Management Letter*. Auditors, the Executive Director, and members of the Board's Finance Committee discuss the Letter and report annually to the Board.

## Communication with stakeholders

Through our communications, we are accountable to our stakeholders. We stimulate donors and policymakers to become allies of women's movements, facilitate learning, and increase donor giving and loyalty. In all communications Mama Cash complies with Dutch privacy legislation. In 2011, the Board approved a new policy on communications with stakeholders explaining how Mama Cash upholds principles of effectiveness, efficiency, clarity, cultural awareness, and responds to complaints. This policy is available upon request.

This table provides a summary of Mama Cash's key stakeholders and the ways in which we interact with them.

Stakeholder	How we interact
Grantees	Written agreements (work plans, budgets, and contracts), regular individual communication, and convenings
Individual donors	Regular updates on progress, fundraising and spending, donor meetings
Foundations, governments, and third parties	Contracts for financial collaborations, meetings, reports, and evaluations
Activist networks	Updates and meetings
Advisors	Regular updates, individual communication, and convenings
Employees and volunteers	Development of strategic plans, annual plans, and individual work plans, regular staff evaluation

## Board activities in 2015

In 2015, face-to-face meetings took place in April and October. Executive Committee meetings were held in February, July and November. At the meetings, the Executive Director reported on progress, activities, and finances in the context of the 2015 annual plan. The 2014 annual report, the 2014 annual accounts, the Management Letter from the auditors, and the 2016 annual plan were approved in accordance with the *Articles of Association*.

At the April and October 2015 meetings, the Board devoted significant time to discussing the role of the Board in the implementation of the 2015-2020 Strategic Plan and the implications of the strategic partnerships Mama Cash is part of as lead organisation and as member. The Board also evaluated its own activities.

### Committees, Task Forces, and Advisory Councils

<b>Executive Committee</b>	Provides guidance, advice, feedback, and support to the Executive Director about the running of the organisation. This committee met three times in 2015. The full Board receives all Executive Committee documentation prior to Executive Committee meetings and can raise questions by contacting the Co-chairs..
<b>Finance Committee</b>	Advises the Board on budgets, annual accounts, management letters from the auditor, and financial policies. This committee met five times in 2015. It met with the auditor to discuss the audit findings and selected a new auditor.
<b>Governance Committee</b>	Leads the review and updating of the Board's responsibilities and the expectations of individual Board members. Initiates periodic assessment of the Board's performance and the Board's practices regarding member participation, conflicts of interest, confidentiality. Nominates new Board members. The committee communicated via email.
<b>Programme Committee</b>	Advises the Board about programmatic policies, the ratification of large and multi-year grants and on the ratification of formal advisors. This committee met twice in 2015 and also communicated via email.
<b>Communications Committee</b>	Reviews and recommends communications policies and strategies. Ensures that the communication strategy is strong, current and based on the organisation's vision and current strategic plan. The committee met once in 2015 and communicated via email.
<b>Philanthropic Partnerships Council</b>	Supports staff to implement the fundraising strategies where relevant. This council was dissolved in the Board meeting of April 2015 and will be replaced by an informal group of Ambassadors.
<b>Strategic Planning Task Force</b>	Streamlines the Board's involvement in the strategic planning process and advises the Board on the Strategic plan 2015-2020. This task force communicated via email and Skype.

## Composition of the Board in 2015

At the end of 2015, the Board had nine members. Board members are appointed for a period of three years. Performance assessments and requirements for membership determine the outcome of the renewal process. Board members can serve a maximum of three three-year terms.

## Changes to the Board

In 2015, three new Board members, Tracey Tully, Perla Vázquez and Shereen Essof, were appointed. At the October 2015 Board meeting, the Board addressed the implications of the new Count Me In! Consortium partnership. Two of Mama Cash's Board members hold leadership roles in organisations that are members of the CMI! consortium. Geeta Misra is Executive Director of CREA, and Shereen Essof is the Southern African Regional Director of Just Associates (JASS). Both Ms Essof and Ms Misra decided to resign from the Board given their overlapping roles. They thought it best to focus their energies on helping develop the partnership parameters and governance of the consortium. The Board regretfully accepted these resig-



Back row, from left to right: Perla Vázquez, Khadijah Fancy, Marieke van Doorninck, Jacqueline Castelijns. Middle row, from left to right: Femke Bos, Geetanjali Misra, Farah Salka, Jo Andrews. Front row: Tracey Tully, Myra ter Meulen, Idelisse Malavé.

nations. Co-Chair Geetanjali Misra had served eight years on the Board, including five years as Co-Chair. During 2015, the Board also regretfully accepted the resignation of Jessica Horn and Idelisse Malavé. Jessica Horn and Idelisse Malavé served eight and seven years, respectively, on the Board. The Board is very grateful to all of these Board members for their many years of commitment.



## Composition of the Board of Mama Cash in 2015

	Name	Function	Board member since	Affiliation/Profession	Additional functions
	Marieke van Doorninck	Co-chair	September 2012 Co-chair since October 2014 Reappointed September 2015	Policy Advisor Migration and Refugee Protection at Oxfam Novib, Netherlands	<ul style="list-style-type: none"> <li>• Board member of ASKV/Amsterdam Support Committee for Refugees, The Netherlands</li> <li>• Board member of BADT/Support for homeless people in Amsterdam, The Netherlands</li> </ul>
	Khadijah Fancy	Interim Co-chair	December 2011 Reappointed November 2014 Interim Co-chair since October 2015	Independent gender and women's rights consultant, United Kingdom	<ul style="list-style-type: none"> <li>• Board Member at EMPower, United Kingdom</li> </ul>
	Geetanjali Misra	Co-chair	June 2009 Co-chair since June 2011 Reappointed September 2012 and June 2015 Resigned October 2015	Executive Director CREA, India	<ul style="list-style-type: none"> <li>• Member of Cordaid's International Advisory Group, the Netherlands</li> <li>• Member of the FHI360's Advisory Group, USA</li> <li>• Board member of Reproductive Health Matters, United Kingdom</li> </ul>
	Jacqueline Castelijns	Treasurer	December 2013	Independent change manager, the Netherlands	
	Jessica Horn	Member	November 2007 Reappointed September 2011 Reappointed October 2014 Resigned April 2015	Independent women's rights consultant, United Kingdom	<ul style="list-style-type: none"> <li>• Board member of Urgent Action Fund - Africa, Kenya</li> <li>• Member, International Grants Committee Comic Relief, United Kingdom</li> </ul>
	Idelisse Malavé	Member	February 2008 Reappointed March 2011 Reappointed April 2014 Resigned October 2015	Independent organisational consultant working with social change groups and networks, USA	<ul style="list-style-type: none"> <li>• Board member of National Domestic Workers Alliance, USA</li> <li>• Board member of Gender@Work, USA</li> <li>• Board member of The Center for Social Inclusion, New York, USA</li> </ul>
	Myra ter Meulen	Member	March 2008 Reappointed March 2011 Reappointed April 2014	Independent consultant on the prevention of child abuse and youth policy, the Netherlands	<ul style="list-style-type: none"> <li>• Co-chair of Women's Wallet, the Netherlands</li> <li>• Member of Vrouwen Tegen Uitzetting, the Netherlands</li> </ul>
	Femke Bos	Member	September 2012 Reappointed September 2015	Fund Manager of the Triodos Microfinance Fund, the Netherlands	<ul style="list-style-type: none"> <li>• Board member of ACLEDA Bank, Cambodia</li> <li>• Board member of Dawn Microfinance Ltd, Myanmar</li> <li>• Board member of Open Circles Foundation, the Netherlands</li> </ul>
	Jo Andrews	Member	January 2013	Director Ariadne – European Funders for Social Change and Human Rights (to which Mama Cash pays an annual membership fee) Co-founder of Equileap – a gender balance investment fund and foundation	<ul style="list-style-type: none"> <li>• Consultant to various philanthropists</li> <li>• Special Advisor to the Glendale Gateway Rural Development Trust, United Kingdom</li> <li>• Advisory Council member Lady Margaret Hall College, Oxford, United Kingdom</li> </ul>
	Farah Salka	Member	January 2013	Co-founder and General Coordinator of Anti-Racism Movement, Lebanon	<ul style="list-style-type: none"> <li>• Involved with the Migrant Community Center(s), Lebanon</li> <li>• Human Rights Education Teacher and Trainer</li> </ul>

Name	Function	Board member since	Affiliation/Profession	Additional functions
 Tracey Tully	Member	March 2015	Community Organiser and Technical Adviser for Burunga Widjung Aboriginal Justice Group, Australia	<ul style="list-style-type: none"> <li>• Human Rights Trainer</li> <li>• Representative of organisations in government bodies</li> <li>• Lobbyist for policy change to minimise the incarceration rate of Aboriginal people</li> <li>• Sex worker activist and support to sex workers in Asia &amp; Pacific</li> </ul>
 Perla Vázquez	Member	March 2015	Sexual and reproductive rights specialist from Plan Internacional Americas, Mexico	<ul style="list-style-type: none"> <li>• Founder and Board member of Frida Young Feminist Fund</li> <li>• Co-host of Youtube channel: LuchadorasTV, <a href="http://rompeviento.tv/RompevientoTv">http://rompeviento.tv/RompevientoTv</a></li> </ul>
 Shereen Essof	Member	March 2015 Resigned in October 2015	Regional Director JASS Southern Africa's programmes, Zimbabwe	<ul style="list-style-type: none"> <li>• Involved in engagement with women in trade unions, social movements, and community-based organisation</li> </ul>

## Board expenses

Board members are not remunerated, but may claim compensation for reasonable expenses. In 2015, the Board expenses were €38,500. Of this amount, €27,500 supported travel and hotel expenses for face-to-face Board meetings and conference calls for committee meetings and task force meetings and insurances. €11,000 was allocated to a consultancy for the strategic plan preparations.

## Management

In 2015, Mama Cash continued to be led by Executive Director Nicky McIntyre. She is responsible for the day-to-day management of the organisation and leads the Management Team. The performance of the Executive Director is evaluated by the Board annually.

## Remuneration of the Executive Director

All Mama Cash's staff salaries are based on the Dutch Collective Labour Agreement for Welfare and Social Wellbeing (*CAO Welzijn en Maatschappelijk Werk*). To determine the Executive Director's remuneration, Mama Cash follows the Dutch Fundraising Institutions Association (VFI) guideline for Directors' salaries, and the Commission Code Good Governance for Charities (*Code Wijffels*). This guideline provides the maximum norm of the Executive Director's annual salary, based on criteria such as size, complexity, structure, and context of the organisation. During 2015 the Executive Director worked six months full-time and six months part-time at 88.89%. This was the result of a reduction in hours staff and management took to reduce personnel costs in 2015.

In 2015, the Executive Director served on the Governing Council of the European Foundation Centre, was a Board member of the International Network of Women's Funds and served on the Steering Committee of the Win-Win Coalition. No remunerations were received for these functions.

Table: Executive Director salary in 2015

Name	N. McIntyre	
Function	Executive Director	
Terms of employment		
Term	Indefinite	
Period	1/1-30/6	1/7-31/12
Hours	36	32
Part-time percentage	100	88.89
Remuneration 2015 (EURO)		
Annual income		
Gross salary	84,677	
Holiday allowance	6,774	
End of year payment (13 <sup>th</sup> month)	7,590	
Total annual income		99,041
Social Security charges (employer's part)		9,033
Pension expenses (employer's part)		10,510
Total remuneration 2015		118,584
Total remuneration 2014		130,570

## Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2015 truly and fairly reflect the financial position and operations of Mama Cash. The 2015 annual report gives a true and fair reflection of the programmes, activities, and results achieved in 2015, based on what was agreed upon in the 2015 annual plan.

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

# Financial report 2015

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- Other information
- Auditor's report
- Budget 2016-2017



# Balance as of 31 December 2014

(after appropriation of results)

All amounts are in Euros

(The numbers in parentheses refer to the Explanatory Notes on pages 51-62)

	31-12-2015	31-12-2014
<b>Assets</b>		
Tangible assets (1)	99,397	136,863
Intangible assets (2)	96,649	131,840
Receivables (3)	2,553,493	718,414
Investments (4)	3,999,549	3,888,930
Liquidities (5)	5,334,761	1,607,477
<b>Total Assets</b>	<b>12,083,849</b>	<b>6,483,524</b>
<b>Liabilities</b>		
Reserves		
› Continuation reserve (6)	1,878,832	1,296,131
Funds		
› Asset management fund (7)	196,046	268,703
› Designated funds (7)	668,035	417,668
› Donor advised and named funds (8)	1,558,694	30,413
<b>Total Funds</b>	<b>2,422,775</b>	<b>716,784</b>
Long-term liabilities (9)	167,092	189,628
Short-term liabilities (10)	7,615,150	4,280,981
<b>Total Liabilities</b>	<b>12,083,849</b>	<b>6,483,524</b>

# Statement of income and expenditures as of 31 December 2015

	Actuals 2015	%	Budget 2015	%	Actuals 2014	%
<b>INCOME</b>						
<b>Income for Alliance Partners<sup>1</sup> (13 &amp; 14)</b>	<b>1,155,450</b>		<b>1,204,550</b>			
<b>Income from own fundraising<sup>2</sup></b>						
<b>Private individuals (12)</b>						
› Individual donors	1,016,622		830,000		873,425	
› Income from inheritances / legacies	2,338,832		668,000		1,049,522	
› Donor advised funds	70,085		60,000		92,635	
Total private individuals	3,425,539	34%	1,558,000	20%	2,015,582	28%
<b>Foundations (13)</b>						
› Foundations	2,496,090		2,408,264		2,321,615	
Total foundations	2,496,090	25%	2,408,264	31%	2,321,615	32%
<b>Companies (13)</b>						
› Companies	0		0		3,669	
Total companies	0		0	0%	3,669	
<b>Total income from own fundraising</b>	<b>7,077,079</b>	<b>71%</b>	<b>5,170,814</b>	<b>68%</b>	<b>4,340,866</b>	<b>59%</b>
<b>Income third parties (14)</b>						
› Dutch Postcode Lottery	1,589,550		1,124,000		900,000	
Total income third parties	1,589,550	16%	1,124,000	15%	900,000	12%
<b>Income governments (15)</b>						
› Governments	1,362,617		1,362,610		2,081,910	
Total governments	1,362,617	14%	1,362,610	18%	2,081,910	28%
<b>Total income fundraising</b>	<b>10,029,246</b>	<b>100%</b>	<b>7,657,424</b>	<b>100%</b>	<b>7,322,776</b>	<b>100%</b>
(as percentage of budget)		131%				
<b>Result on investments (16)</b>						
› Interest on liquidity	23,010		20,000		19,478	
› Result on investments	369,724		30,000		157,979	
Total result on investments	392,734		50,000		177,457	
<b>Other profits and losses (17)</b>						
› Other profits and losses	29,713		0		9,663	
Total other profit and losses	29,713		0		9,663	
<b>TOTAL INCOME</b>	<b>10,451,694</b>		<b>7,707,424</b>		<b>7,509,896</b>	
% of budget		136%				108%
% of last year		139%				107%

<sup>1</sup> Income for Alliance partners consists of income from Foundations (13) and from Third parties (14). The exact division can be found in the detailed overviews on page 45.

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

(continued)

	Actuals 2015	%	Budget 2015	%	Actuals 2014	%
<b>EXPENDITURES RELATED TO STRATEGIES (18)</b>						
<b>Payments to Alliance Partners</b>	<b>1,155,450</b>		<b>1,204,550</b>		<b>247,918</b>	<b>3%</b>
<b>Grantmaking and accompaniment</b>						
› Body portfolio	706,000		702,736		796,000	
› Money portfolio	693,000		672,736		861,000	
› Voice portfolio	702,500		700,000		821,500	
› Strategic Partnerships portfolio	425,400		445,400		82,000	
› Opportunity Fund	23,000		20,000		0	
› Red Umbrella Fund (19)	338,000		330,000		431,000	
Total direct grantmaking	2,887,900	35%	2,870,872	36%	2,991,500	40%
› Grantmaking and accompaniment implementation costs	1,089,710		1,034,042		1,107,706	
Total grantmaking and accompaniment	3,977,610	49%	3,904,914	49%	4,099,206	54%
<b>Strengthening women's funds</b>						
› Women's funds direct grantmaking	739,000	9%	742,735		944,358	
› Strengthening women's funds implementation costs	198,051		176,091		330,873	
Total strengthening women's funds	937,051	11%	918,826	11%	1,275,231	17%
<b>Influencing the donor community</b>						
› Influencing the donor community collaborations					193,633	
› Influencing the donor community implementation costs	469,674		502,498		451,782	
Total influencing the donor community	469,674	6%	502,498	6%	645,415	9%
<b>TOTAL EXPENDITURES RELATED TO STRATEGIES</b>	<b>6,539,785</b>	<b>80%</b>	<b>6,530,788</b>	<b>81%</b>	<b>6,267,770</b>	<b>83%</b>
(as percentage of total income)		63%		85%		83%
<b>Income acquisitions costs</b>						
› Direct costs fundraising	411,157		236,262		218,295	
› Running costs fundraising	690,875		646,994		747,931	
› Costs obtaining government grants	194,280		192,888		53,679	
› Costs investments	28,258		10,000		15,718	
Total income acquisitions costs	1,324,570	16%	1,086,144	13%	1,035,623	14%
(as percentage of income from fundraising)		13.2%		14.2%		14.1%
<b>Management and Administration</b>						
› Costs management and administration	298,647	4%	431,188	6%	253,108	3%
<b>TOTAL EXPENDITURES (20)</b>	<b>8,163,002</b>	<b>100%</b>	<b>8,048,120</b>	<b>100%</b>	<b>7,556,501</b>	<b>100%</b>
% of budget		101%				102%
% of last year		108%				100%
<b>RESULT</b>	<b>2,288,692</b>		<b>-340,696</b>		<b>-46,605</b>	
<b>Result allocation</b>						
Asset management fund	-72,657				-12,658	
Designated funds	250,367		-417,668		349,898	
Donor advised funds	1,528,281		-24,088		-397,673	
Continuation reserve	582,701		101,060		13,828	
<b>RESULT</b>	<b>2,288,692</b>		<b>-340,696</b>		<b>-46,605</b>	

## Overview grantmaking and contributions to Alliance Partners

	Actuals 2015	% of total expenditures (incl Alliance Partners)	% of total expenditures (excl Alliance Partners)	Budget 2015	% of total expenditures (incl Alliance Partners)	% of total expenditures (excl Alliance Partners)
Total expenditure (incl. payments to Alliance Partners)	8,163,002			8,048,120		
Total expenditure (excl. payments to Alliance Partners)	7,007,552			6,843,570		
Direct grantmaking and payments to Alliance Partners	4,782,350	59%		4,818,157	60%	
Direct grantmaking	3,626,900	44%	52%	3,613,607	45%	53%



# Cash flow statement

	2015	2014
<b>Cash flow from operational activities (1)</b>		
Continuation reserve	582,701	13,828
Mutation in funds	1,705,991	-60,433
RResult	2,288,692	-46,605
Adjustments for:		
› Depreciation of tangible fixed assets	40,335	47,274
› Depreciation of intangible fixed assets	59,391	49,703
› Changes in the value of investments	-263,088	-128,378
	-163,362	-31,401
Changes in working capital:		
› Receivables	-1,835,079	-576,025
› Short-term liabilities	3,334,169	2,193,777
	1,499,090	1,617,752
Cash flow from operational activities	3,624,420	1,539,746
<b>Cash flow from investment activities (2)</b>		
Investment in:		
› Tangible assets	-2,869	-7,331
› Intangible assets	-24,200	-76,987
Investments/divestments in:		
› Investments/divestments in equity and bonds	152,468	-1,818,498
Cash flow from investment activities	125,399	-1,902,816
<b>Cash flow from financing activities (3)</b>		
Adjustments in long-term liabilities	-22,535	-36,130
Cash flow from financing activities	-22,535	-36,130
<b>Increase / decrease in liquidities</b>	<b>3,727,284</b>	<b>-399,200</b>
<b>Liquidity movements</b>		
Cash and cash equivalents as of 1 January	1,607,478	2,006,678
Increase in cash and cash equivalents	3,727,284	-399,200
<b>Cash and cash equivalents as of 31 December</b>	<b>5,334,761</b>	<b>1,607,478</b>

# Explanatory notes for the cash flow statement

The cash flow overview is drawn up according to the indirect method. Cash flows in foreign currency have been converted into Euros using the exchange rate valid on the transaction date. In 2015, the cash and cash equivalents increased by €3,727,284. This increase can be explained as follows:

## 1. Changes in cash flow from operational activities

### **Mutation in designated, donor advised and named funds**

The change in funds is largely accounted for by the use of designated, donor advised and named funds commitments which were earmarked for specific projects (see also note 7 and 8: Funds, page 53). It includes the donation to a named fund as part of the settlement of a large legacy.

### **Changes in working capital**

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

### **Changes in the value of investments**

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

### **Short-term liabilities**

Changes in short-term liabilities are mainly due to the category 'funds received in advance'. This includes instalments for the Count Me In! and Global Alliance for Green and Gender Action partnerships which will start in 2016 (see also note 10: Short-term liabilities, page 54).

## 2. Changes in cash flow from investment activities

In 2015, investments were made to upgrade the customer relation management system (see also note 2, page 51). In addition, Mama Cash reinvested the proceeds of shares and bonds into stocks and bonds that would better meet our responsible investment criteria.

## 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 2016 have been transferred to short-term liabilities.

# Explanatory notes for the annual accounts

## Mama Cash Foundation

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

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

The Dutch Central Bureau of Fundraising (*Centraal Bureau Fondsenwerving, CBF*) first awarded Mama Cash its Hallmark in 1998. CBF is an independent organisation that has monitored fundraising by Dutch charities since 1925. Its task is to promote responsible fundraising and expenditures by reviewing fundraising institutions and providing information and advice to governmental institutions and the public. The Hallmark designation for Mama Cash was renewed in December 2013 for a period of three years.

The Dutch Tax and Customs Administration has designated Mama Cash as an 'Institution for General Interest' (*Algemeen Nut Beoogende Instelling, ANBI*). Therefore, Mama Cash is exempt from gift tax and inheritance tax in the Netherlands. Dutch donors to Mama Cash can deduct their donation from their income taxes or corporate taxes (within legal limits).

## Guiding principles

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

## Accounting principles

### General

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

### Foreign currency

The currency of reporting is the Euro. Assets and liabilities in foreign currency are valued against exchange rates as of 31 December 2015. Transactions in foreign currencies are recalculated at the exchange rate on the transaction date.

Exchange rate differences are stated under 'other general costs' and have been applied to the credit or debit of the profit and loss account.

### Tangible and intangible fixed assets

The tangible and intangible fixed assets are valued at their acquisition value, and are subject to the deduction of linear depreciation based on their estimated economic lifetime. Office refurbishment costs have been depreciated through the end of the rental contract (March 2020), which is approximately 10% of the costs per year. The other assets and liabilities are reported at nominal value.

The following percentages are used

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

### Investments

Bonds and shares are assessed at their market value. Unrealised value differences on investments and funds, both those listed on the stock exchange and those not listed, are applied directly as a benefit or a charge against the result.

### Other assets and liabilities

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

### Reserves and funds

The reserves consist of freely disposable capital and designated funds. The freely disposable capital provides security for the continuity of the organisation. Mama Cash's policy is to maintain sufficient freely available capital to cover the operational costs of the organisation for at least nine months.

Designated funds, including donor advised funds and named funds, are funds that are allocated to specific activities by contract or general regulations (designated fund assets). Designated funds that have not been used during the financial year are transferred to the next year.



## Income and expenditures

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

## Cost allocation

Personnel costs for staff members are directly allocated to the following cost categories: grantmaking & accompaniment, strengthening women's funds, influencing the donor community, income acquisition costs, and management and administration. Accommodation costs, office costs, and depreciation costs are allocated to these cost categories based on the average FTEs during the year 2015. The total number of FTEs includes replacement as a result of pregnancy and care leave.

Costs are allocated as follows:

Table: Cost allocation

Type of cost	Allocation
Board	100% Management and administration
Executive Director	20% Management and administration
	25% Income acquisition
	55% Influencing the donor community
Grants and donor administration	35% Grantmaking
	65% Income acquisition
Data management	40% Grantmaking and accompaniment
	20% Influencing the donor community
	40% Income acquisition
Financial administration and human resources	Allocated pro rate 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 2015	
Grantmaking and accompaniment	8.88
Red Umbrella Fund	2.73
Strengthening women's funds	2.03
Influencing the donor community	4.24
Income acquisition	10.29
Management and administration	0.75
<b>Total</b>	<b>28.92</b>

## **Pension**

Since 1 January 2005, Mama Cash has had a defined benefit pension scheme. Under this scheme, a pension is allocated to employees upon reaching the pension entitlement age depending on salary and years of service (referred to as the 'average salary scheme'). Mama Cash has amended the defined benefit pension scheme to function as if it were a defined contributions pension scheme in accordance with options offered to small-scale legal entities. The premiums payable are accounted for as a charge in the profit and loss account. Insofar as the premiums payable have not yet been paid, they are included in the balance sheet as an obligation. Due to this amendment method, not all of the risks related to the pension scheme are expressed on the balance sheet.

Since 1 January 2010, Mama Cash has made a defined contribution pension scheme available to new personnel. The above described conditions are also applicable to this pension scheme.

## **Grantmaking**

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

## **Donations**

Direct individual donations have been incorporated on a cash basis.

## **Inheritances**

Inheritances are included in the financial year in which the amount of income to be received can be established with a reasonable degree of certainty. Income is included in the accounts in the year of the person's death. Advances are incorporated in the year of receipt.

## **In-kind support**

In-kind support is registered based on its fair value in the Netherlands. The fair value is estimated as the regular selling price of suppliers minus a reduction which best reflects the circumstances in which the gift is made. In-kind support is not accounted for financially.

## **Expenses for grantmaking and accompaniment**

In addition to the grants issued to women's, girls' and trans\* people's organisations, grantmaking expenses also include the costs for monitoring the progress of grant activities. The expenses for accompaniment relate to costs for supporting groups in strategic thinking, supporting grantees to participate in strategic spaces, and linking grantees to other groups and other funders. Expenses are also related to monitoring and evaluation, including the collection of grantee data from the field, the creation of learning tools, the production and dissemination of impact reports, and evaluation. Other expenses are related to sharing best practices with stakeholders, the organisation of regional and thematic convenings for

our grantees, and building international communities of practice.

## **Expenses for strengthening women's funds**

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

## **Expenses for influencing the donor community**

The expenses for Influencing the Donor Community are costs associated with efforts to persuade institutional donors and other philanthropic organisations to invest more in women's, girls', and trans\* people's rights. This category includes research, travel, and meeting expenses.

## **Income acquisition costs**

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

## **Expenses for management and administration**

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

## **Expenses of the Board of Directors**

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

# Explanatory notes for the balance sheet

## 1. Tangible assets

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

Table: Tangible assets

	Inventory	Office equipment	Hardware	Refurbishment	Total 2015	Total 2014
<b>Acquisition value</b>						
Balance as of 1 January	92,002	54,056	69,972	163,177	379,207	371,876
Purchasing	0	0	2,869	0	2,869	7,331
Balance as of 31 December	92,002	54,056	72,841	163,177	382,076	379,207
<b>Depreciation</b>						
Balance as of 1 January	83,414	44,136	51,097	63,697	242,344	195,070
Depreciation	3,321	6,803	11,262	18,949	40,335	47,274
Balance as of 31 December	86,735	50,939	62,359	82,646	282,679	242,344
<b>Book value as of 31 December</b>	<b>5,267</b>	<b>3,117</b>	<b>10,482</b>	<b>80,531</b>	<b>99,397</b>	<b>136,863</b>

## 2. Intangible assets

Intangible assets investments are primarily software acquisitions to upgrade the IT system in the office. Investments were related to the further development and implementation of the customer relation management system. Investments which were fully depreciated and no longer in use have been divested.

Table: Intangible assets

	Total 2015	Total 2014
<b>Acquisition value</b>		
Balance as of 1 January	425,144	348,157
Purchasing	24,200	76,987
Divestment	-249,996	0
Balance as of 31 December	199,348	425,144
<b>Depreciation</b>		
Balance as of 1 January	293,304	243,601
Depreciation	59,391	49,703
Divestment	-249,996	0
Balance as of 31 December	102,699	293,304
<b>Book value as of 31 December</b>	<b>96,649</b>	<b>131,840</b>

## 3. Receivables

The receivables are short-term assets. Gifts to be received are commitments made by individual donors which have not yet been received at the end of 2015. Prepaid costs are costs related to expenses for 2016 paid in advance. It includes €2,047,500 to Alliance Partners for Count Me In!, which starts in 2016. Funds to support these payment have been received in advance. Subsidies to be received are commitments made by institutional donors which have not yet been received at the end of 2015. In 2015 a credit of €14,245 was received from the pension agency. The advance payment was higher than the actual pension contribution due to staff leaving the organisation.

Table: Receivables

	Total 2015	Total 2014
Gifts to be received	154,323	13,068
Prepaid costs	2,086,798	43,424
Coupon interest	19,717	22,644
Interest to be received	10,616	13,147
Subsidies to be received	260,290	625,051
Pension	14,245	
Other receivables	7,504	1,080
<b>Balance as of 31 December</b>	<b>2,553,493</b>	<b>718,414</b>



## 4. Investments

Responsible investment is a priority for Mama Cash (see also page 35). Shares and bonds are invested in line with our responsible investment criteria. In 2014 Mama Cash received stocks and bonds as part of a legacy. These have not yet been brought in line with our responsible investment criteria.

Table: Value of investments

Bonds and shares	Total 2015	Total 2014
Balance as of 1 January	3,888,930	1,942,054
Purchasing	481,746	2,474,111
Divestment	-634,214	-655,613
Realised investment value differences	-15,446	10,107
Unrealised investment value differences	278,533	118,271
<b>Balance as of 31 December</b>	<b>3,999,549</b>	<b>3,888,930</b>

## 5. Liquidities

For multi-year grant commitments Mama Cash reserves the full commitment in the year in which these grants are awarded and pays the grant in instalments based on the approved progress report. As a result, committed funds are kept in savings accounts.

Table: Liquidities

	Total 2015	Total 2014
Cash	4,255	2,122
Current and savings accounts	5,330,506	1,605,355
<b>Balance as of 31 December</b>	<b>5,334,761</b>	<b>1,607,477</b>

## 6. Continuation reserve

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

In order to determine the size of the continuation reserve, Mama Cash follows the guidelines of Charities Netherlands (*Goede Doelen Nederland*, previously called the Dutch Fundraising Institutions Association *Vereniging Fondsenwervende Instellingen*, *VFI*). The guidelines allow an organisation to reserve a maximum of 1.5 times the annual costs of the "operational organisation". The operational organisation is defined according to the Charities Netherlands code as: "Costs of staff, housing, office and general costs on behalf of the organisation, management costs, costs for fundraising, as well as the costs of out-sourced services concerning the above-mentioned posts".

Mama Cash does not strive for a maximum reserve. In December 2015, the Finance Committee of the Board advised Mama Cash to aim for a reserve of at least seven months (or 60%) the annual operational costs. In 2015, an addition of € 582,701 (€72,657 + €510,044) was made to the continuation reserve. The contributions came from the large legacy received in 2011 which was settled in 2015 and the investments result. This has made it possible to increase the continuation reserve to 75% of the annual operational costs of Mama Cash, anticipating a growth in operational costs as a result of the expected budget increase in 2016.

Table: Continuation reserve

	Total 2015	Total 2014
Balance as of 1 January	1,296,131	1,282,303
Transfer to/from designated funds	72,657	12,658
Additions	510,044	1,170
<b>Balance as of 31 December</b>	<b>1,878,832</b>	<b>1,296,131</b>

## 7. Funds

The funds contain part of the continuation reserve used for financing the fixed assets ("Designated fund assets"), Designated funds, Donor advised funds and

Named funds. The Designated funds are donor commitments and funds earmarked for specific projects that have not yet been spent down.

Table: Funds

	Designated funds assets	Designated funds	Donor advised funds	Named fund	Total 2015	Total 2014
Balance as of 1 January	268,703	417,668	30,413	0	716,784	777,217
Additions	0	668,035	70,085	1,543,196	2,281,316	464,700
Withdrawals	-72,657	-417,668	-85,000	0	-575,325	-525,133
<b>Balance as of 31 December</b>	<b>196,046</b>	<b>668,035</b>	<b>15,498</b>	<b>1,543,196</b>	<b>2,422,775</b>	<b>716,784</b>

## 8. Donor advised funds and named funds

Table: Donor advised funds and named funds

	Donor advised funds			Named Fund	Total 2015	Total 2014
	Maria Willard Fund	Anneke van Baalen/De Bonte Was Fund		Francien Vriesman Fund		
Balance as of 1 January	22,088	8,325	0	0	30,413	428,086
Additions	10,000	10,000	50,000	1,543,196	1,613,196	92,460
Additions interest previous years	0	85	0	0	85	175
Withdrawals	-23,000	-12,000	-50,000	0	-85,000	-490,308
<b>Balance as of 31 December</b>	<b>9,088</b>	<b>6,410</b>	<b>0</b>	<b>1,543,196</b>	<b>1,558,694</b>	<b>30,413</b>

### Maria Willard Fund

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

Table: Balance Maria Willard Fund

	Total 2015	Total 2014
Balance as of 1 January	22,088	32,038
Additions	10,000	30,300
Withdrawals	-23,000	-40,250
<b>Balance as of 31 December</b>	<b>9,088</b>	<b>22,088</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

	Total 2015	Total 2014
Balance as of 1 January	8,325	10,150
Additions	10,085	10,175
Withdrawals	-12,000	-12,000
<b>Balance as of 31 December</b>	<b>6,410</b>	<b>8,325</b>

### Kitty's Green Fund

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

Table: Balance Kitty's Green Fund

	Total 2015	Total 2014
Balance as of 1 January	0	0
Additions	50,000	50,000
Withdrawals	-50,000	-50,000
<b>Balance as of 31 December</b>	<b>0</b>	<b>0</b>

### Francien Vriesman Fund

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

Table: Balance Francien Vriesman Fund

	Total 2015	Total 2014
Balance as of 1 January	0	0
Additions	1,543,196	0
Withdrawals	0	0
<b>Balance as of 31 December</b>	<b>1,543,196</b>	<b>0</b>

## 9. Long-term liabilities

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

converted to a donation. Loans that will expire in 2016 have been accounted for as short-term liabilities (see the Table "Loans contracted" below).

Table: Long-term liabilities

	Total 2015	Total 2014
Balance as of 1 January	189,628	225,758
New loans	6,731	0
Extensions of loans	53,534	7,714
Loans < 1 year transfer to short-term liabilities	-37,422	-43,844
Loans to donations	-45,378	0
<b>Balance as of 31 December</b>	<b>167,092</b>	<b>189,628</b>

## 10. Short-term liabilities

"Allocated grants" concern grants that have been approved, but not yet paid to grantees. These are accounted for in full in the first year in which they are awarded. The next funding instalment will be released upon approval of a progress report. At the end of February 2016, 13% of the allocated grants were paid out.

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

"Funds received in advance" are contributions from institutional, government and individual donors which were received in 2015, but are intended for use in 2016. It includes funds for the Count Me In! and Global Alliance for Green and Gender Action programmes. "Received in advance" are funds related to a legacy on which a claim from the French Tax Authorities was successfully challenged by Mama Cash. Therefore the balance in 2015 is zero. In accordance with the Collective Labour Agreement, as of 1 July 2015 a reservation of 1.5% of the gross monthly salary per employee is made which can be used by the employee for individual training.

Table: Short-term liabilities

	Total 2015	Total 2014
Allocated grants	967,968	1,406,000
Other creditors	77,296	48,362
Accrued liabilities	1,434,953	60,671
VAT to be paid	83,175	56,549
Received in advance	0	2,161,196
Funds received in advance	4,797,883	260,234
Tax and social security premiums	108,136	120,883
Holiday allowance	70,651	77,669
Leave day entitlements	26,480	29,303
Reservation training budget	11,186	0
Loans contracted	37,422	60,113
<b>Balance as of 31 December</b>	<b>7,615,150</b>	<b>4,280,981</b>

Loans contracted that will expire in 2016 have been accounted for as short-term liabilities. In total, ten loans expired in 2015. Eight of them were extended by the supplier of the loan. The other loans were paid out, or

either partly paid out and partly converted to a donation, or partly extended and partly converted to a donation. Two new loans were established.

Table: Loans contracted

	Total 2015	Total 2014
Balance as of 1 January	60,113	24,483
Additions	37,422	43,844
Extensions	-53,534	-7,714
Loans > donation	-2,734	-400
Loans paid back	-3,845	-100
<b>Balance as of 31 December</b>	<b>37,422</b>	<b>60,113</b>

## 11. Obligations not included in the balance

Mama Cash has a tenancy agreement for the premises at Eerste Helmersstraat 17, Amsterdam. This agreement will end in April 2020. The rental commitment through the end of the contract is valued at €421,000 (price level 2015).

Mama Cash has a leasing contract for three photocopying and printing machines for five years ending in 2020. The lease obligation through the end of the contract is valued at €26,000 (price level 2015).

Mama Cash has a subscription contract for a Customer Relation Management System for a period of five years ending in 2019. The subscription obligation through the end of the contract is valued at €85,000 (price level 2015).



# Explanatory notes for the statement of income and expenditures

## 12. Private individuals

In 2015, the income raised from fundraising was a total amount of €10,029,246 and 131% of the budget. Donations from private individuals amounted to €3.43 million or 34% of total fundraising income, 220% of the anticipated budget. One-time, regular, and periodic gifts increased 16% in comparison to 2014.

In 2015, two new legacies were received and six legacies were partly or fully financially settled. Legacy income increased 123% in comparison to 2014. In 2011, Mama Cash received a large legacy which required settlement under French law. An unexpected inheritance tax claim was received from the French Tax Authorities in 2014. A successful appeal was submitted by Mama Cash leading to the acceptance of the charity status of Mama Cash and exemption from inheritance tax.

Table: Private individual income

	Actuals 2015	%	Budget 2015	Actuals 2014
<b>Individual donors</b>				
Individual donations (one-time)	448,259		271,000	294,909
Regular gifts	197,811		206,000	203,442
Periodic gifts (notary acts)	370,552		353,000	375,074
<b>Total individual donors</b>	<b>1,016,622</b>	<b>30%</b>	<b>830,000</b>	<b>873,425</b>
<b>% of last year</b>		<b>116%</b>		
<b>Donor advised funds</b>				
Anneke van Baalen/De Bonte Was Fund	10,085		10,000	10,175
Mama Cash-Baas Fund	0		0	2,160
Maria Willard Fund	10,000		0	30,300
Kitty's Green Fund	50,000		50,000	50,000
<b>Total donor advised funds</b>	<b>70,085</b>	<b>2%</b>	<b>60,000</b>	<b>92,635</b>
<b>Inheritances and legacies</b>	<b>2,338,832</b>	<b>68%</b>	<b>668,000</b>	<b>1,049,522</b>
<b>% of last year</b>		<b>223%</b>		
<b>Total private individuals</b>	<b>3,425,539</b>	<b>100%</b>	<b>1,558,000</b>	<b>2,015,582</b>
<b>% of total fundraising income</b>		<b>34%</b>		
<b>% of last year</b>		<b>170%</b>		
<b>% of budget</b>		<b>220%</b>		

## 13. Foundations and companies

Donations from foundations totalled €2.83 million or 28% of total fundraising income. Part of the funds received are for disbursement to Alliance Partners. These are separately mentioned. Grants were received from fifteen different foundations. The foundation agreements relate to single and multi-year funding proposals that are submitted to the respective foundations. Mama Cash submits interim and final narrative and financial

reports to these foundations. The grant from Nike Foundation is included under “foundations” and not under “companies”.

Almost €497,759 or 18% of foundation income was specifically raised for the Red Umbrella Fund. For more information about the Red Umbrella Fund, see page 14.

Table: Foundations and companies

	Actuals 2015	%	Budget 2015	Actuals 2014
<b>Foundations</b>				
Income for Alliance Partners	339,450		240,000	
Foundations	2,496,090		2,408,264	2,321,615
<b>Total foundations</b>	<b>2,835,540</b>		<b>2,648,264</b>	<b>2,321,615</b>
<b>Companies</b>	0		0	3,669
<b>Total companies</b>	<b>0</b>		<b>0</b>	<b>3,669</b>
<b>Total foundations and companies</b>	<b>2,835,540</b>		<b>2,648,264</b>	<b>2,325,284</b>
<b>% of total fundraising income</b>		<b>28%</b>		
<b>% of last year</b>		<b>122%</b>		
<b>% of budget</b>		<b>107%</b>		

## 14. Income from third parties

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

Power Fashion, a programme that is implemented together with the Clean Clothes Campaign. Contributions from the Dutch Postcode Lottery specifically received for our partner have been included under income for Alliance Partners. Income from third parties contributed 24% of total fundraising income.

Table: Third parties

	Actuals 2015	%	Budget 2015	Actuals 2014
<b>Third parties</b>				
Income for Alliance Partners	816,000		964,550	
Dutch Postcode Lottery	1,589,550		1,124,000	900,000
<b>Total third parties</b>	<b>2,405,550</b>		<b>2,088,550</b>	<b>900,000</b>
<b>% of total fundraising income</b>		<b>24%</b>		
<b>% of last year</b>		<b>267%</b>		
<b>% of budget</b>		<b>115%</b>		

## 15. Income from governments

In 2015, Mama Cash received two grants from governments, amounting to 14% of total fundraising income. The amount received was in line with the budget and 35% lower in comparison to 2014. This is the result of

using more MFS II funds in 2014 to allow for the activities to be finalised before the end of the programme at the end of 2015.

Table: Governments

	Actuals 2015	%	Budget 2015	Actuals 2014
<b>Governments</b>				
Ministry of Foreign Affairs The Netherlands/DGIS				
HIVOS Alliance (MFSII)	831,107		831,100	1,543,155
Swedish International Development Cooperation Agency/Sida	531,510		531,510	538,755
<b>Total governments</b>	<b>1,362,617</b>		<b>1,362,610</b>	<b>2,081,910</b>
<b>% of total fundraising income</b>		<b>14%</b>		
<b>% of last year</b>		<b>65%</b>		
<b>% of budget</b>		<b>100%</b>		

## 16. Result on investments

The interest from investments increased by 18% in comparison to 2014, due to slightly higher balances on the bank accounts. The total results of coupon interest and dividends increased by 118% in comparison to 2014. The total results on investment increased by

121% in comparison to 2014, mainly due to an increase of non-realised investment result of €278,533 and an increase of coupon interest and dividends received. The average result on investment over the period 2011 – 2015 is 7%.

Table: Results on investments

	Actuals 2015	Budget 2015	Actuals 2014	Actuals 2013	Actuals 2012	Actuals 2011
Interest	23,010	20,000	19,478	36,518	88,054	75,559
Coupon interest and dividends received	91,192	30,000	41,869	29,721	55,673	23,481
Unrealised investment result	278,533		116,111	160,245	91,423	-79,927
<b>Result on investments</b>	<b>392,735</b>	<b>50,000</b>	<b>177,457</b>	<b>226,484</b>	<b>235,150</b>	<b>19,113</b>
Commission and expenses	-28,258	-10,000	-15,718	-10,320	-3,879	-883
<b>Total result on investments</b>	<b>364,477</b>	<b>40,000</b>	<b>161,739</b>	<b>216,164</b>	<b>231,271</b>	<b>18,230</b>
% of budget	911%		185%	360%		
% of last year	225%		75%	93%		
<b>Net result on investment</b>	<b>9%</b>		<b>7%</b>	<b>9%</b>	<b>21%</b>	<b>-7%</b>
Average result 2011 - 2015 (%)	7%					
Average result 2011 - 2015 (amount)	198,376					
<b>Result on liquidities</b>	<b>0.4%</b>		<b>1%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>

## 17. Other profits and losses

Other profits and losses mainly include profit share on the pension scheme and release of a reservation as a result of a reduction in the costs.

Table: Other profits and losses

	Actuals 2015	Budget 2015	Actuals 2014
<b>Other profits and losses</b>			
- Other profits and losses	29,713	0	5
- Result previous year	0	0	9,658
<b>Total other profits and losses</b>	<b>29,713</b>	<b>0</b>	<b>9,663</b>
<b>% of last year</b>	<b>307%</b>		

## 18. Sources of income and allocation to activities for 2015

See table on page 62.

## 19. Red Umbrella Fund

	Actuals 2015	% of actual	Budget 2015	% total budget
<b>Income</b>				
From designated funds previous financial year	22,572	4%		
Results previous year	16,000	3%		
Individual donors	250			
Foundations	497,759		719,000	
Total	498,009	93%	719,000	69%
<b>Total income + designated funds</b>	<b>536,580</b>	<b>100%</b>	<b>719,000</b>	<b>75%</b>
<b>Expenditures</b>				
<i>Programme costs</i>				
Grants to sex workers' groups	338,000	61%	500,000	70%
Programme salary costs	103,382		60,000	
Peer review grantmaking	17,019		22,000	
Influencing philanthropy and communications	6,595		5,000	
Learning, Monitoring and Evaluation (LME)	4,754		7,000	
<b>Total programme costs</b>	<b>469,751</b>	<b>85%</b>	<b>594,000</b>	<b>83%</b>
<i>Fund management costs</i>				
Fund coordination salary costs	24,605		65,000	
Governance (ISC meeting, translations)	15,398		20,000	
<b>Total fund management costs</b>	<b>40,003</b>	<b>7%</b>	<b>85,000</b>	<b>12%</b>
<b>Costs of hosting (Mama Cash operational costs)</b>	<b>40,000</b>	<b>7%</b>	<b>40,000</b>	<b>6%</b>
<b>Grand total</b>	<b>549,755</b>	<b>100%</b>	<b>719,000</b>	<b>76%</b>
<b>Contribution Mama Cash</b>	<b>40,000</b>		<b>40,000</b>	
<b>Funds carried forward to next financial year</b>	<b>26,825</b>			



## 20. Expenses

Mama Cash subdivides direct and operational costs and accounts for them according to activities based on an internal distribution key (see cost allocations on page 49). The distribution key is based on the number of FTEs per department. In 2015, a total amount of €3,626,900 was spent on grants as part of our grant-making and accompaniment strategy and three grants

(€1,155,450) were provided in the strategic area of influencing the donor community (Payments to Alliance Partners). This was 99% of what was budgeted and 59% of the overall expenses.

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

Table: Distribution of expenses

	Costs related to strategies			Costs incurred to obtain income				Total actuals 2015	Budget 2015	% of 2015 budget	Total actuals 2014
	Grantmaking and accompaniment	Strengthening women's funds	Influencing the donor community	Fundraising and campaigns	Obtaining government grants	Investment	Management and administration				
Direct programme costs	2,887,900	739,000						3,626,900	3,613,607	100%	3,935,858
Payments to Alliance Partners			1,155,450					1,155,450	1,204,550	96%	247,918
Other direct costs	102,171	25,542	109,017	411,157			234,573	882,460	767,459	115%	745,114
Personnel costs	829,970	144,983	303,112	580,641	155,072		53,850	2,067,628	2,065,059	100%	2,210,250
Accommodation costs	52,195	9,118	19,062	36,515	9,752		3,387	130,029	131,460	99%	125,912
Office and general costs	65,343	11,415	23,863	45,714	21,977	28,258	4,240	200,810	169,286	119%	194,472
Depreciation costs	40,031	6,993	14,620	28,005	7,479		2,597	99,725	96,700	103%	96,976
<b>Total</b>	<b>3,977,610</b>	<b>937,051</b>	<b>1,625,124</b>	<b>1,102,032</b>	<b>194,280</b>	<b>28,258</b>	<b>298,647</b>	<b>8,163,002</b>	<b>8,048,121</b>	<b>101%</b>	<b>7,556,500</b>
<b>% of total expenditures</b>	<b>49%</b>	<b>11%</b>	<b>20%</b>	<b>13%</b>	<b>2%</b>	<b>0.3%</b>	<b>4%</b>	<b>100%</b>			

### Costs Mama Cash fundraising

The Central Bureau of Fundraising's standard prescribes a maximum of 25% of total expenditures for the costs of private sector fundraising. Mama Cash's fundraising represents 13% of total expenditures (see page 45) and falls well within this standard.

### Costs management and administration

Mama Cash strives to be cost conscious and aims for the percentage of management and administration costs, as a percentage of total costs, to fall between 5% and 8%. The costs for management and administration increased from €253,107 in 2014 to €298,647 in 2015. This represents 4% of the overall costs, which is well below our standard (see page 45).

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. In line with the agreements from the Collective Labour Agreement, staff received a salary increase of €300 gross in January 2015. In October 2015, staff received a 1% salary increase. "End of year payments" and holiday allowance payments are paid in accordance with the CAO. Mama Cash contributes approximately 7% towards the pension scheme. Other personnel costs include commuting expenses, personnel insurance, and training.

The average number of FTEs decreased from 33.14 in 2014 to 28.19 in 2015 as a result of the reorganisation which took place at the beginning of 2015.

Table: Specification of personnel costs

	Actuals 2015	Budget 2015	Actuals 2014
Gross salaries	1,344,581		1,415,284
End of year payments	120,597		132,427
Provision holiday allowance	105,983		118,346
Employer's part social security contribution	235,646		273,908
Employer's part pension contribution	95,808		120,193
Other personnel costs (e.g. commuting, personnel insurance, training)	165,013		150,093
<b>Total personnel costs</b>	<b>2,067,628</b>	<b>2,125,059</b>	<b>2,210,250</b>

## Other information

No transaction related to the financial year 2015 took place after closure of the accounts.

## 18. Table: Sources of income and allocation to activities for 2015

	Individual donors	Individual donors RUF	Donor advised funds	Foundations Mama Cash	Foundations RUF	TOTAL Foundations	Third parties	HIVOS Alliance	Sida	Other income	TOTAL 2015
<b>From designated funds 2014</b>			24,088	395,097	22,571	417,668					441,756
<b>Income for Alliance Partners</b>				339,451		339,451	816,000				1,155,451
Actual income 2015	1,187,173	250	2,238,116	1,998,331	513,759	2,512,090	1,589,550	831,107	531,510	406,448	9,296,244
Total actual income 2015	1,187,173	250	2,238,116	2,337,782	513,759	2,851,541	2,405,550	831,107	531,510	406,448	10,451,694
<b>Total income + designated funds</b>	<b>1,187,173</b>	<b>250</b>	<b>2,262,204</b>	<b>2,732,879</b>	<b>536,330</b>	<b>3,269,209</b>	<b>2,405,550</b>	<b>831,107</b>	<b>531,510</b>	<b>406,448</b>	<b>10,893,451</b>
<b>Expenditures</b>											
<b>Payments to Alliance Partners</b>				339,451		339,451	816,000				1,155,451
<b>Direct grantmaking</b>											
Body portfolio	215,400		10,200	445,900		445,900		34,500			706,000
Money portfolio	95,000		42,500	221,500		221,500	284,000	50,000			693,000
Voice portfolio	262,185		20,000	280,315		280,315	120,000	20,000			702,500
Women's Funds	381,000			318,000		318,000		40,000			739,000
Strategic Partnerships portfolio						0		425,400			425,400
Opportunity Fund	3,000					0		20,000			23,000
Red Umbrella Fund					338,000	338,000					338,000
<b>Total direct grantmaking</b>	<b>956,585</b>	<b>0</b>	<b>72,700</b>	<b>1,265,715</b>	<b>338,000</b>	<b>1,603,715</b>	<b>404,000</b>	<b>589,900</b>			<b>3,626,900</b>
<b>Programme and implementation costs</b>	<b>2,900</b>			17,184	12,362	29,546	0	36,408		34,378	103,232
<b>Total programme costs</b>	<b>959,485</b>	<b>0</b>	<b>72,700</b>	<b>1,622,350</b>	<b>350,362</b>	<b>1,972,712</b>	<b>1,220,000</b>	<b>626,308</b>	<b>0</b>	<b>34,378</b>	<b>4,885,583</b>
<b>Operational costs</b>											
Other programme costs	8,101	250	93,225	283,759	30,954	314,713	187,879	48,692	126,370		779,230
Personnel costs	21,494		446,584	436,210	127,987	564,197	570,837	129,202	335,314		2,067,628
Accommodation costs	1,352		33,591	27,721	12,080	39,801	26,073	8,125	21,087		130,029
Office costs	7,983		47,096	41,495	18,857	60,352	40,265	12,548	32,566		200,810
Depreciation costs	10,786		16,639	20,635	9,264	29,899	19,996	6,232	16,173		99,726
<b>Total operational costs</b>	<b>49,714</b>	<b>250</b>	<b>637,135</b>	<b>809,820</b>	<b>199,142</b>	<b>1,008,962</b>	<b>845,050</b>	<b>204,799</b>	<b>531,510</b>	<b>0</b>	<b>3,277,420</b>
<b>Total expenditures</b>	<b>1,009,199</b>	<b>250</b>	<b>709,835</b>	<b>2,432,170</b>	<b>549,504</b>	<b>2,981,674</b>	<b>2,065,050</b>	<b>831,107</b>	<b>531,510</b>	<b>34,378</b>	<b>8,163,002</b>
<b>Actual income minus expenditures</b>	<b>177,974</b>	<b>0</b>	<b>1,528,281</b>	<b>-94,388</b>	<b>-35,745</b>	<b>-130,133</b>	<b>340,500</b>	<b>0</b>	<b>0</b>	<b>372,070</b>	<b>2,288,692</b>
<b>Total income minus expenditures</b>	<b>177,974</b>	<b>0</b>	<b>1,552,369</b>	<b>300,710</b>	<b>-13,175</b>	<b>287,535</b>	<b>340,500</b>	<b>0</b>	<b>0</b>	<b>372,070</b>	<b>2,730,448</b>
<b>Income to designated fund next financial year</b>			<b>1,552,369</b>	<b>300,710</b>	<b>26,825</b>	<b>327,535</b>	<b>340,500</b>				<b>2,220,404</b>
<b>Mama Cash contribution to Red Umbrella Fund</b>					<b>40,000</b>					<b>-40,000</b>	
<b>Added to continuation reserve</b>	<b>177,974</b>									<b>332,070</b>	<b>510,044</b>

# Auditor's report



## INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Stichting Mama Cash, Amsterdam, which comprise the balance sheet as at 31 December 2015, the statement of income and expenses for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### *Management's responsibility*

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions". Furthermore management is responsible for such internal control as it determines 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 management, as well as evaluating the overall presentation of the financial statements.

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

*Opinion*

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Mama Cash, as at 31 December 2015 and of its result for the year then ended in accordance with Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions".

Amsterdam, 14 April 2016

Dubois & Co. Registeraccountants

Signed on original: G. Visser RA



# Budget 2016-2017

## Overview Mama Cash projected income 2016-2017

	2016 Budget	2017 Budget
<b>Income for Alliance Partners</b>	<b>4,330,000</b>	<b>4,330,000</b>
<b>Income from individual donors</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Income from institutional and government donors</b>		
Foundations	2,122,785	2,798,421
Third parties	900,000	900,000
Governments	4,380,250	4,730,250
<b>Sub-total institutional and government donors</b>	<b>7,403,035</b>	<b>8,428,671</b>
<b>Other income</b>	<b>50,000</b>	<b>50,000</b>
<b>Sub-total income</b>	<b>12,783,035</b>	<b>13,808,671</b>
<b>Funds carried forward</b>	<b>547,450</b>	<b>-</b>
<b>TOTAL AVAILABLE INCOME</b>	<b>13,330,485</b>	<b>13,808,671</b>
<b>growth indicator in comparison to previous year</b>	<b>128</b>	<b>104</b>

## Overview Mama Cash projected expenditures 2016-2017

	2016 Budget	2017 Budget
<b>Payments to Alliance Partners</b>	<b>4,330,000</b>	<b>4,330,000</b>
<b>Expenditures related to strategies</b>		
<b>Grantmaking and accompaniment</b>		
<b>Subtotal direct grantmaking</b>	<b>3,830,000</b>	<b>4,050,000</b>
Grantmaking and accompaniment implementation costs	1,555,884	1,600,000
<b>Total grantmaking and accompaniment</b>	<b>5,385,884</b>	<b>5,650,000</b>
<b>Strengthening women's funds</b>		
Women's Funds direct grantmaking	1,060,000	1,100,000
Strengthening women's funds implementation costs	308,891	410,000
<b>Total strengthening women's funds</b>	<b>1,368,891</b>	<b>1,510,000</b>
<b>Influencing the donor community</b>		
Influencing the donor community collaborations	50,000	50,000
Influencing the donor community implementation costs	482,381	500,000
<b>Total influencing the donor community</b>	<b>532,381</b>	<b>550,000</b>
<b>Sub-total expenditures related to strategies</b>	<b>7,287,156</b>	<b>7,710,000</b>
Income acquisition costs	1,267,986	1,300,000
Management and administration	424,143	450,000
<b>TOTAL EXPENDITURE MAMA CASH (excl payments to Alliance Partners)</b>	<b>8,979,285</b>	<b>9,460,000</b>
<b>TOTAL EXPENDITURE MAMA CASH (incl payments to Alliance Partners)</b>	<b>13,309,285</b>	<b>13,790,000</b>
<b>RESULT</b>	<b>21,200</b>	<b>18,671</b>

## Mama Cash's institutional donors



SIGRID RAUSING TRUST

OAK  
FOUNDATION



Ministry of Foreign Affairs of the  
Netherlands



EILEEN  
FISHER

LEVI STRAUSS FOUNDATION



*Nike Foundation*



FORD FOUNDATION

See also the overview of Mama Cash's contributors on page 31.

Mama Cash is a member of the Hivos Alliance 'People Unlimited 4.1', with Hivos, International Union for Conservation of Nature | National Committee of the Netherlands, and Free Press Unlimited.

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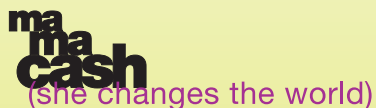
Paige Shipman  
Mama Cash staff

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## **Our vision**

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