



## Annual report 2013

ma  
na  
cash

(she changes the world)

# Fierce!

# contents

<b>Fierce – introduction to the annual report</b>	5
<b>A year of fierce extremes</b>	
A letter from Mama Cash's Board Co-chairs and Executive Director	6
<b>Our grantmaking in 2013</b>	8
Steadfast and bold	9
• Focus on reframing justice	11
• Body Portfolio – Interview S.H.E. (South Africa)	13
• Money Portfolio – Interview Persatuan Sahabat Wanita Selangor (Malaysia)	16
• Voice Portfolio – Interview Anjali Mental Health Rights Organization (India)	19
• Women's Funds Portfolio – Interview Fondo de Mujeres Indígenas-Ayni (Peru)	22
• Strategic Partnerships Portfolio – Fundraising training for Latin American grantees	25
Special initiatives	28
• Red Umbrella Fund – Interview AMMAR Córdoba (Argentina)	28
• Mesoamerican Initiative of Women Human Rights Defenders – Interview Colectiva Feminista para el Desarrollo Local (El Salvador)	31
<b>Influencing philanthropy</b>	34
• Encouraging the donor community to fund women's rights	35
• Interview with Daniel Lee, Levi Strauss Foundation	37
<b>Learning for change</b>	38
• Inspiring action through learning	39
• Case study: Bilitis, Bulgaria	41
<b>Philanthropic partnerships &amp; communications in 2013</b>	42
• Mobilising resources for women's, girls' and trans rights	43
• Donors in action for Mama Cash	47
• Interview with Karin Spink about the legacy of Christiane Hardy	48
• Communications with our stakeholders	49
<b>Yes we did!</b>	54
• Highlights of our 2013 goals and accomplishments	54
• Accomplishments of the organisations we support	56
<b>Meet our grantees</b>	57
• Mama Cash supports women's, girls' and trans rights groups	58
• Mama Cash supports women's funds	63
• Mama Cash supports strategic partnerships	65
• Grantees of the Red Umbrella Fund	66
<b>Meet Mama Cash</b>	69
• Founders, Board members, grantmaking advisors, staff members, and volunteers and interns	70
<b>Meet our contributors</b>	73
• Individual donors, donor advised funds, foundation and government donors, and special contributors	
<b>Annual accounts 2013</b>	74
• Organisational report	75
• Board report	78
• Financial report 2013	82
• Looking forward to 2014	104
<b>Credits</b>	106



# we have a vision...

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

# we're on a mission...

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

# our values lead the way...

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

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

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

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

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





# 1

## Fierce!

Introduction to the Annual Report



# Why **Fierce**?

Fierce is an uncomfortable word, especially for women. If you call a woman “fierce”, you might be implying that she is too strong, too intense, too angry, too sharp in her insights, too persistent in her actions, or just plain “too much”! To Mama Cash, being fierce is having the passion, the fire, the courage, the tenacity, and the vision to stand up and demand justice and human rights on your own terms, no matter what the obstacles, no matter how long it takes.

Our grantees are women’s, girls’ and trans people’s groups and movements in 65 countries worldwide. They organise and mobilise in communities and nations to assert their rights and to challenge systematic discrimination and stigma. We introduce this, our 2013 Annual Report, with three stories of our fierce grantees.

## **Fighting for labour rights in Bangladesh**

We all remember the catastrophic Rana Plaza garment factory collapse in April in Bangladesh. More than 1,100 factory workers were killed, and more than 400 are still missing. In Bangladesh, factory workers endure unsafe conditions, sexual harassment, and subsistence wages. Eighty-five percent of these workers are women.

One of Mama Cash’s grantees organises 80,000 women garment workers in different parts of Bangladesh to secure safer working conditions and labour rights. The women organisers are routinely harassed by police and factory owners. Their organisation cannot open a bank account because the banks, in collusion with the police and powerful factory owners, will deny them access to their money. Mentioning the group’s name or location in print would jeopardise its safety.

**Fierce: Members of a determined women’s labour union risk their lives to hold mass demonstrations, negotiate minimum wage increases, and raise women workers’ awareness of their rights.**

## **Sexual health and reproductive rights under attack in Poland**

The Ponton Group of Sex Educators advocates for mandatory sex education in Poland. In October, the Polish parliament defeated a proposal to increase legal access to abortion, introduce comprehensive sex education in the schools, and subsidise contraception.

The increasingly hostile political environment in Poland is in part due to the Catholic Church’s influence. Ponton has been attacked as never before by conservative politicians, anti-choice activists, and church leaders, who have charged that Ponton’s work threatens the “natural order and traditional family”.

**Fierce: Ponton is training its sexual and reproductive rights peer educators to respond in the media to the attacks and has provided psychological support so these young educators feel safer while continuing their work.**

## **Threats to women’s rights on the rise in Afghanistan**

The growing influence of conservative forces in Afghanistan increases the threats faced by women’s rights groups and more progressive government sectors. For example, the Elimination of Violence Against Women Law was enacted by presidential decree in 2009, but has yet to be ratified by the parliament. In 2013, a parliamentary discussion of the law elicited protest from the public, religious leaders, and conservative parliamentarians.

In this climate, Justice for All Organisation (JFAO) supports brave women and girls to stand up to gender-based violence and to contest conservative religious interpretations of the law that severely restrict women’s and girls’ freedom.

**Fierce: The court has ruled in favour of the women and girls represented by JFAO in 80 out of 192 court cases. JFAO’s clients have secured divorce from violent or absent husbands, the enforcement of alimony payments, and child custody.**

In our 2013 annual report, we honour our grantees’ fierceness in pursuing and securing their human rights. In this report, we are proud to share with you just how fierce our grantees can be.





# 2

## A year of fierce extremes

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



2013 felt like a year in which we alternately raced forward at breathtaking speed and were dragged backward nearly as fast. This phenomenon was particularly striking in the area of sexual and reproductive rights.

Brazil, France, Uruguay, New Zealand, and Britain legalised same-sex marriage. Mexico's ban on equal marriage was struck down, and the United States declared unconstitutional its federal ban on marriage for same-sex couples. Activists in Ukraine organised their first ever Pride parade. In Sweden and the Netherlands, sterilisation is finally no longer a requirement for trans people wanting to legally change their gender. Activists successfully defended Uruguay's legalisation of abortion during the first trimester, passed in 2012, against a conservative referendum to roll back women's rights.

Backlash and repressive legal and policy developments, however, also took place throughout the world. LGBTQ human rights movements came under fire in Russia, Ukraine, India, Uganda, and Nigeria where the repeal of legal protections and the adoption of new repressive laws were devastating. International human rights organisations supported LGBTQ movements to resist the backlash in all of these contexts.

We have also seen more restrictive dress and sexuality norms codified in law. The so-called 'anti-pornography bill', passed by the Ugandan parliament on 19 December, defines pornography in part as any "act or behavior tending to corrupt morals" and bans "dressing indecently in a manner to sexually excite".

The bill has received remarkably less attention than the 'anti-homosexuality bill' that the Ugandan president recently signed into law. Yet our grantee partners in Uganda are already seeing that the anti-pornography law is being used as an excuse to increase the harassment of sex workers, as well as of women and girls who do not dress or act according to restrictive and conservative norms.

The European Parliament recently rejected a report calling for access to safe and legal abortion and the right to access healthcare and sexuality education. In Spain, a bill that would drastically limit access to abortion, setting Spain's legislation back to where it was before 1985, is a serious threat.

Sex workers' rights are also being widely threatened in Europe. As we composed this letter, we learned that the European Parliament voted in favour of the criminalisation of clients of sex workers. Sex worker activists tell us that this threatens their labour rights, makes their work more dangerous and further limits their access to decent working conditions and human rights, as well as doing nothing to



Marjo Meijer

Geetanjali Misra

Nicky McIntyre

prevent trafficking. In this repressive environment, the Red Umbrella Fund's sex workers' rights grantees are becoming more public and vocal and are strengthening and expanding their networks all over the world.

To address these challenges, we believe that feminist and human rights funders and movements have to do a better job of drawing connections between seemingly different kinds of stigmas and oppression, like sexism and homophobia, for example. Sexual rights are relevant to people of all sexual and gender identities and include the right to decide with whom, when, and if to marry; whether or not to have children; and how and with whom to be sexual.

Looking forward, Mama Cash is committed to funding groups that challenge us to think about these intersections. We support groups that make connections, forge alliances and pull us together across issues rather than dividing us on the basis of identity. We believe that this is the way to fight backlash. By seeing the connections and building alliances, the movements of even the most marginalised women, girls and trans people are working to secure their rights to bodily integrity, economic justice, and agency and participation and are becoming powerful and fierce voices and actors on a global stage.

We are proud to support these visionary human rights organisations and to have been doing so for three decades. In 2013, we celebrated Mama Cash's 30th anniversary with our global family of past and current staff and board members, grantee partners, donors, newsmakers and world shakers. We are proud to be growing, learning, and making change happen with you, and we thank you.

In solidarity,

**Marjo Meijer, Geetanjali Misra and Nicky McIntyre**



# 3

## Our grantmaking in 2013





# Steadfast and bold

Mama Cash's grantmaking is motivated by a clear vision and fiery determination. We support emerging and ambitious feminist groups and movements working to bring about lasting change. Our grantees represent marginalised social justice movements – such as those of sexual minorities, trans people and indigenous women – and are run by the people they serve. They use strategies and work on issues that are often ignored or underfunded by most donors.

As in previous years, we did most of our grantmaking through four thematic portfolios defined in our current strategic plan: Body, Money, Voice, and Women's Funds. Since 2012, we have had a Strategic Partnerships portfolio to provide support that goes beyond any single thematic area. We continue to host the Red Umbrella Fund, the first global grantmaking fund guided by and for sex workers.

## 2013 at a glance

Due to the generous contributions of our individual and institutional donors, we distributed a total of €4.3 million in 123 grants to 118 organisations in 65 countries worldwide.

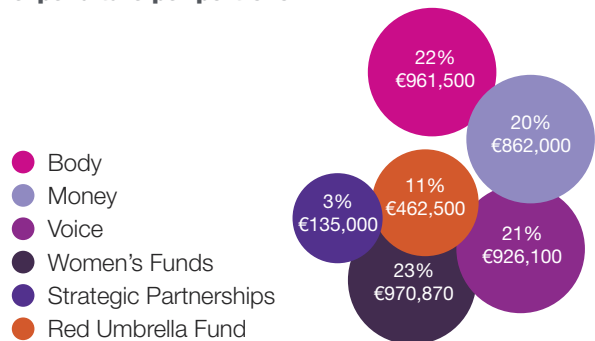
This amount includes:

- €3,720,470 in grants in the Body, Money, Voice and Women's Funds portfolios;
- €135,000 in Strategic Partnerships grants; and
- €462,500 in Red Umbrella Fund grants.

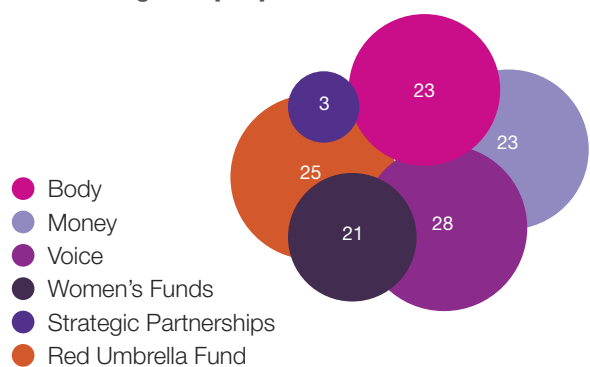
Our 2013 grantmaking increased 2% compared to the total amount of grantmaking in the same portfolios in 2012.

Of the 123 grants, 76 were renewal grants to existing grantees. The remaining 47 grants were first-time grants to groups we have not previously funded. Mama Cash awarded 22 first-time grants, while all 25 grants awarded by the Red Umbrella Fund were first-time grants from this Fund (21 of the Red Umbrella Fund grants were to groups that have never been supported by Mama Cash, while four were awarded to groups that have previously been funded by Mama Cash).

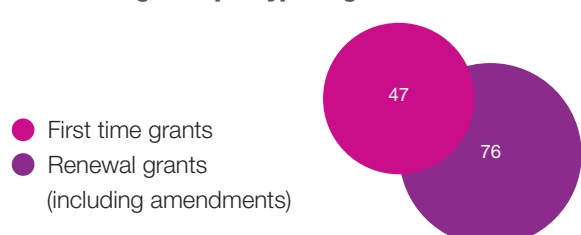
**Total grant amounts and percentage of grant expenditure per portfolio**



**Number of grants per portfolio**



**Number of grants per type of grants**





## Our grantees

The groups and movements Mama Cash supports do vital human rights work that makes lasting change happen among individuals, within families and communities and across whole societies. Our grantees enable more women, girls and trans people to have control over their bodies, make their own choices about their lives, and participate fully and equitably in creating a peaceful, just and sustainable world.

All of our grantees focus on power. They ask who holds what kind of power, and what happens as a result. Then they implement smart and bold strategies to empower women, girls and trans people to change unjust power relationships.

## Our approach

Mama Cash continues to step up the effectiveness and professionalism of our work. Our 2013 grantmaking focused on groups—informal groups, as well as more formal organisations and networks—led by the girls, women and trans people directly affected by the work the groups do. We gave priority to groups and movements of people who have traditionally been excluded or marginalised, such as girls and young women, lesbian and bisexual women, migrant and refugee women, trans people and sex workers. By providing core support, we enable these groups to become stronger, set their own agendas and influence individuals, communities, societies and more mainstream social justice movements.

## Two kinds of support

We give money so that women's, girls' and trans rights groups can exist and carry out their core missions.

We give 'accompaniment' support to help groups to increase and strengthen their capacities and to be more effective fundraisers so that they can become stronger, more durable and more independent.

As part of our accompaniment support, we facilitate opportunities for our grantee-partners to meet each other to share learning and strategise together. Building alliances helps make groups and movements stronger.

In 2013, for example, we supported seven groups to attend the first International World Conference for Indigenous Women in Lima, Peru. This included hosting a one-day meeting with them after the Conference to evaluate its outcomes and strategise together on how to stay engaged with the global Indigenous women's movement.



Participants in the World Conference of Indigenous Women in Lima, Peru, 2013

## Funding for growth

More than half of our grantmaking in 2013 supported groups that have movement building as a primary strategy in their work. Our grantees organise women, girls and trans people who are affected by an issue to come together to pursue political change. Movements take time to grow. Almost half of our grants in 2013 provided multi-year support.

A grant from Mama Cash is often the first international funding a group receives. Groups such as the Association to Promote Roma Women's Rights in Romania and Women's Health and Equal Rights in Nigeria use this first-time support to establish themselves and become recognised as people who are entitled to human rights.

Our grants support feminist groups to do research and documentation, public education, advocacy, fundraising, and in the case of women's funds, more grantmaking. Together, we are passionately engaged in creating a world in which all women, girls and trans people can fully express themselves in families, communities and nations – at work, at home and at play.



# Focus on **reframing justice**

Women, girls and trans people around the world face severe obstacles when they try to access justice systems. They often lack knowledge of their rights and of how justice systems work. In some countries, women and girls are forced to rely on male relatives for access to the courts.

Sexual violence is one rights violation that women often seek to address through established systems of justice. Yet the stigma attached to sexual violence is often a barrier to accessing those very systems. Women, girls and trans people who have experienced sexual violence must often find a way around hostile or unknowledgeable police who have positioned themselves as gatekeepers to the halls of justice. The high financial cost associated with bringing a case to court also acts as a deterrent to reporting crimes and human rights violations and pressing for justice.

Even in those countries where the rights of women, girls and trans people are recognised on paper, implementation and enforcement of the law is often limited or non-existent. Perpetrators act with impunity and go unpunished.

Several of our grantee partners are vigorously challenging the lack of justice for women, girls and trans people. They are exposing and reshaping justice systems and calling on societies to question existing concepts of justice. How can women, girls and trans people experience real justice when they are not equal partners in defining the laws and traditions that affect them when their rights are violated?

Our grantee partners often work within existing systems. They make use of strategic litigation to highlight the gendered discrimination fuelling sexual crimes, the denial of access to land and property, inheritance disputes, and traditional harmful practices. They use the courts to question male-dominated justice systems and to demand recognition of the violation of women's, girls', and trans people's rights as crimes.

**Holding legal systems accountable for women's rights is fierce!**

*Association Femme Plus* in Togo supports women living with HIV/AIDS to defend themselves in court against harmful practices perpetrated against widows and against accusations of witchcraft. Success in court has led to traditional leaders speaking out against these practices and making public declarations in support of the rights of women living with HIV/AIDS.

*Nisaa wa Afaq* in Israel has successfully supported a petition with the High Court of Justice in favour of the appointment of Arab women as arbitrators in legal cases. Previously, women had been excluded from Sharia courts. This development promises to have broad, positive impacts for legal outcomes for women.

Our grantees also work outside the system to transform it. The *One in Nine Campaign* in South Africa assists survivors of sexual violence to access the criminal justice system, but also engages in advocacy to address gaps in the justice system. Through its 'justice project', the Campaign explores survivors' definitions of 'justice' and maps the obstacles they have experienced in accessing justice.



A community meeting in Nepal, organised by Nepal Mahila Ekata Samaj (NMES).



# See how our grantees are making justice systems work for women

## Women for Development – Russian Federation (Chechnya)



Members of Women for Development plant a tree for the 16 Days of Activism Against Gender Violence campaign

In the Russian Autonomous Republic of Chechnya, our grantee partner, *Women for Development*, supports women's access to justice by working to create a body of jurisprudence that recognises women's rights. Chechnya's legal system is based on Russian law, which guarantees women's rights. But in practice, due to the influence of Sharia and customary law, women's rights are not upheld by Chechnya's legal system.

As a consequence, women's freedom of movement, right to engage in economic activities, and rights to access entitlements in the areas of widowhood, inheritance and child custody, are severely limited. *Women for Development* challenges these restrictions by exposing their impact on women, stimulating a dialogue with the relevant authorities and supporting women in court. By using judicial cases in a strategic way, *Women for Development* contributes to the creation of new court precedents. This makes women more aware that they have rights and sends a loud and clear message that those who do not respect women's rights can be held accountable. As a result, more women are gaining the confidence to file complaints in court.

## Women's Security Index Coalition – Israel



A meeting with 2 members of the Women's Security Index Coalition

The *Women's Security Index Coalition* in Israel is finding out what 'security' means for diverse groups of women in Israel. The *Coalition's* research has revealed that access to justice is a key component of women's experience of security. If Palestinian women live in fear of being apprehended by the police, or being subjected to legal body searches at the borders, what does this say about the State's understanding of justice? Is a justice system 'just' if it is applied differently to different groups of people?

The research is helping to construct a critique of the State's highly militarised notion of security and to replace it with a feminist definition informed by what various groups of women say security means to them. The *Coalition* is presenting its research to the Knesset – the Israeli parliament – and advocates for systems and policies that provide real security for all women.

## Redefining justice and security for women in conflict zones is fierce!



# Body portfolio

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

## Facts & figures 2013

Number of grants	23*
Total amount granted	€ 961,500
Average amount per grant	€ 41,804

\* The 23 awarded grants include 6 first-time grants and 17 renewal grants.

## Body in 2013

This past year, the first global conference on funding for trans and intersex movements, initiated by *Global Action for Trans Equality (GATE)*, presented the donor community with the finding that, to grow in power, influence and scale, emerging movements need funding for capacity building and service delivery. Not only is service delivery crucial for movements formed by those experiencing severe rights violations – women living with HIV, lesbians, migrant and refugee women, sex workers and other groups that are at the core of Mama Cash's work – it is also often deeply political.

A number of groups in the Body portfolio are addressing the basic need for sexuality education, and they do it very consciously in a highly politicised way.

Mama Cash grantee *Rromnjako Ilo* is a gutsy Roma feminist community group in Serbia. Every day, the members of this group work to confront and eradicate the severe discrimination that Roma women and girls experience. *Rromnjako Ilo* establishes safe spaces in which to offer workshops about women's bodies and sexuality, violence, and self-determination. The workshops give women and girls the knowledge

# We own our bodies and sexuality

and confidence they need to begin to challenge sometimes life-threatening gender inequalities and norms in families, the community and society at large.

The Delhi gang rape in December 2012 set off an international firestorm of outrage. *Talking About Reproductive and Sexual Health Issues (TARSHI)* identified poor information about sexuality as one of the root causes of the emergence of a culture where sexual violence and force are normalised. *TARSHI* offers sexuality education, including education about sexual rights, sexual choice and autonomy, in order to combat violence against women.

In Argentina, restrictive laws force women to seek unsafe and illegal abortions. *Lesbianas y Feministas por la Descriminalización del Aborto* provides information, education and referrals for safe, self-induced medical abortions to women and girls across the country. The group also uses the data that it collects through its information hotline in its political advocacy work.

Do these groups have a political agenda for change? Yes! Mama Cash's Body grantees are proving that interacting with and answering the needs of the community forms a solid basis for creating change that works, and social justice movements that last.



Members of *Lesbianas y Feministas* promote the abortion information hotline on their t-shirts.



# ‘I am a feminist’: African trans feminism takes off

Interview with **Leigh Ann van der Merwe**, the coordinator of the Social, Health and Empowerment Feminist Collective of Transgender and Intersex Women of Africa (S.H.E.), based in South Africa.

“We were the first African organisation that explicitly identifies as both trans and feminist. So we call our work ‘transfeminist’. Trans women and other women face many similar issues, whether they are disabled women, women living with HIV, black women, or women of colour.

For me, being a feminist and being a trans woman are not two different concepts. I cannot separate these struggles. I am a trans woman, and I have to fight violence every day of my life. I use a feminist framework to examine that violence, to give it a name and a face, and to unpack what it means to me.

On the African continent, when the trans movement took off, it was trans men taking the lead, much more than trans women. Whoa! That was a very patriarchal space. So we trans women activists decided to bring our issues – including HIV, gender equality, and poverty – to the forefront of the African trans movement.

When we started S.H.E. informally in 2010, the idea was really to create a political wave of change. But as the organisation started engaging with local trans women, we found that HIV and other health and well-being needs were crippling trans women. That has brought us to create spaces for trans women where we look at our health and well-being first.

As much as we do political work, it’s not going to change much if we lose four or five trans women a month to HIV.

We started Free Talk, a space in the city of East London where we are based. Twenty to thirty-five trans and intersex women come to talk. The monthly Free Talk gatherings are also a breeding ground for political activists. Within this space, women grow, and we mentor them. We give them that little push to say that more can be done and that we need change.

In 2013, we were invited to review the provincial HIV strategy in the Eastern Cape Province. We are now working with the Provincial Aids Council on transgender specific programming. The provincial government and the authorities’ willingness to sit down and listen to us was a victory – I mean, it took years and years. It took some pushing; it was sometimes frustrating; it took some writing, but finally they’re willing to listen to us. That for me is a small celebration that will have a huge impact in the lives of trans women.

We are preparing for the first African Transformative Feminist Leadership Institute, which we are organising, jointly with trans and feminist organisations, to take place in August 2014. I don’t want to think of trans feminism as something separate from other forms of feminism.



## Body portfolio



### What?

S.H.E. is a regional feminist collective of transgender and intersex women working to build a trans feminist movement in Southern and East Africa.

### Why?

African trans women face discrimination in educational systems, labour markets, within their families, and in the larger trans and women's movements. In addition, the crack-down on 'homosexuality' by some African nations has led to increased violence and tolerance of violence against all who do not conform to gender and sexual norms.

Board members of S.H.E. during their first board meeting in South Africa

Maybe it's a different strand, or a different wave of feminism. Maybe it's a more inclusive feminism. But it's definitely expressive of all the principles of feminism – the empowerment of women, addressing issues of patriarchy and winning equality.

We are not hoping to reinvent feminism; instead, we are seeking to expand feminism to recognise the problems of trans and intersex women within the feminist sphere."

**Insisting on your trans feminism is fierce!**



# Money portfolio

Mama Cash's grantees in the Money portfolio advance economic justice for women, girls and trans people by focusing on three specific areas of economic rights: labour rights, the right to own and inherit property, and the right to access and utilise natural resources for sustainable livelihoods.

## Facts & figures 2013

Number of grants	23*
Total amount granted	€862,000
Average amount per grant	€37,478

\* The 23 awarded grants include 7 first-time grants and 16 renewal grants.

## Money in 2013

In 2013, Mama Cash continued to strengthen women's, girls', and trans people's groups to defend and assert their labour rights, which represents the heaviest concentration of grants within the Money portfolio. The labour rights of sex workers constitutes a main focus area of the portfolio. A new grantee, the *Pratyay Gender Trust (PGT)*, is a trans collective in Kolkata, India. The group builds the leadership capacities of the transgender women's community, which includes sex workers. *PGT* maps cases of violence against trans women and coaches them to advocate confidently and claim their human and labour rights.

The Money portfolio diversified in 2013. Mama Cash began to support more groups that are working to address economic rights issues as they affect women in a range of professions and working situations. *Red Thread* in Guyana, for example, is a grassroots organisation of sex workers, LBT women, women living with disabilities, and women with very low or no income. The women are working together to increase the participation of low-waged and unwaged women in the national discourse about economic justice.

# We fight for economic justice

*Red Thread* gives women tools to become more effective in gaining economic justice by educating them about their labour rights as well as about laws related to domestic work and sexual violence. Self-help groups throughout the country serve as launching points for individual and collective activism.

Mama Cash stepped up its long-term commitment to empower groups working on land, property, and inheritance rights as well as natural resources rights. A new grantee, the *Mupo Foundation*, based in the Limpopo region of South Africa, strengthens local communities in ecological governance by reviving Indigenous seeds, facilitating and encouraging intergenerational learning and rebuilding confidence in Indigenous knowledge.

Mama Cash also supported *Mupo* in a successful campaign against coal mining in the area. While *Mupo* is not exclusively a women's organisation, it focuses emphatically on strengthening women's capacity and voices, recognising that women are key decision makers in families and communities.



A workshop for rural women on Eco-Mapping by MUPO in South Africa

# Women workers in Malaysia organising for workers' rights

Interview with **Suguna Papachan**, Office Manager and volunteer, and **Irene Xavier**, one of the founders and currently a volunteer for Persatuan Sahabat Wanita Selangor, Kuala Lumpur, Malaysia.

Suguna: "Persatuan Sahabat Wanita Selangor first started by talking to women electronics workers in the late 1980s in the free trade zone in Kuala Lumpur. We found that health and safety conditions were very bad. But because of the agreements between foreign corporations and the government, no unions were allowed in the free trade zones for ten years.

Women were working with very poisonous materials. Some became sick and even died. So we recorded the illnesses and did a lot of educating about health and safety issues.

In 2013, the government finally allowed electronics workers to unionise in the north, central, and south regions. But only in-house or regional unions are allowed. Workers are not to allowed to form a national union. Unions must be recognised by the workplace management before they can negotiate contracts. Non-recognition is a tactic management uses to disallow unions in the workplace."

Irene: "Many of the factories now are using migrant workers from Indonesia and Bangladesh. Migrant workers are employed by agencies, not by factory owners. This makes it complicated to form a union. Also, the possibility of taking any kind of legal action is difficult because the agencies don't own property and cannot be compelled to pay fines. So we do trainings with the women workers in order to organise against exploitation by these agencies.

We now work with an electronics factory in Kajang, which is unionised, but we had a lot of problems because the union was pro-management. We just did a training with the women workers there. We looked at how gender discrimination affects wages and how media messages about gender affect women.

We are currently working on getting domestic workers to start talking about unionising. At the moment they don't have the right to form a union, because they're not treated as workers under the labour law. We plan to raise this with the government."

Suguna: "There is a minimum wage for workers in Malaysia, but it's very low. The employers get around paying the minimum wage by deducting things such as levies where the workers have to pay back the employer a fee for hiring them."

Irene: "This year, the minimum wage is supposed to be applicable to all workers, not just to segments of the workforce. We are compiling all the violations on this, and then we will lobby again.

We are now part of a coalition called the Right to Redress Campaign. In early December last year, we actually went to meet the personal assistant of the Labour Minister to explain that it is hard for migrant workers to redress minimum wage and other labour violations. Migrant workers often lose their work permits as soon as they lose their jobs. As a result, they cannot support themselves while a complaint is being processed, which may take a few years. >>





## What?

Persatuan Sahabat Wanita Selangor, 'Friends of Women Organisation', in Kuala Lumpur, Malaysia, fights for a fair minimum wage and the rights of migrant workers. It gives leadership trainings on labour organising to women workers in electronics, garment and agriculture companies, as well as to home-based workers and domestic workers.

## Why?

The workers of Malaysia, and especially migrant workers, are in the midst of a monumental fight for the right to organise independent unions, redress labour abuses by factory owners, and receive a fair minimum wage.

Saraswathy Subramaniam is an electronics worker, union representative in the factory where she works, and affiliated with PSWS. In Australia, she was interviewed for radio shows about labour rights in Malaysia.

In that coalition, we are the only ones looking at gender issues. Our analysis is that women workers are more afraid to make complaints than other workers, because when women lose their work permits they are more vulnerable. If they try to hide and run away, if they stay somewhere and don't return to their country, then they are very vulnerable to arrest and harassment by police.

Very often, the harassment is of a sexual nature, so it has a very strong gender dimension. Training women to understand their rights and doing the support work to make it possible for them to take a stand is so important."

## Unionising women are fierce!

# Voice portfolio

The Voice portfolio supports groups and movements working to empower women, girls and trans people to participate and take leadership roles in decision-making bodies and processes that affect their rights.

## Facts & figures 2013

Number of grants	28*
Total amount granted	€926,100
Average amount per grant	€33,075

\* The 28 awarded grants include 7 first-time grants and 21 renewal grants

## Voice in 2013

The Voice portfolio continued to sustain groups focusing on the inclusion of women, girls, and trans people in decision-making structures in order to achieve recognition of their experiences of discrimination, stigma, and exclusion as political and to ensure that their voices and experiences influence laws, policies and attitudes.

The Berlin-based refugee women's collective, *International Women Space*, is a first-time Mama Cash grantee. The group organises refugee women to take leadership in the refugee movement. Group members analyse the impact of German laws on asylum seekers from a feminist perspective, and demand the recognition of refugee women's stories of persecution as political.

A grantee since 2009, the *Pastoralist Girls Initiative* in Kenya received funding from Mama Cash to support Somali women candidates during the latest national elections. Newly elected women were provided with training to more effectively bring their constituency's views and needs to the attention of key political players.

# We make our voices heard and heeded

During 2013, the Voice portfolio also supported an increased number of groups focusing on the key role of arts and media in shaping society's views on gender. Our arts and media grantees deployed a combined strategy of staging public performances and actions aimed at shifting social norms and stereotypes, while also offering trainings to raise consciousness about gender roles.

Our new grantee *Reinas Chulas* in Mexico used theatre cabaret to present comical, but truthful, representations of the impact of discrimination against women and sexual minorities. Productions challenged male- and machismo-dominated Mexican society. Similarly, *Mujeres al Bordo* continued to use the artistic creative process to stimulate political change, form affinity networks and encourage collective action for social change in Colombia and across Latin America.

These groups are aware that influencing culture plays an indispensable role in achieving profound and lasting change in the way communities perceive gender roles. This process requires long-term engagement from activists and those who support them.



Mujeres al Bordo shooting a video



# Women with mental disabilities are coming out in India

Interview with **Ratnaboli Ray**, the founder and managing trustee of Anjali Mental Health Rights Organization in India. She is a clinical psychologist and health activist.

“In our country, we are living in times of political intimidation. We are living in times when women are not safe. We are living in a time when women’s autonomy is constantly being questioned.”

“Women who have had experiences of mental illness are much more vulnerable than women who are able-bodied and able-minded. But in spite of that, women with psychosocial disabilities in India are coming out. They are talking about their experience. They are taking charge of their lives.

Anjali works in three mental hospitals in Bengal. When we first went to these hospitals in 2000, women walked around naked. They didn’t have any work to do. The whole day they would stare vacantly at the ceiling. Electro-convulsive therapy (ECT) was practiced randomly as a punishment. Any women who would try to question the system – daring to say I don’t like this food, I want a proper *salwar kameez* [Indian women’s dress] to wear, or give us some work – her drug dosage would increase, and she would be given ECT.

We started training institutionalised women in getting motivated and building self-esteem and self-confidence. We train them how to negotiate sexual expression, how to masturbate, how to get involved in art and how to use dance as a movement therapy. We offer psychotherapy and counselling. We bring the families on board to participate in the recovery of every single woman.

We also train caregivers in the human rights of people with mental illnesses and include a gender sensitive perspective. We track how many fewer violations have happened in the hospitals and the decrease in time spent in seclusion cells. Improving conditions are indicators of the caregivers changing their attitudes.

We have trained a group of institutionalised women to take the lead in advocating with hospital authorities to get better treatment. They continuously monitor the mental hospitals in the areas of clothing, bathing, beds, blankets, food, sanitation and feminine hygiene.

In some cases they resort to hunger strikes because of the terrible food. Three months back, 47 institutionalised women joined a hunger strike. The people from the health headquarters came and negotiated. After that, there was a lot of improvement.

Anjali is now the coordinator of Maitree, the West-Bengal network of feminist organisations. We have to push the feminist discourse beyond what exists now. Able-ism is reflected in the kind of language that non-disabled feminists use when referring to feminists with mental disabilities. They say, “You are so brave,” or “It’s really wonderful that you were able to get out and come to this conference.”

## Voice portfolio



### What?

Anjali is led by and advocates for people with mental and psycho-social disabilities. It empowers and supports women with mental illness, including women in mental hospitals. The group trains these women to take leadership roles in influencing the health care system and to make the system more gender sensitive.

### Why?

In India, mental health is one of the most neglected sectors within the health system, receiving only 1% of the national health budget. Many of the women who are in the mental health system are abandoned by their families and stripped of their self-determination and basic human rights.

Ratnaboli Ray of Anjali during the spring festival celebration at a mental health hospital.

The myth is that if you suffer from mental illness, and you've lived in an institution, you lose all your capacity.

Our argument is that the notion of capacity is socially constructed. Our argument is that all people have capacity. Maybe when we were mentally unwell our capacity got limited, but even a person who is not mentally ill can make decisions, and there can be mistakes in those decisions. We learn from it.

When you are a women with a psycho-social disability, it is assumed that you make mistakes only because of your mental illness and that you can never learn from your mistakes. This is the rationale given when women with mental illnesses are deprived from accessing any kind of benefits that the constitution has guaranteed. Busting through this myth is our single biggest challenge."

**Standing up and saying 'I am valuable!' is fierce!**



# Women's Funds portfolio

Mama Cash supports national, regional and thematic women's funds around the world. Our women's funds peers use the funding we provide to support the development of effective and diverse women's rights movements in their local contexts. They also raise awareness among individuals and institutions about women's rights work and the importance of supporting it through philanthropy.

## Facts & figures 2013

Number of grants	21*
Total amount granted	€970,870
Average amount per grant	€46,232

\* The 21 awarded grants include 2 new grants and 19 renewal grants

## Women's Funds in 2013

For women, girls and trans people who don't belong to privileged groups, activism begins with indignation, determination, and volunteer work. Money for salaries, supplies, travel and office space usually comes at a later stage, if ever. Women's funds are often the first funders of these fierce individuals and groups who move boldly forward, often sustained only by a clear vision, a few friends and a feeling for justice.

The women's funds that Mama Cash supports are geographically close to their grantees and are participants in the very human rights movements that they fund. This makes it possible for women's funds to empower movements in highly strategic and targeted ways and to engage in unique working relationships with their grantees. The feminist women's funds supported by Mama Cash understand that activists need flexible funding and capacity support to strengthen their work and achieve their goals.

# We reshape the philanthropic landscape for feminist activism worldwide

*Mujeres con Voz* from Bilbao, Basque Country:

"We don't see *Calala* as just a funder because the relationship is one-on-one, without bureaucratic barriers, and we feel we are also teaching them what migrant women are capable to do once we are trusted".

(The Spanish women's fund *Calala* is a Mama Cash grantee).

## Women's funds challenge their grantees to grow and become more powerful.

In 2013, both the *Bolivian Women's Fund* and the *South Asia Women's Fund* creatively challenged the assumptions and strategies of grantees that wanted to 'rescue' sex workers. Both funds started conversations between their grantees and sex worker activists. The result? The sex workers provided support and input for the grantee organisations to assist them in using more inclusive and effective approaches in their work.

In spite of the economic crisis affecting most of the Global North, our women's fund grantees have all increased their funding and capacity to do women's rights work. They are organising dinners with activists in Argentina; training women entrepreneurs in Spain, Slovakia and Ukraine; challenging corporations in France and South Asia and development practitioners in the Democratic Republic of Congo. They are making it possible for young, indigenous and trans women to be seen and heard in established feminist spaces.

Mama Cash is proud to support this work and proud to stand side-by-side with our women's fund peers as we build the women's funding movement.

# Ayni means reciprocity

Interview with **Yohanis Amador**, Indigenous woman from the Zenu people of Colombia, and Programme Officer at Fondo de Mujeres Indígenas-Ayni in Peru.

“At Ayni, we give priority to Indigenous women’s groups that never had funding before. Often our support is the first opportunity these organisations get. We support Indigenous women so they can set their own priorities and strategies in developing their communities. Our Advisory Council is made up entirely of Indigenous women. We listen to the opinions of our advisory council and networks.

Ayni works as a channel that enables and supports Indigenous women’s movements and their interaction with broader movements, building leadership and strengthening their organisations.

Indigenous women are considered by Ayni as active agents in the struggle against poverty, racism and social exclusion. Indigenous women themselves can shape and carry out development projects through self-funding, reciprocity and mutual help.

They are receiving the funds themselves and deciding on their own priorities. That is innovative because it changes the dominant paradigm by which Indigenous women are seen only as beneficiaries.

Our Fund doesn’t choose specific topics. Indigenous women and organisations decide. They bring their ideas and suggestions about issues that they need support for such as food security, health, climate change, violence against women, governance, cultural identity, sustainable agriculture and strengthening Indigenous leadership.

As Indigenous peoples, we never put the collective aside. This is a basic pillar for us. The collective for Indigenous people is linked to reciprocity, solidarity and complementarity.

**Ayni is a unique Quechua word meaning reciprocity, solidarity and joint and fair work between humans and also between human and other beings in the cosmos.**

One of our achievements this past year is a change we made to allow grantees to include non-monetary contributions in their budgets. Many projects of Indigenous women are implemented thanks to help that we as a Fund cannot quantify in monetary terms, but is important for the groups. We now include the possibility to make visible non-quantifiable wealth such as spiritual support, social networks, promotional work and interpretation to and from Indigenous languages. We think it is important to give value to what our grantees see as significant contributions.

Issuing our second ever call for proposals was also a great achievement. Mama Cash, together with other donors, helped us to reach out to 18 community-based organisations in our second call. We are very pleased about this. In the first call, all of the selection process was done from Latin America. But now we have people in Africa, Asia and North America. We can now be closer to our grantees, and work together with them. >>



# Women's Funds portfolio



## What?

Fondo de Mujeres Indígenas-Ayni (Indigenous Women's Fund-Ayni) is the only fund led by and for Indigenous women. It invests material, financial and human resources in the Americas, Asia and Africa so that the individual and collective rights of Indigenous women will be respected.

## Why?

Even though most Indigenous women live in remote places, globalisation dramatically affects their lives through land, resources, and livelihoods being expropriated and through corporate pollution of land, resulting in forced migration.

Fondo de Mujeres Indígenas-AYNI supports Nasa Indigenous women in Colombia

The vision of the Indigenous Women's Fund is the full and efficient participation of Indigenous women at all levels and spheres, and the consolidation of their leadership roles in the exercise of Indigenous peoples' individual and collective human rights.

We invite you to join us and contribute to strengthening the Indigenous women's movement around the world."

**Indigenous women taking charge of funding a worldwide movement is fierce!**

# Strategic Partnerships portfolio

The Strategic Partnerships portfolio, launched in 2012, supports organisations that are in a position to assist with building the capacity of other current grantees in our Body, Money, Voice and Women's Funds portfolios. Our Strategic Partnerships grantees may also be engaged in movement-building processes that go beyond any single portfolio.

## Facts & figures 2013

Number of grants	3
Total amount granted	€135,000
Average amount per grant	€45,000

## Becoming powerful

Mama Cash is always alert to new ways to strengthen human rights movements of women, girls and trans people. In order to fully achieve this goal, we work at the intersections of different issues. We build bridges with other funders and between funders and grassroots groups. We sometimes work outside of the thematic categories that organise most of our grantmaking.

**Our Strategic Partnerships portfolio funds convenings and trainings that assist movements of women, girls and trans people to achieve new levels of capacity and power.**

Convenings are projects that bring together our grantees and other activists, sometimes with other funders, to strategise and exchange views. We take advantage of the convenings we fund to meet with our grantees and sometimes also with advisors. They let us know how we are doing and how can we improve our work.

We support our grantees and women's rights movements to strengthen their capacities

In October 2013, our Strategic Partnerships portfolio supported the participation of seven grantees in the World Conference of Indigenous Women in Lima, Peru. This conference brought together more than a hundred Indigenous women's activists to strategise about the work they will do as a movement in 2014, which is a key year because the UN is gearing up to redefine global development goals.

Many of our grantees who attended the conference were Indigenous women coming from Asia and Latin America. The conference marked their entry into the global Indigenous women's movement. The all-day meeting with peer grantees and Mama Cash staff members helped them to learn about new ways of working and to forge powerful alliances for future work.

Mama Cash also funds trainings through the Strategic Partnerships portfolio. Former grantees that are now thought and action leaders in their fields often play an important role.

*Nazra for Feminist Studies* in Egypt, a former Mama Cash grantee, was invited by an emerging network of sexual rights activists from the Middle East and North Africa to provide them with an in-depth, three-day training on feminism, gender, and sexuality. Attended by 35 activists, this Mama Cash-supported event helped to build connections between existing and new feminist initiatives in the region and to strengthen local as well as regional feminist organising.



# Strategic Partnerships in action

## Latin American grantees get fierce about fundraising!

In 2013, Mama Cash, awarded a Strategic Partnerships grant to one of our long-time women's funds partners, Semillas in Mexico. Semillas no longer receives core funding from Mama Cash because it has grown in size and capacity and has access to other international donors. The Strategic Partnerships grant allowed Mama Cash to recognise Semillas' resource mobilisation expertise and also to access fundraising training for six of our Latin American grantees. Semillas had already offered resource mobilisation training to groups in Mexico and has led learning exchanges for most of our younger women's funds partners.



Desalambrando addresses lesbians' experiences of violence in Buenos Aires, Argentina

Our grantees frequently begin their lives as smaller, community-based groups. Our mission is to support them to grow in influence and power and to make connections with other activist groups and movements. Each stage of growth requires new skills and new money.

Our women's fund grantees, such as *Semillas*, are the key women's rights fundraising experts in the regions where our grantees are located and work. They understand local attitudes towards philanthropy. They can shape trainings to local needs and mentor groups to develop appropriate fundraising strategies.

The six organisations selected for the five-day training in Mexico City work on lesbian, trans people's, sex workers' and *maquila* workers' rights. Each of them has been a Mama Cash grantee for at least four years. These groups are growing in power and influence and are strengthening their capacity to access donors beyond Mama Cash, which we see as a sign of success.

The topics for the training included learning about different kinds of donors; the nuts and bolts of writing a grant proposal and communicating with donors; how to connect with corporate donors; and how to build a network of individual donors. An entire day was devoted to the construction and development of fundraising work plans. The workshop also emphasised the importance of strategic communications to successful fundraising efforts.

One of the participants, *Desalambrando* from Argentina, addresses lesbian women's experiences of violence. They particularly appreciated learning more about how to develop key messages for communicating to donors. "We realised we had kept such a low profile that we were not communicating what we do and the impact we have had".

Participants also learned about getting their messages out to the media. *ATRAHDOM* is a leader in the struggle for Guatemalan women's and trans workers' labour rights. "Now we know how to make journalists say what we want to communicate and not to impose their own story on us."

# Strategic Partnerships



Participants in Semillas' fundraising training express solidarity with domestic workers, whose labour rights are often not recognised.

Workshop participants explored the idea that practically everybody can be a donor, including activists themselves. *Mulabi* uses public education, arts programmes and youth engagement to challenge norms about gender identity and sexuality in Costa Rica. “We never counted as part of our overall budget the pro-bono work done by many who support our cause. Now we are counting it, and we feel much bigger”.

*Asociación de Trabajadoras Sexuales Mujeres del Sur* is an organisation in Peru led by women sex workers that takes a human rights approach to sex workers' issues and policy advocacy. They expressed the feeling that donating is empowering. “Giving is a powerful act. When people provide support, they feel closer to the world we can build together”.

*Aireana* in Paraguay advocates for the human rights and greater social visibility of lesbians. The group also runs a feminist cultural centre and a radio programme to amplify lesbians' voices. The participant from *Aireana* concluded that, “The workshop with *Semillas* brought order to our ideas. We can build on that to grow in our work”. Since May, *Aireana* has been implementing its plan. One important step was launching a Facebook page. The group now has 4070 Facebook friends and 610 followers on Twitter.

The use of social media is proving a powerful tool through which *Aireana* can promote its hotline to provide LGBTI people in Paraguay with an avenue to report discrimination.

With on-going guidance from *Semillas*, four of the six groups are already implementing their fundraising and media plans. Many of the grantee partners plan to replicate the workshop with their teams. They are moving from day-to-day “survival mode” to taking clear, strategic steps to assure their financial sustainability over time.

## Sharing fundraising strategies is fierce!



## 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. The Red Umbrella Fund was launched in April 2012 and is hosted by Mama Cash.

### Facts & figures 2013

Number of grants	25
Total amount granted	€462,500
Average amount per grant	€18,500

## Sex workers in the lead

The Red Umbrella Fund aims to strengthen and ensure the sustainability of sex workers' rights movements by catalysing new funding specifically for sex worker-led organisations and networks.

Sex workers participate in every aspect of the Red Umbrella Fund. One of the sex workers on the Programme Advisory Committee, the sex worker-led group that selects the new grantees, describes why this principle of participation is so important:

*"It's helpful having sex workers making funding decisions because we understand which projects or groups will really be effective towards positive change. Bottom line, it's our bodies, our lives, and we should be at the forefront of all decisions affecting us."*

## Grantmaking in 2013

The Red Umbrella Fund makes one-year grants of €4,000 to €40,000. In 2013, the Fund prioritised increasing the number of regional networks of sex workers in its grantee portfolio. Regional networks play a pivotal role in supporting and strengthening the sex workers' rights movement.

The African Sex Worker Alliance (ASWA) represents African sex workers' interests at regional and international meetings. With funding from the Red Umbrella Fund, the network is expanding its membership across the continent and increasing its power to secure the human rights of sex workers.

The Red Umbrella Fund grant has also enabled the International Committee on the Rights of Sex Workers in Europe (ICRSE) to hire a coordinator to develop strategies to influence policy and law-making in the European Parliament. These and other sex worker networks in the Red Umbrella Fund portfolio are leading international advocacy and media campaigns, facilitating the sharing of expertise and building the leadership and capacities of the sex workers' movement internationally.

## Global thought leadership

After only one year, The Red Umbrella Fund is already establishing itself in the global philanthropic community. Together with other funders, the Red Umbrella Fund hosted panel discussions on the need to support sex workers' rights at two international funders' meetings (both held in the US): the EDGE Funders Alliance 'Just Giving' Conference in May and the AIDS Philanthropy Summit in December.

## In memory

Two inspiring leaders within the international sex workers' rights movement are remembered and missed. Andrew Hunter and Gabriela Leite both contributed to the establishing of the Red Umbrella Fund and were leaders of our grantees APNSW and Davida, respectively.



Andrew Hunter, 1968 - 2013  
APNSW, Thailand



Gabriela Leite, 1951 - 2013  
Davida, Brazil

# Sex workers mobilise in Córdoba, Argentina

Interview with **María Eugenia Aravena**, the Secretary General of AMMAR Córdoba (Asociación de Mujeres Meretrices Córdoba). Eugenia has been an activist with this network since late 1999.

“I went to the first meeting of sex workers in Córdoba when I was 19 years old. We were protesting because the police were working with some nuns who were fighting against sex workers. AMMAR Buenos Aires came and spoke. They said sex work is not a crime and that we should organise. It had a huge impact on me to hear that we were not criminals, and there was no reason to take us to jail.

I had felt powerless. I always heard the older sex workers telling stories. They told about the cruelty and hardships they experienced in the street. Each of them had a story of abuses, beatings, and some had even been murdered. Then I heard AMMAR saying we are not criminals. I thought: Why then did my elders face so many injustices?

I knew I was a person with rights. Nobody was entitled to insult me, abuse me, take me to jail or take away my earnings.

In Argentina there are misdemeanour codes in each province. Sex work is not criminalised in the Penal Code, but in the misdemeanour codes, engaging in prostitution in public carries the heaviest punishment.

The police can arrest you, and the police chief decides how many days you will spend in jail.

We have travelled a long way in our fight against the codes. We are taken seriously by the media. The government listens to us, even as it continues to embrace criminalisation policies. The public understands more that sex work is not a crime. We report harassment and mobilise in the streets to stop police repression.

For many years in Córdoba City, sex workers have not gone to jail. But in 2013, some did because the government is becoming more repressive. Prohibitionist policies are becoming tougher all over the world. We need to unite with others and make our voices heard.

We sex workers are oppressed by abolitionist policies that confuse sex work with trafficking. Trafficking of people is about exploitation and lack of freedom. When sex work is confused with trafficking, the real victims of trafficking are often ignored.

Considering the limited options available to working class women, sex work is a practice done by choice by women of legal age. Sex workers are diverse in terms of their education, socio-economic status and vulnerabilities. We are not all the same.

Our human rights are violated when the voices of those of us who choose to do sex work are not valued. As with all other workers in this capitalist system, we work for our subsistence. We demand respect for our right to work.

All the poor are harassed when they organise. Alone we can achieve nothing. We need to join other movements and fight together. AMMAR Córdoba knows that when we fight with others, other movements come to support us, and we are stronger. >>



## Special initiative

### What?

AMMAR Córdoba is a provincial level, self-led network of 1,000 sex workers determined to support the health and well-being of sex workers and advocate for the recognition of sex workers' labour rights.

In 2013, AMMAR Córdoba strengthened its collaboration with other provincial networks of sex workers in Argentina for mutual support and more effective advocacy. The network also opened a centre offering sex worker-friendly health services in the provincial capital.

### Why?

Sex work is not illegal in Argentina, but it is also not protected under labour laws. Public stigma and police abuse are condoned and make sex workers vulnerable to exploitation. Sex workers experience prejudice from health service providers and their children are discriminated against in school.

AMMAR Córdoba demonstrates solidarity with young people's rights at the 'Marcha de la Gorra' in November 2013 in Córdoba City, Argentina.

In our kindergarten, a sex worker can leave her kids for free. People from other movements – it is not just that they demonstrate with us, for instance – they also come to the kindergarten. The kindergarten is open to all the community, not only sex workers.

Our struggle is not only for the recognition of sex workers, but also for the right to land, public transportation, education and health – for all the poor. And we are getting a response. We no longer feel so alone.”

## Stopping police harassment of sex workers is fierce!

## Special initiative

# Mesoamerican Initiative of Women Human Rights Defenders

The Mesoamerican Initiative was launched in 2010 by six women's rights organisations in Mexico and Central America to prevent, respond to, document and publicise human rights violations against women human rights defenders and to provide support and safe haven to women in danger.

*We Defend Women who Defend Human Rights* is a two-year Mama Cash programme supported with a 1.3 million euro grant from the Dutch Postcode Lottery. Our partner in this programme is IM Defenders, the **Mesoamerican Initiative of Women Human Rights Defenders – Iniciativa Mesoamericana de Defensoras de Derechos Humanos** – a collaboration of six lead organisations and more than 100 other organisations in a regional network that extends from Mexico to Guatemala, El Salvador, Honduras, Belize, Nicaragua, Costa Rica and Panama.

Operating in one of the most violent regions of the world, IM Defenders makes it possible for diverse women human rights defenders to stay alive and keep working for social justice despite threats, intimidation and attacks.



These activist women are wives, mothers and sisters seeking justice for family members who have disappeared. They are lesbian and trans activists speaking out against harassment and violence on the streets. They are Indigenous women defending the natural resources upon which their communities depend. They are young women demanding their right to make their own sexual and reproductive choices. They are journalists standing up for free speech.

IM Defenders improves the safety of women human rights defenders in the region by providing access to secure shelters for women and their families in acute danger, as well as safety and self-care trainings to hundreds of women activists.

Today, IM Defenders is a leader in coordinating national and international responses to violence against women human rights activists. An important aspect of IM Defenders' work has been the creation of strong national-level networks of women defenders within the Mesoamerican region. These networks are providing defenders with life-saving connections and resources.

IM Defenders has documented hundreds of human rights abuses against women activists and their families. The data collected by IM Defenders is being used in lobbying activities and was pivotal in gaining increased recognition of the violence faced by women human rights defenders at the United Nations' Commission on the Status of Women in 2013.

The majority of this funding from the Dutch Postcode Lottery was provided in a grant of €974,360 to the IM Defenders in Mesoamerica, but Mama Cash also used some of the Postcode Lottery funding to raise awareness and involve the Dutch public in supporting Mesoamerican women human rights defenders through an innovative social media campaign (see page 53).

In early 2014, international donors will gather with IM Defenders and Mama Cash in Mexico City to discuss ways to continue funding IM Defenders and other programmes that support women human rights defenders and keep social justice movements moving forward.





# Defending women who defend human rights in Mesoamerica

Interview with **Morena Herrera**, member of the Coordinating Team of the *Colectiva Feminista para el Desarrollo Local*, San Salvador, El Salvador (the *Colectiva*). She is also the President of *Agrupación por la Despenalización del Aborto Terapéutico, Ético y Eugenesico*, in El Salvador. The *Colectiva* is one of the lead participants in the Mesoamerican Initiative of Women Human Rights Defenders.

“Who are women human rights defenders? They are women who identify the realities in which they live. They analyse which rights are being violated. They seek to change those specific realities and also the circumstances that make the violations possible in the first place.

The women I work with support other women in situations of violence. They affirm that the violence is not natural. They support women to analyse their circumstances and see what to do.



Morena Herrera

At the *Colectiva Feminista*, we advocate for institutions to fulfil their responsibilities and change their procedures for dealing with violence against women. We monitor how women are served by the health, economic, political, and legal systems. In situations of high risk, we seek alternatives to protect women.

They also do advocacy so that institutions with public responsibilities to address violence against women human rights defenders do it correctly and with the understanding of how defenders and women in general are affected by violence.

The Mesoamerican Initiative of Women Human Rights Defenders has allowed us to feel that we are not alone. Our network is there to react if we are attacked. There is a new feeling of safety, of belonging.

We started by identifying and documenting attacks against women human rights defenders. We are attacked or threatened for trying to support other women to stand up for their rights and for being women. We register those attacks in our regional database. We expose those attacks in the media and social networks.

Our goal is for women human rights defenders to take safety measures without stopping their work. Sometimes we have to relocate women defenders and their families who are at risk or, as a last resort, offer them protection in temporary shelters. This past year, IM Defenders created three shelters.



Demonstration in support of Berta Caceres, a Honduran woman human rights defender

*I resist schemes too centred on safety. We need to protect ourselves and our families, but we need to keep doing our activist work.*

In 2013, we supported the petition of an El Salvadorean woman to have her pregnancy interrupted. She was young and learned from doctors that her life was at risk if she continued with the pregnancy. Her foetus was malformed, and doctors said it would not survive birth. She asked the public hospital where she was cared for to stop her pregnancy. The doctors said that she and they would go to jail if this were done. We decided to support her to defend her rights.

Our accompaniment involved being at the hospital with her. Different defenders were there with her twenty-four hours a day while she was hospitalised so she could make her own decisions. We were like a shield between her and those putting pressure on her.

Fundamentalist organisations and churches attacked us in the media. Both our lawyer and I have received threats saying we would be attacked personally if we persisted.

Finally, thanks to Amnesty International and other supporters such as the Center for Justice and International Law, litigation was brought before the Interamerican Commission of Human Rights and then to the Interamerican Court. The pregnancy was finally terminated.

IM Defenders will continue strengthening national defenders' networks in each country in Mesoamerica. We need to demand that states and cultures recognise the role of women human rights defenders and offer protection measures so the right to defend rights is recognised and protected."

**Publicising attacks against women human rights defenders is fierce!**



# 4

## Influencing philanthropy

LET'S TALK  
ABOUT  
HEALTH RIGHTS



and Take Back The  
Night Calcutta Collaboration



# Encouraging the donor community to fund women's rights

Mama Cash's role goes beyond providing financial and accompaniment support to grantees. We also encourage other donors – foundations, individuals and governments – to invest more resources in the human rights of women, girls and trans people, and in their right to organise autonomously. We call this *influencing philanthropy*.

## Lowering barriers to funding women and girls

In 2013, Mama Cash concluded a small research project that aimed to identify underlying barriers to funding women and girls among European foundations and to offer strategies for overcoming these barriers. The consultancy firm, ETTO, in the United Kingdom led the research which was generously funded by the Barrow Cadbury Trust.

The research findings pointed to three factors that influence a foundation's strategic choices: evidence of need, desire for impact and the foundation's leadership. We discovered that European foundations understand the need to support women and girls in the Global South, but are less convinced about the need in Europe.

Mama Cash will share findings from this research in 2014 through articles and blogs. We recommend that a strong coalition of European funders need to make this argument across the funding landscape. A potential entry point for further dialogue and engagement is gender equality. We are exploring this with the European Foundation Center (EFC) and the King Baudouin Foundation (KBF) in Belgium. The EFC has expressed interest in setting up a thematic network on gender equality with KBF and Mama Cash in 2014.

## Collaborating for impact

Mama Cash's approach to philanthropy is grounded in collaboration and partnership.

- In April 2013, Mama Cash, the Association for Women's Rights in Development (AWID) and the Dutch Ministry of Foreign Affairs brought together 30 key stakeholders to strategise about collectively influencing policy and mobilising more resources to advance women's rights

globally. Meeting participants made concrete commitments for leveraging and sustaining resources for women's rights organisations.

- Mama Cash, AWID, the Global Fund for Women, and the African Women's Development Fund participated in the Clinton Global Initiative (CGI). At CGI, we made a commitment to influence funding strategies for women and girls by sharing knowledge and organising cross-sector dialogues in 2014.
- Mama Cash partnered with Ariadne, the European Human Rights Funders Network, to provide a grant-skills workshop at its annual conference. During this successful, first-time experiment, participants explored how to apply a gender lens to Ariadne's annual policy briefing and the conference's various sessions. Mama Cash worked with all session moderators in advance of the convening so that they too could apply a gender lens in their respective sessions.

“While funders may not have an explicit gender focus in their work, these sessions were very helpful in both challenging and encouraging us to consider the opportunities we may be missing and how applying a gender lens may actually enhance the impact of our work.”

– Brian Kearney-Grieve,  
Programme Executive Human Rights, Atlantic Philanthropies,  
attended Ariadne's annual policy briefing





INUA organisation members attend a training on organisational development and management by the Pastoralist Girls Initiative

- In 2013, Mama Cash, AWID and the Guardian came together to develop an exciting new initiative to highlight the pressing issues affecting women, girls, and trans people around the world and the critical work being carried out by women's rights and feminist movements globally. The first phase of this two year initiative will be launched in the spring of 2014 and consists of a women's rights and gender equality in-focus section on the Guardian's global development website. With the Guardian's global reach of over 82 million unique browsers a month and its position of influence with policy makers especially internationally and in the Global North, we see this partnership as an important opportunity to bring a rights based analysis to a broad and powerful audience.
- We worked hard to ensure that grantees and other activists have a place at decision-making tables alongside donors through our continued participation in and support of self-led funds such as the Red Umbrella Fund, and our participation in the Community of Practice, a collaboration of women's funds that brings girl activists to its meetings to provide expert advice.
- We worked with *Alliance Magazine* to publish blog posts by six of our women's fund partners on topics related to local and regional grantmaking and philanthropy. These blogs by Her Fund (Hong Kong), Calala (Spain), Fonds pour les Femmes Congolaises (Democratic Republic of Congo), Reconstruction Women's Fund (Serbia), Fondo Lunaria Mujer (Colombia), Fondo Centroamericano de Mujeres (Nicaragua), and Semillas - Sociedad Mexicana Pro Derechos de la Mujer (Mexico) can be found on: [www.philanthropynews.alliancemagazine.org](http://www.philanthropynews.alliancemagazine.org).

## Challenging power dynamics

Mama Cash is committed to contributing to new models of philanthropy that question traditional power dynamics between donors and grantees. We encourage grantees to tell their stories and share their solutions so that they can be recognised as experts.

# Nourishing from the grassroots to the treetops

Interview with Daniel Lee, Executive Director of the Levi Strauss Foundation. This US-based foundation provides core funding to Mama Cash and is an inaugural funder of the Red Umbrella Fund.

“The grassroots is a very powerful concept. It relates to the power of people in communities and their ability to define themselves. It often begins with modest ripples when a group of folks come together to address issues that affect them. These ripples may swell through a helpline, connections with other movements and media engagement. By influencing changes in laws and policies, they may create a tidal shift.

Mama Cash is a foundation that operates from the grassroots to the global treetops by empowering women’s communities to penetrate and influence agendas. Very few organisations have that capacity to speak on behalf of women’s communities globally, but also nourish them at the roots.

Funding women and girls is not a fad. It’s not a marketing ploy. It’s one of the most important agendas in global human rights work. Nonetheless, women’s movements are funded at unacceptably paltry levels.

I’m excited to stand shoulder-to-shoulder with Mama Cash to support their efforts to create a groundswell of funding for women’s organisations.

I admire the ways in which Mama Cash helps create and support a women’s rights funding infrastructure. Regional and national women’s funds are among the most important seats of movement building right now. They provide opportunities in the Global South for groups that might be seen as marginal to claim centre stage among women’s movements. Women’s funds are providing a vital model of democracy, a model of organising.

Mama Cash, along with the Global Fund for Women, is visionary in seeing that this work is about creating different forms of infrastructure so women’s movements may thrive in all regions. The rest of the world has a great deal to learn from this model of funding.

At the Levi Strauss Foundation, we fund human rights organisations that are global leaders in advancing the overarching canopy of rights. These global leaders nourish environments where our issue-specific work can be more impactful – for example, in the areas of worker rights and well-being in the apparel industry, or HIV/AIDS-related advocacy.

As a foundation, we are looking to deepen our commitment to gender equality and women’s human rights by looking at how they intersect with our issue areas. Rather than creating



Daniel Lee

women-only programmes, we are embracing gender and women’s human rights as a cross-cutting theme in all of our work. Mama Cash is a terrific partner in helping to identify those intersections so our grantmaking can be as impactful as possible.

I applaud Mama Cash’s efforts to think big. It doesn’t do anyone any good to play small. Over its thirty years, Mama Cash has embraced a pioneering spirit and has taken on bigger challenges and engaged across sectors and constituents. It’s a courageous approach, and I’m eager to stand alongside Mama Cash in the decades to come.”

**Thinking big is fierce!**



A woman with a blue headscarf and a blue t-shirt is speaking into a microphone. She is standing in front of a crowd of people, some of whom are holding up phones to record. The background is slightly blurred, showing more people and what appears to be a stage or event area. The overall tone is positive and focused on community engagement.

# 5

## Learning for change



# Inspiring action through learning

At Mama Cash, we place a strong emphasis on evaluating and learning from our work with grantees and other partners. We track our contributions to strengthening feminist groups and movements. We seek to understand the roles that our grantees play in promoting the rights of women, girls, and trans people.

In order to evaluate and learn from our work, we ask ourselves questions in four related areas.

- **Accountability.** Did we do what we said we would do?
- **Effectiveness.** To what extent have our grantees been able to achieve their goals? To what extent have we facilitated this? To what extent have we achieved our goals?
- **Impact.** What change came about as a result of the work of our grantees? How did we contribute to that change? What change did we bring about through our grantmaking and influencing philanthropy work?
- **Learning** (from our analysis of our accountability, effectiveness and impact). What insights did we gain to develop future strategies, expand our understanding of good practices, and better advocate for our goals?

Mama Cash turned 30 in 2013. We celebrated with events that brought together past and present donors, grantees, advisors, board, and staff. The year also focused on documenting the history and achievements of Mama Cash and the women's rights movements globally of which we have been a part.

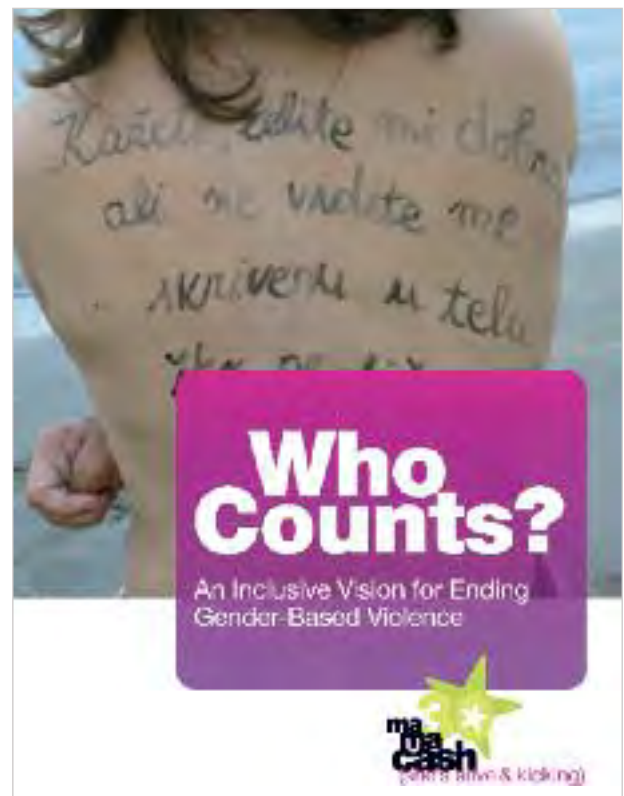
Our new history website (<http://history.mamacash.nl>, see more on page 50) houses interviews, photos, and videos that narrate the journey that Mama Cash has taken since 1983 and what we have learned along the way. We felt it was vital to capture where we have come from in order to make informed and strategic choices about our future directions.

In 2013, we also documented what we have learned about the impact that our grantees are achieving, and we are using what we have learned to influence other donors and their funding practices.

We showcased grantee impact in two areas: first, helping funders broaden their understanding of women's rights and feminist issues to be more inclusive of the rights of people that Mama Cash's grantees represent, and, second, reshaping our collective practice as donors so that the voices and choices of those we support are central to our decision-making.

- **A more inclusive understanding of violence**

We published *Who Counts? An Inclusive Vision for Ending Gender-Based Violence*. This report documents how grantees have expanded understandings in their communities of what violence is and who experiences it. The report draws on in-depth interviews with 27 grantees working in the area of ending gender-based violence. It highlights successful strategies that grantees have used to change how violence is understood, for example by using art, street theater, and social media. Grantees also focus on challenging stigmatising language as a strategy to reduce prejudice and reshape norms and beliefs. While donors often tend to think of and support more mainstream approaches such as advocacy and service provision when addressing violence, *Who Counts?* shows that activists are also getting results by using new and creative solutions to counter violence.





- **Reshaping our collective practice with girls and young women**

We conducted a joint evaluation with the Community of Practice in Support of Young Women and Girls, an initiative to improve how women's funds support girl-led activism. The evaluation examined how the initiative has helped ten participants develop new approaches to working with girls and has increased funding and collaboration with young women activists. Through this evaluation, we learned that key ingredients to shifting power dynamics between women's funds and young women and girl grantees are:

- > creating spaces for girls to meet face-to-face with donors;
- > bringing young women and girls on as staff, board, and advisors;
- > hosting convenings where young women and girl grantees can share and learn from each other;
- > and creating opportunities for young women and girl grantees to give input about our funding strategies and to be involved in the decision-making process about funding strategies and directions.

## Mapping change and documenting impact

Mama Cash supports groups that are **self-organised by those whose needs they represent**, that push beyond the status quo, and that are **strategically positioned to bring about fundamental change**. Our theory of change is that if groups started and led by those at the margins are supported to become strong organisations, they are able to radically change norms, practices, policies and legislation. We understand that creating deep, lasting change takes time. For this reason, Mama Cash is committed to supporting its grantees for multiple years.

Strong grantees contribute to building strong feminist movements. These in turn bring about profound changes in society at large.



Participant in the Community of Practice evaluation meeting in September 2013, The Netherlands

In 2013, Mama Cash supported 95 women's, girls' and trans people's groups and women's funds with core support (not including grants made by the Red Umbrella Fund). We also awarded three Strategic Partnerships grants to organisations providing capacity and movement-building support for grantee partners. Forty-nine percent of our grantmaking budget (excluding The Red Umbrella Fund) was given in multi-year grants. Eighty-six percent of our grantmaking budget was spent on renewing grants of existing grantee partners, recognising that achieving social change takes time; the remaining 14% was spent on new grantee organisations.

We are committed to documenting the impact of our grantmaking. In 2013, we piloted a methodology to map the impact of the work of our grantees and to gain insight into the extent to which grantees have been able to achieve their goals. The pilot also looked at the contributions of Mama Cash to these achievements and whether the kinds and extent of the changes reported by our grantees support the theory of change on which our grantmaking is based.

The pilot included groups funded in all portfolios and from all regions. It provided useful insights into the extent to which grantees have been able to strengthen their organisations, their bases, their networks, their movement building capacities, and their influence. The majority of



Bilitis members celebrate at the Sofia Pride in 2013

## Case study: Bilitis, Bulgaria

Bilitis was one of the grantees that we included in the pilot to map our grantees' impact. Over a period of ten years, Bilitis has grown from a community-building organisation of lesbians and bisexual women into an organisation that also engages in advocacy on a national stage. With sustained support, Bilitis has been able to strengthen its capacity and mobilise a broad base of lesbian, bisexual, and trans activists. It has built alliances with other LGBT and human rights organisations and is now a lead player in shaping the advocacy agenda of the national LGBT movement in Bulgaria. The combined efforts of the broader movement, in turn, are catalysing policy and cultural changes that directly improve the lives of lesbians, bisexual women and trans people.

the 28 grantees surveyed showed evidence of growth in these areas during the grant period, and groups supported over multiple years showed greater growth.

There is sometimes the tendency to idealise activists who fight for their rights despite having little money, equipment or support. While they are indeed courageous, the findings from our mapping indicate that stronger organisational capacity – for example, paid staff, formal office space, strategic planning and budgeting skills – correlates positively with greater ability to mobilise people to take action for change; to create access to services and resources for those who previously lacked access; to change laws and policies; and to transform norms, beliefs and practices in a demonstrable way.

Mama Cash will create a new, five-year strategic plan in 2014. The results from the pilot will provide useful input as we begin this process. We are currently reviewing our application, selection, accompaniment, and monitoring and evaluation systems. Our lead question will be: How can we most effectively contribute to the change we want to see happen: bringing about a just, safe, and pleasurable world for all?





6

## Philanthropic partnerships and communications in 2013

I Need Feminism  
for the freedom of  
all genders





# Mobilising resources for women's, girls' and trans rights

In 1983, a group of five Dutch feminists sitting around a kitchen table in Amsterdam founded Mama Cash, the first international women's fund. They shared a vision of a different world in which women would have the power and resources to determine, control and enjoy their lives. One of them had received an inheritance and wanted to use it in a way that was consistent with her politics. The five asked each other questions about women, money, and power. They decided they could best contribute to securing systemic social change by providing financial support to women-led groups and initiatives. From the beginning, Mama Cash has been clear that putting resources in the hands of women is radical and necessary.

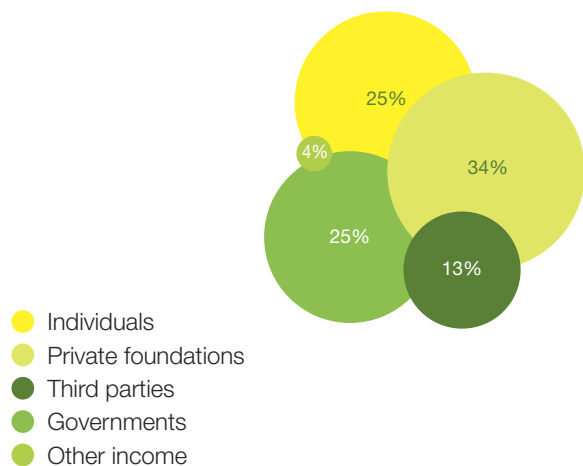
Thirty years later, Mama Cash continues to mobilise resources to support feminist organisations led by women, girls and trans people that are re-imagining and reshaping their communities. To support these organisations, the Philanthropic Partnerships and Communications team raises our annual budget from individual donors and institutional partners. We leverage our networks and visibility to secure increased funding for women's rights groups around the world. And we use our voice to share the stories of our grantee-partners to increase their visibility and attract greater support for the world-transforming work they do every day.

We also acknowledge challenges. Our income has grown significantly during our current strategic plan, but resource mobilisation is challenging work and, like social change, raising money takes time. Some important institutional partnerships are ending, and we are working hard to replace that income. One important new strategy is a legacy giving programme launched in 2013 that encourages donors to remember Mama Cash in their wills and, by so doing, to ensure that their ideals live on beyond them.

In 2013, we raised a total of €6.75 million which met our budgeted income of €6.69 million. While we were pleased to reach this goal, our final budget had been revised downward in mid-2013 by 8% when the original budget approved by our Board in October 2012 proved too ambitious.

In short, Mama Cash continued in 2013 to engage in and open up conversations with both old and new supporters about women's rights, money, philanthropy, and how we can change the world together. We look forward to doing it for another thirty years... at least!

**Income sources 2013**



## Institutional donor partnerships

Mama Cash raises our budget each year from a variety of sources. Institutional donors, one key donor segment, provided 74% of Mama Cash's income from fundraising in 2013. We regard institutional donors as much more than a source of funding; they are valued colleagues and philanthropic partners. We work closely with these donor partners to build networks and to share information and knowledge to strengthen our collective efforts to support women's, girls', and trans people's human rights groups and movements around the world.



"We support Mama Cash because we know Mama Cash is strategic, has deep knowledge, and has networks to reach groups that otherwise have a hard time accessing funding. But beyond being a funder, Mama Cash embraces a role in influencing the philanthropic sector to increase its funding for women's rights. We think that's a powerful combination!"

– Rini Banerjee, Director, Foundation for A Just Society (New York City)

In 2013, Mama Cash raised €4.99 million from foundation, bilateral and 'third party' sources (meeting our budget goal, though 10% less than we had originally hoped to raise). Of this total, approximately €580,000 was raised to support the Red Umbrella Fund, an increase of 24% over funds raised for the Red Umbrella Fund in 2012 (read more about the Red Umbrella Fund on page 28).

Mama Cash received €1.73 million from two European government donors: the Dutch Ministry of Foreign Affairs (DGIS) through our participation in the Hivos Alliance and the Swedish International Development Cooperation Agency (Sida). The Dutch Ministry generously funds our grantmaking and is also a key partner in our work to influence other donors to fund women's rights organisations globally (see also page 35). Sida's generous grant provides crucial core support.

"I love working with Mama Cash and AWID in the Innovation & Action Programme. We share the vision that we need new and more diverse funding and support for women's rights organisations. We have challenging debates, and together we engage with new actors, including newly established foundations, individual philanthropists, and private sector actors. It's very inspiring to work together on a new funding landscape!"

– Irma van Dueren, Head, Taskforce women's rights and gender equality, Dutch Ministry of Foreign Affairs

The unrestricted funding we receive from the Dutch Postcode Lottery increased to €900,000 annually in 2013 (through 2017), making it the second largest annual grant that we receive (after our funding from the Dutch Ministry of Foreign Affairs). We are grateful to the Postcode Lottery for its confidence in our work.

Private foundations in Europe and the United States provided €2.36 million in funding. These were mostly multiyear commitments secured in previous years. In its second year of existence, the Red Umbrella Fund, for which Mama Cash provides fundraising support, succeeded in securing new grants from the Oak Foundation and craigslist Charitable Fund.

In 2013, we received our final funding from the Sigrid Rausing Trust, which supported Mama Cash for ten years and has a policy of supporting organisations for up to ten years. The London-based Trust had supported Mama Cash through its Women's Rights programme from 2003-2013 with a total of £5.15 million. Mama Cash is incredibly grateful to the Sigrid Rausing Trust for its generous and sustained support over an important decade of growth in our institutional life.

## Individual donors

Mama Cash has long been supported by a broad base of active individual donors in the Netherlands. With their donations, our supporters make an individual commitment to securing collective rights. The support we receive from individual donors allows us to do our work flexibly and responsively. Individual contributions – whether they are small regular donations, major gifts or legacies – enable Mama Cash to fund groups of women, girls and trans people in ways that are tailored to the local organisation's needs.

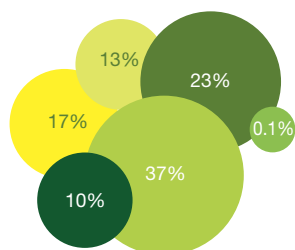
We are grateful to our individual donors for their financial contributions but also for their inspired determination to increase awareness and raise money for women's rights. Our donors give money to Mama Cash, but many of them also organise fundraising events to leverage additional donations from their friends, families and networks. Their efforts generate excitement and awareness about supporting women's, girls' and trans people's human rights. Our donors are fierce, too!

Income received from individual donors from 1 January to 31 December 2013 was €1.77 million. This is 105% of our budgeted income for individual giving.



Nicky McIntyre, Marjo Meijer and Amanda Gigler receive a cheque from Michiel Verboven on behalf of the Postcode Lottery at its *Goed Geld Gala*, February 2014.

### Individual giving per category of gift 2013



- Individual donation (one-time)
- Regular gifts
- Periodic gifts (notary acts)
- Other income
- Inheritances / legacies
- Donor advised funds

## Core and mid-level donors

Core and mid-level donors make annual contributions up to €5,000 per year. In 2013, the donations from core and mid-level donors totalled €542,308 (excluding legacies and donor advised funds). Our core donor fundraising has focused on maintaining our current donor base, encouraging one-time donors to make regular (i.e., monthly) commitments, and re-engaging lapsed donors. While the number of incidental gifts has decreased with respect to previous years, the size of gifts has increased, such that income from individual gifts has remained stable.

In addition to giving money, donors also mobilise their friends, families and colleagues to generate even more support for Mama Cash. In 2013, we provided support to donor-led awareness-building and fundraising activities. These included two sponsored runs: the 6 km *Heldenrace* (Heroes' Race) in July and the 16 km *Dam tot Damloop* in September. Individuals taking parts in these runs on behalf of Mama Cash requested that their friends, family and networks sponsor them to raise money. We also encouraged individual donors to organise their own activities for Mama Cash. See examples of 'donors in action' on page 47.

Since the spring of 2013, we have also been engaged in a telemarketing campaign to encourage individual donors to give through a financial construction known in the Netherlands as a 'notary act'. This is a way for donors to commit themselves to longer-term giving (at least five years) and receive a tax deduction in return. This telemarketing effort has allowed us to explain to donors the advantages of this type of giving and has proven a cost-effective strategy for upgrading donors from incidental and regular gifts to longer-term commitments. We have also been successful in re-engaging lapsed notary act donors.

## Major donors

Mama Cash was founded in 1983 with the large gift of a major donor, and major donors remain a crucial source of support. In 2013, major donor gifts (including donor advised funds) accounted for €553,803 in income. Our major donors feel engaged with our work and trust Mama Cash to make wise and responsible use of the funding they provide. We regularly invite them to learn more about global women's rights movements by organising gatherings that bring them into contact with activists whose work is at the core of our mission. We also invite them to engage with each other, sharing their interests and motivations. And we encourage them to see their personal philanthropy as political and as part of a global movement to resource women's rights – an issue about which they are fiercely passionate.

Our current major donor strategy focuses on maintaining close relationships with our current donors and also identifying prospects amongst our existing donor pool. We have developed a prospecting strategy that guides us in identifying and cultivating prospective major donors who are already in our database.

In 2013, we worked to strengthen relationships with our major donors, both through individual stewardship meetings and also by organising larger events. These events allow for community building and also deepen donors' connection to the work of Mama Cash. In addition to the two jubilee events (see page 49), we also organised a number of smaller events.

For example, in February, we organised a women's funds "marketplace" at our office. Fourteen of our women's funds grantee-partners were in Amsterdam for a convening, and it was a perfect opportunity for them to meet and talk to our donors. It was a lively evening of exchange and sharing, and donors afterwards told us that they appreciated the opportunity to meet so many of the committed activists that their donations help to support.



Linda To (right) of our women's funds grantee-partner HER Fund (Hong Kong) meets with Mama Cash donors during the marketplace at our office.





Mama Cash co-founder Marjan Sax in a funny graphic for the legacy brochure that Mama Cash developed in 2013.

We also organised a gathering for donors with our Dutch grantees Femmes for Freedom and Voices of Women Media. These two organisations presented their work at an event with about 20 donors at our office in June.

We held two smaller lunch gatherings for donors when grantees visited our office. In June, Fatoumata Bintou Yaffa from Comité National des Femmes de la Confédération Nationale des Travailleuses du Sénégal (CNF-CNTS) spoke with our donors, and in December a representative of a women workers' union from Bangladesh visited us while she was in Europe.

In May, co-founder Marjan Sax organised an event for one of her 'Erfdochteren' discussion groups (*Daughters of Inherited Wealth*) at the Mama Cash office, where we had the opportunity to present our work.

Our major donor prospecting efforts have also focused on initiating relationships with philanthropic advisors who provide important philanthropic guidance to wealthy individuals. We held several meetings with philanthropic advisors and bank managers who manage charitable giving in their institutions, including a charity team at one of the largest banks in the Netherlands. The aim was to learn from them about how best to present information to their clients who may be interested in supporting Mama Cash.

## Legacies

In 2012, three trustees of a private Dutch foundation gave Mama Cash a grant to develop a legacy programme called *Alive & Kicking*, which was launched at the 8 March 2013 jubilee event (see page 49). The legacy programme makes a connection between Mama Cash's beginnings – Mama Cash was started with funds from an inheritance – and the importance of giving today and into the future so that social change lasts for generations.

To promote the legacy programme, we developed a brochure and contracted a notary advisor to support us with counselling donors in writing their wills, monitoring running bequests, and taking on executorship when Mama Cash is named as executor. We have secured two legacies where Mama Cash is the executor.

Last year we processed seven legacies, which resulted in approximately €655,383 in income. Christiane Hardy's legacy has become a donor advised fund. Please see the interview with her widow Karin Spaink on page 48.

In 2013, the number of donors who have informed us that they have chosen to write Mama Cash into their wills grew fivefold. Further, many more donors are considering leaving a legacy to Mama Cash.

# Donors in Action for Mama Cash

In 2013, about a hundred of our supporters again went the extra mile to raise money for Mama Cash, to increase our visibility and to generate more awareness and excitement about why advancing the human rights of women, girls and trans people is so important. Through a wide variety of initiatives, these donors raised more than €63,000. We love their spirit and enthusiasm, and we value their efforts and loyalty enormously. They are truly fierce!



Having experienced domestic violence herself, **Jeanette Poldervaart** participated in an 80 km walk called the *Kennedymars* in the city of Waalwijk. Jeanette – management assistant, fitness instructor, mother of four children – completed the walk in 20 hours and not only raised awareness about domestic violence, but also €1,745 for Mama Cash.



On 9 June, thirteen Mama Cash supporters participated in the **'Heroes' Race'** – a six kilometre fundraising run in Amsterdam. Our 75-year-old supporter Carla Brünott completed the route with her walker and was applauded by a crowd of hundreds when she crossed the finish line. We are very pleased with the total revenue of €6,876!



On 22 September, 43 runners raised money for Mama Cash in the **Dam tot Damloop** – a yearly fundraising run from Amsterdam to Zaandam. Cheered on by our ambassador Angela Groothuizen, the participants ran 16 kilometres and raised €22,973!



In 2013, Dolar Vasani's book ***Not Yet Uhuru - Lesbian Flash Fiction*** was published. The book's short stories explore women's and girls' discovery of their lesbian sexuality – and also address issues of homophobia and prejudice – in countries as diverse as Kenya, South Africa, Uganda, Zimbabwe and the United Kingdom. She has donated half the book's sales to Mama Cash, and in 2013 we received €520.



In five days – from 8-12 July 2013 – Annemieke, Yvonne and Judith joined the **"Carbage Run"** and drove 3,000 kilometres through the Netherlands, Germany, Italy, France, Andorra and Spain. The Carbage Run is a race for run-down, old cars. The adventurous women raised €2,230 for Mama Cash and delivered the donation to our offices.



"Choose a job you love and you never have to work a day in your life" (Confucius). **Marthie Meester** adopted this motto and worked happily for 12 years as director of Fontys University of Applied Natural Sciences and Summa Laboratory. When she retired in April, she planted a tree in farewell and requested donations to Mama Cash instead of gifts. Her colleagues contributed €1,230!



# Homage to the generous life of **Christiane Hardy**

Interview with **Karin Spaink** – a well-known Dutch columnist, writer, and activist – about her life-long friend and Mama Cash donor, **Christiane Hardy**, an activist and renowned Dutch publisher. Christiane left Mama Cash a generous legacy, but also much more.



Christiane Hardy (left), and Karin Spaink on their wedding day. Following Christiane's diagnosis of pancreatic cancer in August 2012, Karin and Christiane decided to marry in order to support each other and take advantage of laws protecting married couples. Christiane was 63 years old and seven months away from dying.

“Mama Cash was so important to Christiane. She and Mama Cash cared about many of the same issues. Christiane was a feminist. She was very much into abortion rights and reproductive rights. She felt that to not allow women to have an abortion when they need one is very dangerous.

Mama Cash was the first funder of Women on Waves, a project that Christiane supported in a big way. In 1998, Women on Waves set up a women's clinic on a boat and put it in international waters to provide abortion counselling and services for women in countries where abortion was illegal or severely restricted. Christiane helped to ensure that Women on Waves had legal status and was able to prescribe medication. The first time that the Women on Waves ship left port in the Netherlands in 2001, Christiane was on the boat.

Christiane also had a love-hate relationship with Eastern Europe where Mama Cash supports a number of grantees. She wanted to contribute to changing the situation for women there. She would be happy to know that Mama Cash has used her legacy to support women's rights groups fighting for sexual and reproductive rights, like Insight in Ukraine and Ponton in Poland.

During the Vietnam war, Christine was studying in Heidelberg, Germany, and was very politically involved. Heidelberg was a place where many U.S. soldiers would be brought from the front to recover from their injuries. From there, they would either be sent back to Vietnam, or back to the U.S. if their injuries were too serious. Christiane helped quite a number of soldiers to escape a return to combat. She smuggled U.S. soldiers out of Germany to Sweden and Denmark. She was one of the good human smugglers.

While the Berlin Wall was still in place, Christiane was one of the first publishers to contact Eastern European writers. Three of the writers that she brought to the publishing house later on received Nobel Prizes for Literature. She championed free speech, especially media and internet freedom, and safety for activists using new media.

Christiane was always generous, welcoming, and warm. If she thought what you did was valuable, she would put herself behind you – politically, emotionally, socially, and financially – even before you asked. At the same time, she was really intuitive and discerning in her selection of projects and ideas.

When we got married, we made up our wills. Christiane instructed that €40,000, more than half of her estate, would go to Mama Cash. It was quite something. But she didn't stop there. For her cremation, Christiane asked people to donate to Mama Cash. She felt that if her friends really wanted to do something for her, donating to a good cause would be the right thing. After all, she wouldn't notice the flowers anymore, but the women's groups that Mama Cash supports would certainly notice the funding! There were lots of people at Christiane's cremation. They donated nearly a thousand euros to Mama Cash.

If such a strong and wise woman says; 'This is where I want my money to go to', well, what more of a recommendation do you want? I am proud to be Christiane's friend, her wife, and her widow. If she supports Mama Cash, so should you.”

## Being generous is fierce!

## Communications with stakeholders

Mama Cash's communications advance our mission by sharing our grantees' stories and impact and by supporting our ability to mobilise and expand the pool of resources available for women's, girls' and trans people's rights. Mama Cash's communications celebrate courageous organisations and activists and energise our target audiences to support cutting-edge activism for women's rights.

Communications is not simply a marketing tool. It is a means of deepening our own and others' understanding of our mission and our work, and it supports and conveys how Mama Cash networks, participates and interacts with the world. Indeed, communications go far beyond annual reports, newsletters, websites and fundraising letters, though of course all of these tools are important. Our communications include the events we organise, the one-on-one meetings we hold with donors and grantees, and our participation in conferences, convenings and meetings around the world.



## 30 years Mama Cash!

In 2013, our communications were framed by the event of our **30th anniversary celebration**. We organised two major events that brought together past and present donors, grantees, advisors, board and staff.

### March 8 event

The first event on 8 March, International Women's Day, celebrated the history and achievements of Mama Cash. We reviewed Mama Cash's 30-year journey through the reflections and reminiscences of former and current board and staff members. The programme included two of the five founders, Marjan Sax and Lida van den Broek; two former directors, Ellen Sprenger and Lilianne Ploumen, who is currently the Minister for Foreign Trade and Development Cooperation of the Netherlands; two former staff members, Jos Esajas and Nancy Jouwe; and our current Executive Director and Board co-chairs.

Approximately 175 loyal donors came together to celebrate, share and (re)connect with Mama Cash's history and also to look to the future with the launch of our legacy programme *Alive & Kicking*. This programme was briefly presented by two committed donors Mieke van Kasbergen and Maaïke Meijer, who had been involved in funding the development of the legacy programme. They launched the programme by singing an inspired take-off of a well-known Dutch song which broached the idea of every person's mortality in a light-hearted but pointed way and urged members of the audience to include Mama Cash in their wills. Within moments, the entire audience joined in to belt out the chorus!



During our anniversary event on March 8th, Liliane Ploumen, Ellen Sprenger, and Nancy Jouwe (from left to right) discuss their experiences working at Mama Cash with moderator Kirsten van den Hul.





Mama Cash's history website

At the March 8 event, we also launched a comprehensive history website in Dutch and English (<http://history.mamacash.nl>) to honour our history and build support and awareness of Mama Cash's evolving work among key audiences within and beyond the Netherlands. The site tells Mama Cash's story of three decades of funding feminist activism in text, photographs and video.

### Flirty Thirty Festival

The second event, Mama Cash's **Flirty Thirty Festival** on 5 October, brought activists from eight grantee organisations who presented their work and engaged in dialogue with each other and with donors, supporters and local press. The programme included a lively debate on the state of global women's movements, featuring our grantees *UHAL*, the *East African Sexual Health and Rights Initiative* (Kenya), *Reconstruction Women's Fund* (Serbia) and *Empower-Chiang Mai* (Thailand), and our board member Jessica Horn.

The evening also featured an interactive, role-play Sex Worker Monopoly game created by *Empower* to raise consciousness about issues of sexual autonomy, labour rights and financial security. Hanging in one of the festival's



Dutch minister of Education, Culture and Science Jet Bussemaker, Shirin Musa (Femmes for Freedom) and Marjorie Boston (MC Theater) at the Flirty Thirty Festival.

lobbies, a powerful photo exhibition "Deconstructing Transsexual Bodies" created by the Chilean organisation *Organización de Transexuales por la Dignidad de la Diversidad* raised awareness about the diversity of trans bodies and was a powerful example of using art for activism. The festival renewed Mama Cash's visibility on the Dutch feminist scene and raised our profile in social and digital media. Approximately 200 people joined us to celebrate and dance till the wee hours of the morning to celebrate our 30th birthday!

### Web series 'Change is happening'

Our anniversary was an appropriate moment to reflect on the impact of three decades of women's organising in making the world a more just place for women, girls and trans people. We wrote a web series 'Change is happening' which considered thirty years of achievements by global women's movements and the role that women's funds, including Mama Cash, have played in supporting those achievements. Each piece was thematically focused and featured examples of work by Mama Cash grantees. These articles can be accessed on our website [www.mamacash.org/news/change-is-happening/](http://www.mamacash.org/news/change-is-happening/).



Mama Cash launched a completely revamped new website (see page 53)



ma  
ma  
cash  
30★  
FLIRTY THIRTY  
FESTIVAL

Party!





## Impressions from the Flirty Thirty Festival





## Other accomplishments

### Mama Cash online

We are increasing our strategic use of online and social media. We launched a new website in August which enables Mama Cash and our grantees, advisors and board members to blog about our work and women's human rights issues. A blog post by our Executive Director Nicky McIntyre on the United States' Defense of Marriage Act (DOMA) was up within hours of the announcement of the US Supreme Court's ruling. The post attracted significant attention on Facebook, Twitter and our website (dozens of 'shares' and 'retweets' and just over 3,000 views). We also used our expertise as a women's rights fund to blog on sites like openDemocracy.

Further, the website enables (potential) supporters to engage with Mama Cash in different ways and at different levels: from low threshold activities like following us on social media to sharing our content and subscribing to our ezine, and from making a donation, to organising or participating in an event.

The total number of unique visitors to our website in 2013 was approximately 6,000 per month. Our Facebook fans and Twitter followers grew steadily: the number of our Facebook fans grew from 2,979 in 2012 to 4,200 in 2013; our Twitter followers grew from 2,800 in 2012 to 4,400 in 2013.

### Mama Cash in print and other media

Mama Cash enjoyed print coverage in both national Dutch newspapers and magazines, as well as media with a more narrowly defined audience. Three feature articles reached a national audience in the Dutch newspaper *De Volkskrant*, including an interview with Director Nicky McIntyre on the achievements of 30 years of women's rights activism.

Our Flirty Thirty Festival received considerable media coverage, including an interview with board member Farah Salka by Middle East correspondent Monique Samuel for the respected Dutch weekly political magazine *De Groene Amsterdammer*. Television presenter Zarayda Groenhard conducted several video interviews for *theWhyGirl* blog ([www.thewhygirl.com](http://www.thewhygirl.com)) with grantees present at the festival.

### Coverage for the Red Umbrella Fund

The sex worker-led Red Umbrella Fund was successful in generating considerable media exposure. For example, the Fund was profiled on The Guardian's website ([www.theguardian.com/global-development/poverty-matters/2013/jan/03/sex-workers-decision-makers-new-fund](http://www.theguardian.com/global-development/poverty-matters/2013/jan/03/sex-workers-decision-makers-new-fund)), and the September issue of Alliance Magazine featured the Red Umbrella Fund in an article about power sharing in philanthropy ([www.alliancemagazine.org/node/4355](http://www.alliancemagazine.org/node/4355)). On August 13, *De Volkskrant* covered the Red Umbrella Fund extensively in the article "Sekswerkers zijn paternalisme beu" (Sex workers are sick of paternalism).

## Campaign 'Vogelvrije Vrouwen'

We continued a Dutch communications campaign to support the Mesoamerican Initiative of Women Human Rights Defenders (see also page 31). The final phase of this campaign focused on raising awareness, principally in the Netherlands, of the brave work being done by women's human rights defenders in Mesoamerica.

"Solidarity offers us protection, and it puts us in a stronger position to expose the human rights situation in Mesoamerica. By showing their solidarity, Dutch women and men not only save lives, but also keep the hope of a more peaceful and just world alive." – Daysi Flores, Honduran activist

We created 17 short videos – mainly in Dutch, but also in English and Spanish – to publicise the campaign. The short videos made emphatic and impassioned pleas, calling the Dutch public to action: send a tweet of solidarity to an activist in Mesoamerica! A dozen well-known Dutch spokeswomen were featured in these videos and spread the word on Twitter about the activism of women in Mesoamerica.

The Vogelvrije Vrouwen – *Jouw Tweet Geeft Haar Vleugels* ('your tweet gives her wings') campaign culminated on 29 November 2013 – International Women Human Rights Defenders Day – with a Twitter 'explosion'. Nearly eight hundred activists, spokeswomen and supporters in the Netherlands and around the world sent 2,300 tweets which achieved a reach of 4.1 million followers.

#VogelvrijeVrouwen was the number one trending topic in the Netherlands during the two-hour explosion and among the top ten topics all day.





# Yes we did!

## Highlights of our 2013 goals and accomplishments.



We said we would raise €6.69 million in income.

- We raised €6.75 million in income representing 100% of our 2013 budget projections.
- Of this €6.75 million, we raised approximately €580,000 to support the Red Umbrella Fund, an increase of 24% over funds raised for the Red Umbrella Fund in 2012. We secured new grants from the Oak Foundation and the craigslist Charitable Fund for the Red Umbrella Fund.
- The Dutch Postcode Lottery extended its grant to Mama Cash for five years (2013-2017), and increased it to €900,000 annually.



We said we would award €4.3 million to women's, girls' and trans people's rights organisations and women's funds worldwide.

- We awarded €4.3 million in 123 grants to 118 organisations and women's funds in 65 countries. That is 100% of what we budgeted for 2013.
- 38% of the 123 grants were first-time and 62% were renewal grants. This supports our strategic plan goal to fund and accompany grantees for a longer period so that they can grow in influence, scale and power.



We said we would influence funder priorities and paradigms.

- In April, Mama Cash, the Association for Women's Rights in Development and the Dutch Ministry of Foreign Affairs brought together 30 philanthropic and resource mobilisation movers and shakers to strategise and make real commitments to increase resources for women's rights organisations. Five commitments with concrete action steps – and working groups to move each commitment forward – emerged from the energetic two-day meeting.
- Mama Cash partnered with Ariadne, the European Human Rights Funders Network, to support participants and workshop leaders for the first time to apply a gender lens to every session at their annual conference.
- In December 2013, Global Action for Trans\* Equality (GATE) co-convened 'Advancing trans\* movements worldwide. A meeting for funders and activists working on gender diversity'. The convening was the first-ever to bring together trans and intersex activists with international donors. Mama Cash funded GATE to create and launch a report on the status of funding for these movements globally, including recommendations for donor support.





### We said we would collaborate with other women's funds to do a better job of supporting young women and girls.

- In 2011, together with our grantee FCAM (Fondo Centroamericano de Mujeres), Mama Cash and nine other women's funds from around the world created a Community of Practice in Support of Young Women and Girls (CoP). In 2013, the eleven current members of the CoP held their third international meeting. Each fund sponsored a girl activist to attend the meeting and share expertise based on her experiences and from her own perspective.
- The CoP has strengthened young women's and girls' activism and has also created new, powerful collaborations among young activists and between activists and funders.
- The CoP evaluated its three years of work in 2013. The evaluation identified important findings about how to strengthen practice in funding girls' and young women's organisations (see page 40). It also identified a desire among the women's funds in the Community to find possible ways to continue to work together (e.g., as an online peer/reference group) and the importance of disseminating the Community's learning.



### We said we would invest in knowledge sharing between our grantees.

- In October 2013, our Strategic Partnerships portfolio supported the participation of 11 representatives of 7 grantee organisations in the World Conference of Indigenous Women in Lima, Peru. This conference brought together more than a hundred Indigenous women activists to strategise about the work they will do as a movement in 2014, a key year in which the UN is gearing up to redefine global development goals.



### We said we would contribute to building grantee organisations' financial independence from Mama Cash.

- In 2013, Mama Cash awarded a Strategic Partnerships grant to one of our long-time women's funds partners, Semillas in Mexico to provide a five-day in-depth fundraising training for six of our Latin American grantees. The grantees are now implementing the comprehensive fundraising strategies developed during the workshops.



### We said we would celebrate 30 years of investing in women's rights.

- We launched a comprehensive history website in Dutch and English to honour our history and build support and awareness of Mama Cash's evolving work among key audiences within and beyond the Netherlands.
- On 8 March – International Women's Day – we gathered with present and past staff, founders, our Board, 175 donors, and friends to celebrate the history and achievements of Mama Cash. At the event, we launched our legacy programme *Alive & Kicking* and our history website.
- At Mama Cash's Flirty Thirty Festival on 5 October, 200 people gathered to celebrate our 30th birthday and danced till the wee hours of the morning! Eight grantee organisations presented their work, and the programme included a lively debate on the state of global women's movements.



# Accomplishments of the organisations we support



We said we would support groups to make sure that women have a seat at decision-making tables.

*Malawi Human Rights for Women and Girls with Disabilities'* national coordinator, Stella Nkhonya, was elected in 2013 by UN Women, Malawi, to a seat on its Civil Society Advisory Group. The Advisory Group fosters regular dialogue with civil society. Stella is putting forward the positions and perspectives of women and girls with disabilities and advising the Group about women's human rights generally.



We said that we would bring more attention to controversial or marginalised issues in the area of sexual and reproductive health and rights.

*IPPI Indonesia* has successfully influenced powerful decision-making bodies in Indonesia to integrate issues affecting women living with HIV firmly in their agendas and into social benefit programmes. Due to the work of *IPPI*, the issue of coerced sterilisation of women living with HIV has been addressed in the Annual Report of the National Violence Against Women Commission, Indonesia's CEDAW Shadow Report, and the CEDAW Country Report.



Members of IPPI Indonesia



We said we would make new and more resources available at the local level across the world for grassroots groups via our support for women's funds.

Relative to 2012, 10 out of the 13 partner women's funds from which we had data at the time of producing our Annual Report have increased their overall budget in 2013. Four of the 13 have more than doubled their budgets - in just one year! Because women's funds' main role is to provide financial support to fierce women, girls and trans people in the countries where they work, *Mama Cash* is also interested in closely following how much these women's funds actually give out in grants each year. In 2013, 10 out of the 13 funds have increased the amounts they gave compared with 2012 - and five of them had more than doubled their grantmaking.



We said we would support groups working to create a world in which women, girls and trans people are valued as economic actors.

*Red Thread* in Guyana is a self-led organisation of grassroots women from diverse backgrounds, including women living with disabilities, sex workers, LBT women, and women with very low or no income. *Red Thread* works for women's unwaged and low-waged labour to be properly remunerated, for equal pay for work of equal value, and to stop violence against women, especially domestic violence. On September 12, 2013, Guyana became the first country in the Caribbean to ratify International Labour Organisation convention 189, the Domestic Workers' Convention. *Red Thread* campaigned for this victory and continues to lobby, hold demonstrations, and organise domestic workers to demand its implementation.





## 7 Meet our grantees



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

## AFRICA (SUB SAHARAN)

### Botswana

#### **Rainbow Identity Association**

This trans and intersex-led 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.

€35,000 (VOICE)

### Burundi

#### **Association des Mamans Célibataires pour la paix et le développement (AMC)**

This group of single mothers challenges norms that lead to discrimination and exclusion within the family and community and in education and the labour market. AMC engages in community education and advocacy, with a focus on sexual and reproductive choice for all women. The group successfully challenges school policies that prevent pregnant students and single mothers from finishing their education.

€25,000 (BODY)

### Cameroon

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

This group works in central and southern Cameroon to secure rural women's right to land, access to natural resources and inheritance. CRADIF organises capacity building workshops with rural widows on the legal instruments available to defend their rights and works with local authorities to advocate changes to customary practice that will protect women's land, property and inheritance rights.

€50,000 (MONEY)

### Kenya

#### **Pastoralist Girls Initiative (PGI)**

This Kenyan group empowers Somali girls and women in the North Eastern Province of Kenya to participate in decision-making processes that affect their lives. PGI supports women's political participation by training women candidates. Its activities with girls have contributed to the creation of a girl-led association, the INUA Association, the first of its kind in the Somali area of the country.

€27,000 (VOICE)

#### **Resource Center for Women and Girls**

This women-led group provides leadership training to girls and young women in Ukambani (eastern Kenya) with the aim of ending all discriminatory practices against them. The Resource Center organises Camps for Girls which provide safe spaces for girls to learn about their rights and how to claim them, and develop their skills to become Africa's next generation of leaders.

€40,000 (VOICE)

### Madagascar

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

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.

€80,000 (VOICE)

### Malawi

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

This organisation of women and girls with disabilities works in rural communities in Malawi. The groups focuses on reproductive justice for women with disabilities, on countering violence against these women and on championing their right to self-determination. It also works with health care institutions to ensure respect for the rights of women with disabilities.

€50,500 (BODY)

### Mali

#### **Association Danaya So**

This sex workers' organisation coordinates and leads the first network of sex workers' groups with a membership from across Francophone Africa. Danaya So is expanding its work in two neighbourhoods of Bamako, encouraging membership and providing information on human rights and sexual and reproductive health issues and services.

€28,000 (MONEY)

#### **Association pour la Défense des Droits des Aides Domestiques (ADDAD)**

This self-led organisation of domestic workers in Bamako consists of girls, young women and a few men who have migrated from different parts of the country to find employment in the capital. ADDAD trains domestic workers on human rights and workers' rights, and it campaigns with employers and raises awareness on the importance of working conditions for domestic workers.

€15,000 (MONEY)

### Nigeria

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

The first organisation of 'sexual minority women' in Nigeria, WHER connects women and girls from around the country through a confidential online platform and peer support groups in Abuja. WHER has done formative research about the needs and realities of sexual minority women in Nigeria and is breaking the secrecy and isolation in which most of them live.

€25,000 (BODY)

### Senegal

#### **Comité National des Femmes de la Confédération Nationale des Travailleuses du Sénégal (CNF-CNTS)**

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

€45,000 (MONEY)

### Sierra Leone

#### **AdvocAid**

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.

€70,000 (VOICE)

### South Africa

#### **Her Rights Initiative**

This organisation of women living with HIV has a focus on securing and advancing 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.

€30,000 (BODY)

#### **Irant-Org**

Irant-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, through visual documentation, research and reporting on queer lives and issues in Africa. Iranti-Org documents hate crimes and creates visibility for Africa's emerging lesbian and trans movement.

€30,000 (BODY)



Trans Bantu Zambia celebrating trans women on International Women's Day, March 8, 2013.

## Zambia

### Trans Bantu Zambia

This organisation supports the primarily young trans and intersex community in Zambia through outreach and practical support including peer support groups, counseling and emergency shelter. It aims to build a strong trans and intersex movement through training and capacity building and advocates for policies and institutional practices that respect the human rights of trans and intersex people.

€30,000 (BODY)

## ASIA AND THE PACIFIC

## Afghanistan

### Justice For All Organization (JFAO)

Founded by female judges and lawyers, this organisation provides women and girls in Afghanistan with legal advice and legal representation in court. The organisation makes women and girls aware of their rights under Afghan and Sharia law, advocates for better implementation of women's and girls' rights throughout the country, and trains paralegals in the northern Takhar province.

€50,000 (VOICE)

### Women's Regional Network (WRN) Afghanistan

This pioneering sub-regional network of women from Afghanistan, Pakistan and India organises low-income, geographically remote women, including women from ethnic minorities, working in informal industries. The network uses participatory approaches to build a shared agenda that exposes the links between women's poverty and prolonged exposure to a climate of violent militarisation and fundamentalism.

€4,000 (MONEY)

## Bangladesh

### Women with Disabilities Development Foundation (WDDF)

The only organisation in Bangladesh by and for women with disabilities, WDDF advocates with the government to secure 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.

€20,000 (VOICE)

## China

### Chinese Lala Alliance (CLA)

The Alliance is a network of 'lala' (lesbians, bisexual women and trans-identified people who love women) groups and individuals in mainland China, Taiwan and Hong Kong. It is building a feminist 'lala' movement to challenge stigma, end violence, and ensure that lala voices are heard in communities and in women's rights movements. The Alliance provides training for activists and supports the development of new lala groups.

€30,000 (BODY)

### The Mupo Foundation

Based in the Limpopo region, this organisation advocates for the respect of Indigenous women as important environmental and social leaders. The organisation strengthens local communities in ecological governance by reviving Indigenous seeds, facilitating and encouraging intergenerational learning, and rebuilding confidence in the Indigenous knowledge systems in which women play a crucial role. The foundation also actively opposes abuse of natural resources by coal mining in region.

€15,000 (MONEY)

### S.H.E. (Social, Health and Empowerment Feminist Collective of Transgender and Intersex Women of Africa)

This collective of trans and intersex women from countries in Southern and East Africa is working to build an African trans feminist movement. A key strategy is the development of trans and intersex women's feminist leadership through peer support and a new 'transformative feminist institute' for learning and strategizing. S.H.E. works to build the capacities of both women's rights and trans rights organisations in Africa.

€30,000 (BODY)

### Transgender and Intersex Africa (TIA)

This group of black trans and intersex people provides safe spaces and peer support groups in five provinces of South Africa. Through advocacy with health care institutions and governmental bodies, the group increases access to health care for trans and intersex people. It also works with the media to ensure coverage of trans and intersex people's lives and publishes in popular and academic journals.

€33,000 (BODY)

## Sudan

### Steward-Org (Support the Empowerment for Women and their Rights Development Cooperation)

This South Sudanese group mobilises, trains, and supports women leaders at the community level, and raises awareness among community leaders, police, the army, and other security agents about women's human rights, with the goal of eradicating all forms of gender-based violence. The group also has a strong focus on promoting women's access to justice and operates gender-based violence desks in different districts of South Sudan.

€60,000 (VOICE)

## Tanzania

### WoteSawa

Based in Mwanza, WoteSawa is led by young women who are former domestic workers. The group provides legal and psychosocial support to girls and young women domestic workers who experience sexual abuse, health and safety abuses, and work without pay. WoteSawa also advocates that the Tanzanian government ratify the International Labour Convention C189 on Decent Work for Domestic Workers.

€67,000 (MONEY)

## Togo

### Association Femme Plus

This organisation supports women living with HIV/AIDS throughout Togo to build their human rights awareness and advocacy skills. Association Femme Plus provides legal aid to women whose rights have been violated to create jurisprudence in their favour and to challenge traditional discriminatory practices. The Association also works cooperatively with smaller groups of women living with HIV/AIDS.

€20,000 (VOICE)

## Uganda

### Mentoring and Empowerment Network Programme for Young Women (MEMPROW)

MEMPROW provides empowerment training and sexuality education to girls in secondary school and a mentoring programme for young women. Its Girl Network has a membership of more than 800 girls and young women. In 2013, MEMPROW organised Uganda's first Young Feminist Forum, bringing together girls and young women from Uganda and other countries in the region to articulate their own feminist agenda.

€32,000 (BODY)

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

This self-led group raises sex workers' awareness of their human rights and provides leadership training. WONETHA works to promote respect for sex workers' rights by engaging important constituencies – including police officers, healthcare providers, brothel managers, and taxi drivers – in discussions about sex workers' sexual and reproductive health and their rights to freedom from violence and access to services.

€25,000 (VOICE)



### Eco-Women Network

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 practices. The organisation works to demonstrate the negative effects of chemicals in agriculture on the environment and women's health (particularly reproductive and maternal health) and the positive environmental effects of traditional practices.

€65,000 (MONEY)

## India

### Anjali Mental Health Rights Organization

This women's rights organisation empowers and supports women with mental illness, including women institutionalised in mental hospitals. Anjali advocates for these women's rights, works to ensure that they have a voice in the health care system, and advocates for the inclusion of mental health in the public health agenda and for making this agenda gender sensitive.

€22,000 (VOICE)

### Kranti

This group works with marginalised girls, including girls from Mumbai's red-light district, to change the power structures which hinder them from accessing education and health care. Kranti, meaning 'revolution' in Hindi, supports the girls' personal empowerment so that they become role models, leaders and agents of change in India.

€15,000 (VOICE)

### The Pratyay Gender Trust

This group aims to develop a formal Transgender Women's Collective in Kolkata to build the leadership capacities of the transgender women's community, including those who are engaged in sex work. Pratyay also maps cases of violence against trans women and works with them to strengthen their voices and claim their human rights, including the labour rights of trans sex workers.

€18,000 (MONEY)

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

This organisation of adult survivors of child sexual abuse engages in peer support, education, and advocacy to prevent sexual violence. This grant supports the launch of a programme called 'Firebirds' which, led and run by survivors of child sexual abuse, will be the first survivor advocacy programme in India, focusing on media and policy advocacy and public education.

€60,000 (BODY)

### Sappho for Equality

This organisation of lesbians, bisexual women and trans people creates a safe space for LBTs and engages with 'non-queer' society through an annual sexuality academy for social workers and development workers. The group trains professionals, including police, in dealing with women who have experienced violence and works with medical professionals in the area of sexual and reproductive rights and health.

€40,000 (BODY)

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

Focusing on women, girls, and sexually marginalised groups, TARSHI uses sexuality education to expand sexual and reproductive choice for all. TARSHI provides a sexuality information helpline and online information. It also trains sexuality counselors and service providers and creates publications for youth, teachers and parents. The group also works to emphasise the connections between sexuality, gender, rights and health.

€50,000 (BODY)



Thai Lua women at a community session on women's rights organised by Indigenous Women's Network of Thailand.

## Malaysia

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

This women workers' organisation gives empowerment and leadership trainings to women workers. These workers then assume leadership positions in existing labour unions or form new unions at the worksite level. PSWS cooperates with other women's rights and labour organisations in Malaysia to advocate for improved labour legislation in areas such as sexual harassment in the workplace and migrant workers' rights.

€25,000 (MONEY)

## Mongolia

### MONFEMNET National Network

As the only nation-wide feminist network of Mongolia, MONFEMNET plays a key role in creating a national and inclusive feminist movement in Mongolia. Taking a rights-based and feminist approach, MONFEMNET aims at to bring gender justice and democracy to Mongolia.

€30,000 (VOICE)

## Pakistan

### Women's Regional Network (WRN) Pakistan

This pioneering sub-regional network of women from Afghanistan, Pakistan and India organises low-income, geographically remote women, including women from ethnic minorities, working in informal industries. The network uses participatory approaches to build a shared agenda that exposes the links between women's poverty and prolonged exposure to a climate of violent militarisation and fundamentalism.

€3,000 (MONEY)

## Thailand

### EMPOWER Chiang Mai

This self-led sex worker group develops leadership capacity amongst sex workers so that they can participate in initiating and negotiating policy changes at the national and regional levels. They promote safe and just work, self organisation, dignity, women's human rights and a community life that is free from arbitrary arrest and physical violence for Thai and migrant sex workers.

€80,000 (MONEY)

### Palaung Women's Organization

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

€20,000 (VOICE)

### Indigenous Women's Network of Thailand (IWNT)

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.

€30,000 (VOICE)

## EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

## Armenia

### Society Without Violence

By organising workshops and public actions, this girl- and young women-led group is consolidating the base of the Women in Black group they contributed to creating during 2012. Society Without Violence will use its management expertise and experience in mobilisation to strengthen Women in Black Armenia's structure so that it can become an independent entity led by well-trained and motivated young women.

€20,000 (VOICE)

## Bulgaria

### **Bilitis Lesbian and Bi-women Resource Center**

Bilitis works to build a movement of lesbians, bisexual women and, increasingly, trans and inter-sex people in Bulgaria. It plays a leading role in advocacy for inclusive hate crimes legislation and for same-sex registered partnership, and also engages in strategic litigation for people's right to have their chosen gender identity recognised.

**€51,000 (BODY)**

## France

### **STRASS (Syndicat du Travail Sexuel)**

Based in Paris, this is a French sex worker-led organisation that focuses on advancing and defending the human rights of sex workers. It brings sex workers' groups together from all over France and supports women, trans and migrant sex workers to document rights violations and pursue legal action against police and other professionals who violate their rights.

**€40,000 (MONEY)**

## Germany

### **International Women Space**

This refugee-led women's group aims to change the German legislative framework regulating the status of asylum seekers, particularly the residence requirement which limits women's freedom of movement and violates their human rights. 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.

**€25,000 (VOICE)**

## Kazakhstan

### **Feminist League Kazakhstan**

This group advocates for changes in the laws and policies of Kazakhstan to end discrimination against women. The Feminist League works to ensure that violations of women's human rights are not considered "normal", but rather are understood to be crimes.

**€25,000 (VOICE)**

## Kyrgyzstan

### **Bishkek Feminist Collective SQ**

The mission of this collective of young feminists is to bring a feminist perspective in Kyrgyzstan through engaging students, the women's rights movement, LGBT groups, and national and international human rights activists in demonstrations and social media activism. The group has successfully advocated for more severe penalties for 'bride kidnapping' (marriage abduction) and challenges violence neglected by the justice system such as rape and (police) violence against LGBT persons and sex workers.

**€35,000 (BODY)**

### **Forum of Women's NGOs Kyrgyzstan**

This network of Kyrgyz women's organisations works to consolidate and strengthen the women's movement in Kyrgyzstan in order to achieve gender equality in the country. The Forum of Women's NGOs also engages in international advocacy to bring the voice of Kyrgyz women to international arenas.

**€35,000 (VOICE)**

## Netherlands

### **Commission for Filipino Migrant Workers**

This self-led organisation of Filipino migrants educates and mobilises migrant women domestic workers across Europe to engage in lobbying and advocacy in coalition with other social justice movements. The Commission is lobbying European governments to ratify the International Labour Convention on Decent Work for Domestic Workers. It aims to ensure that undocumented domestic workers enjoy labour rights and are consulted on policies affecting migrant workers.

**€29,000 (MONEY)**

### **Indonesian Migrant Workers' Union (IMWU)**

This union organises documented and undocumented Indonesian migrants living and working in The Netherlands. IMWU trains migrant women, mainly domestic workers, to know their human and labour rights and supports them in dealing with employers, health services and government institutions. IMWU lobbies the Indonesian and Dutch governments to ratify International Labour Convention C189 on Decent Work for Domestic Workers.

**€60,000 (MONEY)**

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

This participatory media organisation works to advance women's rights through providing media training and support to marginalised women in the Netherlands and Asia. Voices of Women Media believes that telling personal stories can be individually and collectively transformative. Its workshops and trainings give women the tools to express themselves through different forms of media.

**€22,100 (VOICE)**

## Poland

### **Ponton Group of Sex Educators**

Ponton, a youth feminist sexuality education group, provides sex education for young people in schools, through its website and publications, via an online and telephone helpline, and in street actions. It is a tireless advocate for comprehensive sex education and is recognised for its expertise regarding sex education and youth sexuality. Ponton's research into the state of sexuality education in Poland is widely cited.

**€60,000 (BODY)**

## Portugal

### **Associação ComuniDária**

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

**€20,000 (MONEY)**

## Romania

### **E-Romnja (The Association to Promote Roma Women's Rights)**

E-Romnja is a young organisation created by and for Roma women and girls. Through supporting the organising of Roma women in local communities, E-Romnja works to increase their active participation in democratic processes and to create an inclusive Roma women's feminist movement in Romania.

**€10,000 (VOICE)**

## Russia

### **Women for Development**

This women-led group works with rural, low-income, and displaced women in Chechnya (a federal republic of Russia), providing them with human rights training and legal services. Women for Development advocates with relevant stakeholders, including local government and traditional leaders, to modify the laws and customs which deprive women of their rights. Through advocacy, networking, and awareness raising, this group strives to change women's conditions in a hostile context of state and non-state violence, and religious and cultural fundamentalisms.

**€40,000 (VOICE)**

## Serbia

### **Roma Women's Centre 'RRomnjako ILO'**

This organisation of Roma women, which works in Roma settlements in Zrenjanin, Ečka, Žitiste and Novi Becej, focuses on education and advocacy for sexual rights and diversity and against violence. Rromnjako Ilo works with both Roma women and girls and with community leaders. It also advocates for the inclusion of Roma women in Serbia's women's rights and Roma rights movements.

**€50,000 (BODY)**

## Ukraine

### **CF All-Ukrainian League Legalife**

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.

**€50,000 (VOICE)**

### **Insight**

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 is known for its advocacy 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 people.

**€60,000 (BODY)**

## United Kingdom

### **English Collective of Prostitutes**

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.

**€80,000 (MONEY)**



## LATIN AMERICA AND THE CARIBBEAN

### Argentina

#### **Lesbianas y Feministas por la Descriminalización del Aborto**

Lesbianas y Feministas is a lesbian feminist group based in Buenos Aires. The group aims to increase access to knowledge and medication related to reproductive rights and safe abortion. The group works to secure social and legislative change for safe and legal abortion. Lesbianas y Feministas runs an information hotline on safe self-induced abortion (using Misoprostol). It also documents the information gathered through the hotline for its advocacy work.

€50,000 (BODY)

### Colombia

#### **Corporación TranScity, Comunidad Transgenerista de Medellín**

This trans-led collective challenges stereotypes about trans people and highlights their role as active citizens. Based in Medellín, TranScity works toward creating an inclusive and respectful environment in the city by providing information about trans people and issues. The group uses art in public actions during which the collective's members answer people's questions about gender and trans identity.

€15,000 (VOICE)

#### **Mujeres Al Borde**

This feminist media group combines art and activism through its audiovisual school and group theatre. Mujeres al Borde works in Colombia and throughout Latin America to contribute to social and political change that will make it possible for lesbians, bisexual women, transgender and intersex people to enjoy the full range of their human rights.

€50,000 (VOICE)

### Costa Rica

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

Led by lesbians, bisexual women and trans and intersex people, Mulabi researches issues such as access to health care for LGBTI persons and the medical, legal and social situation of trans people in Costa Rica. It uses the findings in its advocacy and education and lobbies for policy change locally, nationally and regionally. It makes a particular effort to emphasise the rights of intersex people.

€65,000 (BODY)

### Ecuador

#### **Colectivo Sentimos Diverso**

This youth sexual and reproductive health and rights collective provides sexuality education in secondary schools and to groups of teenage mothers and LGBTI youth. The group is led by young women and trans people and has a focus on providing education to these groups, ages 11-30. The collective also advocates within relevant state ministries, by providing trainings for civil servants and writing policy papers.

€15,000 (BODY)

### Guatemala

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

ATRAHDOM is a leader in the struggle for Guatemalan women's labour rights as domestic workers and for women's and trans workers' rights in the garment, agricultural and home-based industry sectors. The group is also participating in regional efforts to pressure Latin American governments to ratify the International Labour Convention C189 on Decent Work for Domestic Workers.

€80,000 (MONEY)

### Guyana

#### **Red Thread**

This is a self-led organisation of grassroots women coming from diverse backgrounds, including women living with disabilities, sex workers, LBT women, and women with very low or no income. The women work together to increase the influence of low and unwaged women in the national discourse on economic justice.

€25,000 (MONEY)

### Mexico

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

This Mexican group is playing a key role in building a regional movement of women human rights defenders in Mesoamerica (Mexico and Central America). Consorcio Oaxaca hosts regional convenings for social movements within its region to facilitate dialogue and develop realistic action plans to ensure safety and security for women human rights defenders.

€40,000 (VOICE)

#### **Teatro Cabaret Reinas Chulas A.C.**

This group of feminist art activists ('artists') aims to transform the discriminatory culture prevalent in Mexico, which is characterised by violence and macho attitudes towards women. The group performs cabaret theatre which highlights the impact of discrimination on women and the society at large. Reinas Chulas aims to provoke a change in the way the audience perceives gender roles in Mexican society.

€20,000 (VOICE)

### Nicaragua

#### **Federación de Mujeres Trabajadoras Domésticas y de Oficios Varios (FMTDOV)**

This is the first recognised union of domestic workers in Nicaragua. It raises awareness among domestic workers about their labour rights through a 'training of trainers'-model that is used to reach all members. FMTDOV, which is also affiliated with a large union confederation, advocates for the implementation of international and national legal protections for domestic workers.

€15,000 (MONEY)

#### **Movimiento de Mujeres Por Nuestros Derechos Humanos (MOMUNDH)**

This young women-led organisation works with girls and young women, ages 10-29, in a rural community and a 'slum' neighbourhood of Managua. MOMUNDH works to end the violence that is considered part of 'normal life' for girls and young women in communities ruled by gangs and patriarchal norms. Girls and young women work as peer educators, and MOMUNDH runs trainings for youth organisations, the police and health centres.

€60,000 (BODY)

### Peru

#### **Asociación de Trabajadoras Sexuales Mujeres del Sur**

This organisation of Peruvian women sex workers takes a human rights approach to sex work and policy advocacy. The group has joined the national federation of unions, and it regularly represents Peru in international policy discussions on issues that affect sex workers. The members are supported through capacity building on issues like conflict resolution, anger management and advocacy.

€35,000 (MONEY)

#### **ESTRATEGIA Centro de investigación para el desarrollo (ECID)**

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 promotes women's leadership in decision-making and policy formation at community and national levels.

€38,000 (MONEY)

## MIDDLE EAST & NORTH AFRICA

### Israel

#### **Nisaa Wa Afaq**

This women-led group works to improve the status of Muslim women living in Israel by challenging religious fundamentalism. Nisaa Wa Afaq ('Women and Horizons') provides alternative interpretations of Islamic religious texts and advocates for a reform of the Islamic Personal Status Law so that it recognises women's human rights.

€30,000 (VOICE)

#### **Women's Security Index Coalition (WSIC)**

This coalition of six feminist organisations advocates a definition of security that includes safety from all forms of violence. WSIC advocates that this definition replace the State's militarised one. The coalition has created the Women's Security Index, an annual survey among Jewish, Palestinian, Russian-speaking and other minority women, lesbians and queer women, and women with disabilities. The Index gathers data on how women experience security for use in policy advocacy.

€50,000 (BODY)

### Turkey

#### **Women's Assembly of KESK (Confederation of Public Employees Trade Unions)**

This group represents women within the confederation of public service employees. The Women's Assembly is organising an international seminar in Ankara in April 2014 on women workers in precarious positions in the public sector (such as temporary contracts in health and education). The seminar will be a space for activists and women in precarious work to discuss and report on the situation of precarious labour.

€25,000 (MONEY)

# Mama Cash supports women's funds

## AFRICA

### Democratic Republic of Congo

#### Fonds pour les Femmes Congolaises (FFC)

In its third year, FFC continues to support women and girls in a region experiencing widespread and ongoing conflict. The fund provides support through grants and capacity building and is establishing the basis for creating a culture of feminist philanthropy in Democratic Republic of Congo, including among its grantees.

€50,000

### Kenya

#### Urgent Action Fund – Africa

This regional fund supports women's human rights defenders at risk and regional initiatives, such as one linking HIV/AIDS and violence against women. UAF-Africa covers the entire African continent and provides its grantees financial and technical support. It also engages in advocacy together with grantees.

€30,000

### Tanzania

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

This national fund supports women's groups working for women's increased political participation, against religious fundamentalisms, and for sexual and reproductive rights and racial justice in Tanzania. The WFT supports its grantees, through grants, capacity building and strategic convenings.

€20,000



Street action funded by the Ukrainian Women's Fund

## ASIA AND THE PACIFIC

### Hong Kong

#### HER Fund

HER Fund, which supports young women's organising in Hong Kong, raises almost half of its budget locally and aims to increase this. For example, Her Fund has a fundraising programme called 'Share Talent' through which teachers give classes (dance, language, Yoga) and donate profits to the Fund. The grant will be used to build a database that will allow the expansion of this fundraising programme.

€5,000

### Mongolia

#### Mongolian Women's Fund / MONES

TARSHI, a Mama Cash grantee with expertise in training on sexual rights issues, will provide assistance to MONES' staff, grantees and allies to enable the fund to design and implement grant-making programmes on sexual rights in Mongolia. MONES had identified the need to be responsive to the needs of local lesbian, bisexual and trans people who will also take part in the training.

€5,000

### Sri Lanka

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

SAWF is a sub-regional fund supporting women's groups working on sexual rights, the right to movement and against religious/cultural intolerance in India, Bangladesh, Pakistan, Nepal and Sri Lanka. It provides grants, capacity building and networking support. This grant supports SAWF's grant-making but also its work to engage corporations in the region to support women's rights through corporate social responsibility programmes.

€100,000

## EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

### Czech Republic

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

SCWF supports the women's movement in the Czech and Slovak Republics through providing grant support to organisations and individuals. It promotes philanthropy among local donors as a tool to support women's empowerment and rights.

€35,000

### Serbia

#### Reconstruction Women's Fund

As part of Mama Cash's Strengthening Local Fundraising Initiative, Reconstruction Women's Fund is working with an expert to develop a network of local donors. Based in Serbia, this fund supports feminist organising against racism and violence, and has also developed a programme for empowering young Roma women.

€4,370

### Ukraine

#### Ukrainian Women's Fund

Ukrainian Women's Fund supports girls' and young women's organising in Ukraine, Moldova and Belarus. It is also an active advocate for more financial support to women's rights from individuals and corporations in Ukraine.

€40,000



## LATIN AMERICA AND THE CARIBBEAN

### Argentina

#### Fondo de Mujeres del Sur

This sub-regional fund works in Argentina, Uruguay and Paraguay, making grants to women's organisations, particularly to domestic and textile workers and grassroots women. It also works to raise awareness about the importance of making financial donations to support for women's rights.

€118,000

### Bolivia

#### Fondo de Mujeres Bolivia APTHAPI-JOPUETI (FMBAJ)

This fund supports Indigenous and grassroots urban women's political participation, young feminist activism and sexual rights in Bolivia, through grantmaking and support for grantees' organisational development. FMBAJ also facilitates learning exchanges among its grantees to support their growth.

€40,000

### Colombia

#### Fondo Lunaria Mujer

At a critical juncture in Colombia, with the start of peace talks to bring an end to almost 40 years of internal armed conflict, Fondo Lunaria Mujer works with women's organisations to support young women's groups working on peace building using art and new communication technologies. The Fund aims to support younger and newer voices in the established Colombian women's peace building movement.

€55,000

### Mexico

#### Fondo de aborto para la justicia social MARIA

Fondo Maria raises awareness that financial support for abortion rights is a social justice issue. The Fund has been assisting women in accessing abortion services since 2009 when the Mexican Supreme Court decriminalised abortion in Mexico City. The Fund covers travel costs to Mexico City for women who need an abortion and live elsewhere in Mexico where abortion is still criminalised.

€20,000

### Nicaragua

#### Fondo Centroamericano de Mujeres (FCAM)

This grant provides a cost extension to the Mesoamerican Initiative of Women Human Rights Defenders (WHRD) to organise a meeting with donors to encourage them to support WHRDs in Mesoamerica.

€37,500

## (CROSS-)REGIONAL

#### Calala Fondo de Mujeres

Calala (based in Spain) funds and provides technical assistance to migrant women's organising for their rights in Spain as well as to human rights defenders in Latin America. The fund also has a programme to link women entrepreneurs with women's activists that is cultivating new donors for women's rights activism in Spain.

€110,000

#### Fonds pour les Femmes en Méditerranée

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

€100,000

#### Fondo Lunaria Mujer

Every year, the International Network of Women's Funds (INWF) organises regional meetings for its member funds. The Latin American funds were hosted in Bogota, Colombia (May, 2013) by Fondo Lunaria Mujer. The meeting's purpose was to evaluate the funds' joint fundraising and grantmaking initiatives, assess their role in the current regional context, and plan together for future action.

€14,000



Winning photo of the Fonds pour les Femmes en Méditerranée annual photo contest. The theme this year was 'Father and proud of my daughter'.

## INTERNATIONAL

#### Calala Fondo de Mujeres

Calala managed this grant which allowed seven of Mama Cash's women's funds partners from Latin America, Africa, Europe, and Asia to attend a fundraising training programme organised by The Resource Alliance to improve their resource mobilisation skills. The programme is a six-day residential training (Oxford, UK), followed by 18 months of individualised support by a coach.

€42,000

#### Fondo Centroamericano de Mujeres (FCAM)

This grant supports the third and final year of the Community of Practice that brings together eleven women's funds to learn from each other to mobilise more and better resources for girls (up to 18 years of age). This grant supports an in-person meeting bringing young women grantees and women's funds together to evaluate the initiative and plan for the future.

€50,000

#### Fondo de Mujeres Indígenas - Ayni (FIMI)

FIMI-Ayni is a fund created in 2011 by and for Indigenous women. It is based in Peru and supports Indigenous women's organisations in the Americas, Asia and Africa through grants and capacity building. It works from a rights-based perspective that also takes into account Indigenous women's own ideas, beliefs and practices.

€55,000

#### FRIDA: The Young Feminist Fund

FRIDA supports young feminist activists (under 30) in the Global South and East with grants and capacity building. It also advocates for more funding by individual and institutional donors to young women's rights-based activism. FRIDA is a young self-led fund, pioneering participatory grantmaking.

€40,000

# Mama Cash supports strategic partnerships



Participants at the World Conference of Indigenous Women, held in Lima in October 2013

## **Fondo de Mujeres Indigenas-Ayni (FIMI)**

The World Conference of Indigenous Women, held in Lima in October 2013, allowed Indigenous women coming from all over the world to strategise, share information and reach consensus regarding important upcoming international processes. They discussed the development of the post-2015 Development Agenda, definition of Sustainable Development Goals, and consultations on Cairo+20 and Beijing+20. This grant to FIMI, based in Peru, covered expenses for seven of Mama Cash's grantees led by or working with Indigenous women to allow them to attend the meeting.

**€50,000**

## **Nazra for Feminist Studies**

This grant supported a three-day training given by Nazra (based in Egypt) for 35 activists from across the Middle East and North Africa on feminism, gender and sexuality. The training's goal was to build the capacity of emerging activists, to facilitate connections between existing and new feminist initiatives in the region, and to strengthen local as well as regional feminist organising.

**€36,000**

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

Semillas, based in Mexico, is a long-term women's funds partner of Mama Cash. This grant supported Semillas to provide training and capacity support in the area of resource mobilisation for six of Mama Cash's grantees from different countries in Latin America.

**€49,000**



# Grantees of the Red Umbrella Fund

## AFRICA (SUB SAHARAN)

### Kenya

#### **African Sex Worker Alliance (ASWA)**

This regional network unites sex workers' groups from 11 countries and seeks to expand its membership to include all countries on the African continent. It provides strategic advice, networking opportunities, capacity-building tools and financial support to local sex workers' groups that work to improve their access to health services and labour rights. Its membership includes groups working with women, men and trans sex workers. ASWA represents sex workers' interest in regional and international processes and platforms.

€40,000

#### **Health Options for Young Men on HIV/STIs (HOYMAS)**

This organisation promotes the human rights of sex workers, including access to health services for male sex workers living with HIV in Kenya. It has a membership of 1500 sex workers, and organises trainings for and by sex workers on health and human rights. The group sensitises health workers and government officials to the needs of male sex workers, and conducts media campaigns to influence decision makers to improve national laws, policies and practices that impact on sex workers' lives.

€25,000

### Mozambique

#### **Tiyane Vavassate**

Created in 2011, this emerging group brings together sex workers of all genders from three provinces of Mozambique to improve the human rights of sex workers, and end violence and discrimination. The group builds sex workers' knowledge in areas of sexual and reproductive health and human rights, and trains them to become advocates for their own rights. With the Red Umbrella Fund grant, the group will develop its organisational structures and capacities.

€13,000

### Nigeria

#### **Women of Power Initiative (WOPI)**

This emerging group of sex workers includes many migrants in the capital city of Lagos. WOPI runs a nightly outreach programme, offering HIV testing and counselling services. The group also trains sex workers in leadership skills and builds their knowledge on sexual and human rights advocacy as a strategy to counter violence and abuse.

€10,000

### Zambia

#### **Engender Rights Centre for Justice (ERCJ)**

This group works to protect the rights and interests of sex workers through outreach and capacity building of sex workers of all genders in the capital city Lusaka and surroundings. Three out of four members of the group are HIV positive and one of the priority areas of the group is access to HIV prevention and treatment services for sex workers. The group also trains health care workers and police on the needs and rights of sex workers.

€12,500

## ASIA AND THE PACIFIC

### China

#### **Shen Zhen Xi Yan Communication Centre**

This group is based in the city of Shenzhen and promotes access to health care and legal services for highly mobile male and trans sex workers by operating a drop-in centre and an emergency hotline. The group advocates for ending police violence such as arbitrary arrests, extortion, and harassment, by participating in seminars and debates around sex work.

€20,000

### Hong Kong

#### **Hong Kong Transgender Migrant Service Workers' Network**

This emerging group in Hong Kong reaches out to migrant transgender sex workers with HIV and STI prevention information, legal support, and human rights capacity-building support, provided by peer educators. The group combats stigma and discrimination faced by transgender sex workers through public awareness campaigns. The 'Don't Cut my Hair Campaign' addresses the humiliation faced by trans women in prisons in Hong Kong who are ordinarily placed in the men's department and forced to cut their hair short.

€20,000

### India

#### **National Network of Sex Workers (NNSW)**

This network of sex workers' organisations and allies in the south of India lobbies for changes in laws and policies to improve the lives of sex workers. It has successfully campaigned to ensure that the in 2013 amended anti-rape law in India does not include prostitution as a form of exploitation. The Red Umbrella Fund grant will be used to strengthen the organisational structures and set up a sex worker-led governing board with skills to run the network.

€10,000



Shen Zhen Xi Yan Communication Centre joined the Global Flash Mob for Sex Workers' Rights on International Women's Day in Shenzhen.



APNSW members from across the region demonstrate for sex workers' rights at the International Congress on AIDS in Asia and the Pacific (ICAAP) in November 2013 in Bangkok, Thailand.

## Malaysia

### **Pertubuhan Advokasi Masyarakat Terpinggir Kuala Lumpur dan Selangor (PAMT)**

Established in 2011, this organisation supports sex workers' access to health care through peer education, condom distribution and referrals to health and social services. The group supports sex workers in setting up their own support groups, and aims to improve the living and working conditions of sex workers in the country. With the Red Umbrella Fund grant, PAMT will set up a crisis response team to support sex workers who face violence, exploitation, and arrest.

€20,000

## Thailand

### **APNSW (Asia Pacific Network of Sex Workers)**

This regional network unites 54 sex workers' organisations in 22 countries with the aim to improve the health and rights of sex workers of all genders in the region. APNSW trains its members on human rights and advocacy strategies, and lobbies regional inter-governmental bodies and UN agencies for improved policies and programmes that affect sex workers. This grant enables the network to strengthen its organisational financial systems and skills to enable it to grow and increase its future fundraising opportunities.

€10,500

## Vietnam

### **Vietnam Network of Sex Workers (VNSW)**

This network unites female sex workers who are organised in peer support groups in 16 provinces. It aims to represent the voice of sex workers at the national level to improve laws, policies, and practices that impact on sex workers' lives. Sex workers benefit from the trainings in computer, fundraising and management skills organised by the network. Established in 2012, the network is developing its first strategic plan with support from the Red Umbrella Fund.

€20,000

## EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES

## France

### **STRASS (Syndicat du Travail Sexuel)**

This national union represents the interests of sex workers of all genders and backgrounds, and from all branches of the sex industry in France through public education, advocacy and strategic litigation. The group campaigns for the legal recognition of sex work as work, and counters discrimination and stigmatisation with the aim to create an environment of respect and inclusiveness towards sex workers. Self-organisation of sex workers is encouraged through the creation of local federations in different cities.

€25,000

## Hungary

### **SWAN (Sex Workers' Rights Advocacy Network)**

This regional network unites sex workers and their allies from 18 countries in Central and Eastern Europe and Central Asia in the struggle to promote the human rights and improve the quality of life of sex workers. It provides a joint advocacy platform for sex workers' voices in regional and national debates on health, labour rights, and safety for sex workers of all genders and exposes violence against sex workers.

€15,500

## Kyrgyzstan

### **Civil Union Shakh-Aiym**

This emerging network aims to strengthen the voice of sex workers in public and policy debates in Kyrgyzstan by uniting sex workers from across the country. The network documents and speaks out against police violence. It also works to ensure that the existing law – which decriminalises sex work – is not undermined by new policies and programmes which are aimed at ending sex trafficking, which often have a negative effect on the rights of sex workers.

€15,000

## Netherlands

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

This network of individuals and organisations in Europe and Central Asia campaigns against the criminalisation of sex work, and the conflation of sex work and human trafficking. It serves as a platform to share experiences and solidarity, and to create alliances between sex workers' rights organisations and allies from other movements who support sex workers' rights. The Red Umbrella Fund grant will enable the network to hire a coordinator to strengthen the network and develop strategies to influence the European Parliament.

€40,000

## United Kingdom

### **SCOT-PEP**

Founded in 1989, this is the oldest organisation that is led by sex workers in Scotland. It campaigns for sex work to be recognised both socially and legally as work, and for sex workers' voices to be included in public debates. SCOT-PEP lobbies the Scottish parliament for the decriminalisation of sex work and against the 'Safer Lives, Changed Lives' policy strategy which aims to eradicate violence against women and defines sex work as exploitation, irrespective of the opinion of the women involved.

€13,500

## LATIN AMERICA AND THE CARIBBEAN

## Brazil

### **Davida**

This organisation focuses on HIV/AIDS prevention and improving the legal status and labour conditions of sex workers in the country. A draft bill to decriminalise and regulate sex work has been named in honour of the founder of the organisation, the late Gabriela Leite. In 2005, Davida launched the fashion line Daspu, which serves as an income-generating activity and also an advocacy strategy. Davida's magazine, Beiji da Rua, reaches thousands of sex workers, allies and decision makers around the country.

€25,000



#### **APROSMIG** (Associação das Prostitutas de Minas Gerais)

This group reaches over 2000 women sex workers in the Brazilian state of Minas Gerais through language classes, condom distribution, HIV awareness messages, seminars, and public demonstrations to bring attention to the citizenship and rights of sex workers. This group organises special meetings for new sex workers as well as for older (50 plus) sex workers. The Red Umbrella Fund grant will contribute to strengthening the organisational capacities through regular meetings and trainings for its staff and members.

€20,000

## Chile

#### **Fundación Margen de Apoyo y Promoción de la Mujer**

This group promotes the sexual and reproductive health, including HIV/AIDS, and human rights of women sex workers in Chile. The group reaches around 700 sex workers, most of them in the capital city, through outreach by peer educators, handing out condoms, accompanying sex workers to health centres, and informative workshops. The Red Umbrella Fund grant will enable the group to build leadership and advocacy skills of sex workers in different parts of the country.

€15,000

## El Salvador

#### **Organización de Trabajadoras del Sexo (OTS)**

This group was created in 2004 by sex workers to confront and prevent the discrimination, abuse and violence experienced daily by sex workers at work, within their families, and in society in general by educating the general public about sex workers' rights. The group reaches women sex workers working on the street and in parks with HIV prevention information and peer support. The Red Umbrella Fund grant will contribute to a field study of the needs of sex workers in 15 municipalities.

€16,000

## Guyana

#### **Guyana Sex Work Coalition (GSWC)**

This group provides peer-to-peer support and training to sex workers in Guyana and the wider Caribbean region to build their knowledge and confidence to stand up for their rights, including the right to be protected from police violence, to access HIV/AIDS and other health services, and for their work to be recognised as work. The group trains health providers, police, and the military as a strategy to reduce stigma, discrimination and violence against sex workers.

€20,000

## Nicaragua

#### **Asociación de Mujeres 'Las Golondrinas'**

Founded in 2004, this organisation works with 12 local groups of female and trans sex workers in different municipalities in central and northern Nicaragua. The group uses mass media to promote labour rights of sex workers and address stigma and discrimination. The Red Umbrella Fund grant will contribute to core costs of the organisation and enable it to conduct trainings on sexual health and human rights for sex workers, and launch a campaign to end violence against sex workers.

€20,000



The Red Umbrella Sexual Health and Human Rights Association demonstrated in response to the brutal murder of Dora, a trans\* sex worker in Turkey, in July 2013. The large banner reads: "Don't stay silent! Don't become part of the crime!".

## MIDDLE EAST AND NORTH AFRICA

## Turkey

#### **Red Umbrella Sexual Health and Human Rights Association**

This group in Ankara documents violence and other human rights violations against sex workers and provides legal assistance to sex workers of all genders to seek justice. The data that is collected by the group is also used in public awareness raising activities targeting civil society, media and academia and in its lobbying with government officials to improve the legislation that affects sex workers in Turkey. The group also provides training for sex workers on human rights.

€10,000

## NORTH AMERICA

## Canada

#### **Projet L.U.N.E.**

This organisation of sex workers operates in the city of Quebec. The group reaches mostly women sex workers who use drugs and those working on the streets with practical support and advice, including peer-led trainings about condom use, accessing health services, self-defence, and human rights. Through their journal 'Les voix de la RuELLES' (The Voice of the Streets) sex workers are able to speak out and share their experiences and demands.

€16,500

## United States

#### **Red Umbrella Project (RedUP)**

This New York-based group organises theatre, storytelling and memoir writing programmes in which sex workers of all genders share experiences with a wide audience to reduce stigma and fight discrimination. The group campaigns or improves in legislation, such as the 'No Condoms as Evidence' campaign, which aims to ban the use of condoms as evidence of prostitution-related offenses. The group builds the leadership skills and capacity of sex workers through trainings that enable them to run their own advocacy campaigns.

€10,000

*In addition, one grant of €30,000 was made to Aids Acodev in Cameroon in February 2013 to replace a grant awarded in 2012 that was cancelled.*





8

**Meet  
Mama Cash**



# Meet Mama Cash

## Founders of Mama Cash

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

## Board Members

Marjo Meijer (Co-chair)	The Netherlands
Geetanjali Misra (Co-chair)	India
Eveline de Jong (Treasurer) (until December 2013)	The Netherlands
Jacqueline Castelijns (Treasurer from December 2013)	The Netherlands
Jo Andrews (from January 2013)	United Kingdom
Femke Bos	The Netherlands
Marieke van Doorninck	The Netherlands
Khadijah Fancy	United Kingdom
Jessica Horn	United Kingdom
Marijke Kuijpers (until April 2013)	The Netherlands
Barbara Limanowska (until August 2013)	Poland
Idelisse Malavé	Puerto Rico/USA
Myra ter Meulen	The Netherlands
Farah Salka (from January 2013)	Lebanon

## Grantmaking advisors

Angelika Arutyunova	Uzbekistan /USA
Anannya Bhattacharjee	India
Mauro Cabral	Argentina
Ivana Calle Rivas	Bolivia
Dawn Cavanagh	South Africa
Hope Chigudu	Zimbabwe
Awa Fall-Diop	Senegal
Jelena Djordjevic	Serbia
Amina Doherty	Antigua/Nigeria/Jamaica
Marcelo Ernesto Ferreyra	Argentina
Fe Jusay	Philippines/The Netherlands
Anna Kirey	Kyrgyzstan
Emilienne de Leon	Mexico
Shimreichon Luihui	Thailand
Pramada Menon	India
Wanja Muguongo	Kenya
Mabel Ngoe-Takona	Cameroon/USA
Janet Price	United Kingdom
Jandira Queiroz	Brazil
Aliya Rakhmetova	Hungary/Kazakhstan
Graciela Rodriguez	Brazil
Farah Salka	Lebanon
Anne-Sophie Schaeffer	France
Petra Snelders	The Netherlands
Undarya Tumursukh	Mongolia
Perla Vasquez	Mexico
Muthoni Wanyeki	Kenya/France



Mama Cash staff in the Vondelpark in Amsterdam.

## Management team

Nicky McIntyre	Executive Director
Janet Zeegers	Director of Finance and Operations
Amanda Gigler	Director of Philanthropic Partnerships and Communications
Zohra Moosa	Director of Programmes (from May 2013)

## Learning and Evaluation

Annie Hillar	Learning and Evaluation Specialist
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## Programmes team

Laila Ait-Baali	Programme Associate Africa and the Middle East (from April 2013)
Ellen Ambags	Programme Associate Asia and the Pacific
Eva Cukier	Programme Associate Red Umbrella Fund
Lara van Kouterik	Programme Officer for Voice (until February 2013)
Nadia van der Linde	Red Umbrella Fund Coordinator
Barbara Lotti	Programme Officer for Money
Tamara Pels-Idrobo	Programme Associate Latin America and the Caribbean
Sophia Sakhanberidze	Programme Associate Europe and the Commonwealth of Independent States
Alejandra Sardá-Chandiramani	Senior Programme Officer for Women's Funds
Arja Schreij	Programme Associate (interim)
Vanina Serra	Programme Officer for Voice
Esther Vonk	Senior Programme Officer for Body

## Philanthropic Partnerships and Communications team

Esther Arp	Officer for Individual Donor Relations
Antoinette van den Berg	Officer for Individual Donor Relations (from December 2013)
Anneke Bloemen	History Project Assistant (until February 2013)
Lisanne Bronzwaer	Project Coordinator
Sarah van Brussel	New Media Associate
Sunny Daly	Officer for Philanthropic Partnerships (from October 2013)
Janine van Doorn	Individual Donor Relations Associate
Emma Herman	Senior Officer for Individual Donor Relations and Communications (from February 2013)
Susan Jessop	Senior Officer for Philanthropic Partnerships
Esther Lever	Officer for Philanthropic Partnerships



Chantelle de Nobrega  
Adinda Veltrop  
Ingrid Verver

Officer for Philanthropic Partnerships  
New Media Associate (Interim from August 2013)  
Communications Officer

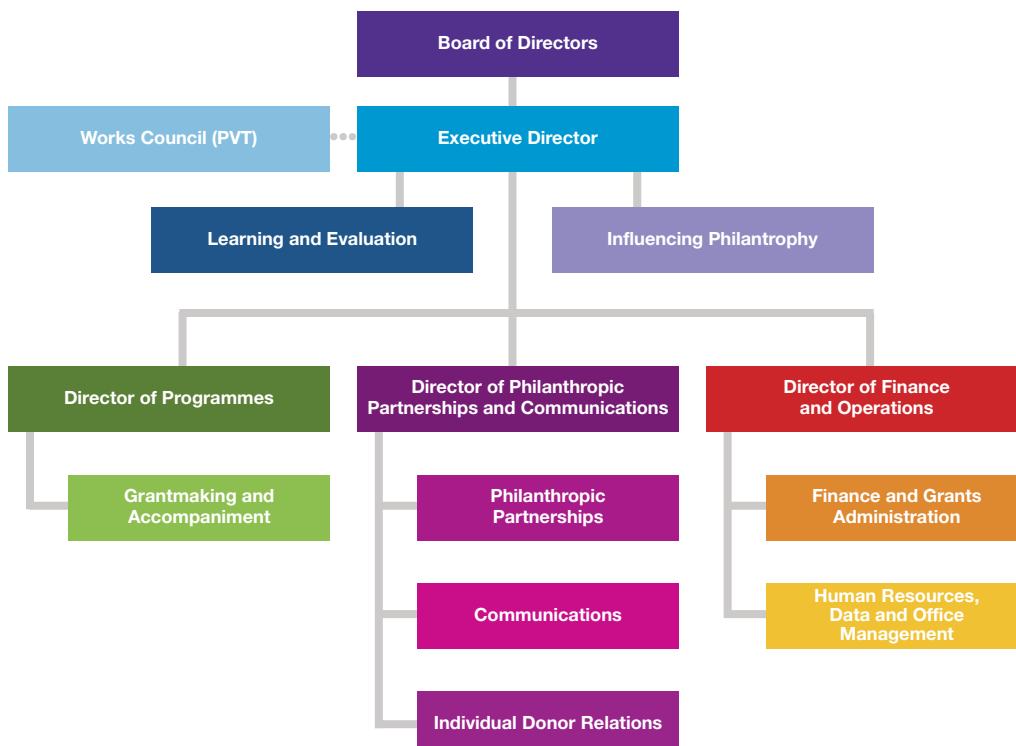
## Finance and Operations team

Anne Assehn	Financial Officer
Cherise Balentin	Executive Associate (interim from May – November 2013)
Klaas van Boeckel	Data and Reporting Management Officer
Anne Jong	Financial Associate
Kim Lam	Office Associate
Marijke Marica	General Assistant
Jan Perdaems	Financial Officer (Interim from October – December)
Sanne Rezk-van der Haar	Office Manager
Liesbeth Schipper	Executive Associate
Arja Schreij	Database Associate (since August 2013)
Ellen van Steenis	Office Manager
Hanneke Timmer	Human Resources Advisor

## Volunteers

Cherise Balentin	Volunteer Red Umbrella Fund
Bas Broekman	Volunteer Finance & Operations
Alexandra van Dijk	Volunteer Red Umbrella Fund
Roswitha Eshuis	Volunteer Communications
Hania Faydi Servent	Volunteer Programmes
Hannah de Hoogh	Volunteer Finance & Operations
Piril Kazanci	Volunteer Red Umbrella Fund
Irma Kerkhof	Volunteer Programmes
Susanna Leeman	Volunteer Finance & Operations
Marco Miceli	Volunteer Finance & Operations
Arja Schreij	Volunteer Programmes
Sophia Seawell	Volunteer Communications
Gabriella Vitarosso	Volunteer Red Umbrella Fund

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



# Mama Cash's contributors in 2013

## Individual donors

Mama Cash's 5151 active individual donors, supported us with gifts ranging from €1 to €50,000.  
In 2013, we received a large legacy gift of €453,827

## Donor advised funds

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

## Foundation and government donors

AJG Foundation/King Baudouin Foundation United States (USA)  
Anonymous/King Baudouin Foundation United States (USA)  
Association for Women's Right in Development (CA)  
Barrow Cadbury Trust (UK)  
Dutch Postcode Lottery (Nationale Postcode Loterij) (NL)  
French American Charitable Trust (USA)  
Foundation for a Just Society (USA)  
International Network of Women's Funds/Global Fund for Women (MX)  
Irish Aid (IE)  
Levi Strauss Foundation (USA)  
Ministry of Foreign Affairs/DGIS – MFS II (NL) (Hivos Alliance)  
Nike Foundation (USA)  
Oak Foundation (CH)  
Sigrid Rausing Trust (UK)  
Swedish International Development Cooperation Agency – Sida (SE)

## Foundation donors to the Red Umbrella Fund

American Jewish World Service (USA)  
Comic Relief (UK)  
craigslist Charitable Fund (USA)  
Foundation Open Society Institute (CH)  
Levi Strauss Foundation (USA)  
MAC AIDS Fund of the Tides Foundation (USA)  
Mama Cash (NL)  
Oak Foundation (CH)

## Special contributors

*(all from The Netherlands)*  
Bookdifferent  
FNV Vrouwenbond  
Noordelijk Initiatief  
Rosanna Amico, SOS Finance Solutions *(via Laluz)*  
Triodos Bank N.V.  
Vrouwendocumentatiecentrum De Feeks

**Many thanks to all  
our contributors!**



A woman with dark hair and a red top is looking at a smartphone. In the background, there is a patterned bag and a textured wall.

9

## Annual accounts



# 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 2013, Mama Cash had a total of €7.027 million in income, representing 104% of our projected budget and 91% of our income last year. With carry-over from previous years, available income for 2013 was €7.591 million.
- Our total 2013 expenditures were €7.534 million, representing 101% of our projected expenditures and 93% of our expenditures in 2012.
- Total expenditures related to Mama Cash's programme objectives were €6,378 million, representing 85% of our overall expenditures.
- Costs for income acquisition were 12% of our total expenditures or €958,269 in total, representing 109% of the amount budgeted.
- Management and administration costs accounted for 3% of our total expenditures (€197,743 total), representing 94% 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

	2013	2012
New employees	8	9
Departing employees	6	5
Number of employees	35	33
Average number of FTEs	31.67	28.41
Part-time	41%	48%
Percentage of employees that self-identify as women	97%	97%
Number of nationalities	9	9
Sickness absence percentage	4.6%	2.48%

## Working remotely

In 2013, Mama Cash piloted a new system for working remotely. One staff member relocated and is now working from abroad. Other staff members are working from home on a regular basis. This remote working pilot will be evaluated in 2014.

## Works Council

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

## Volunteers

In 2013, 13 volunteers worked for Mama Cash to support the Development and Communications team, the Finance and Operations team, and the Programmes team. On average, volunteers worked one day a week. The time they dedicated to Mama Cash equals 0.6 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 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. Ten advisors were nominated and appointed to the Advisory Network in 2013, bringing the total number to 27.

## Pensions

In January 2010, Mama Cash established the 'available premium pension' scheme for new personnel. This allows for sustainable investments, flexible employee contribution levels, and a reduced risk for Mama Cash on incoming 'value transfers'. The existing pension scheme was renewed for another five years on January 1, 2010. Both pension schemes need to be renewed in 2014.



Sustainable lunch at the Mama Cash office

## New database

In 2013, Mama Cash selected a new customer relationship management system (CRM), which also facilitates fundraising and grantmaking administration and processes. The CRM database has been successfully implemented and data from our former database was migrated in the second half of 2013. In December, all staff switched to using this new software.

## Sustainability policy

Mama Cash is committed to promoting an organisational culture that recognises the importance of sustainable practices. Organisational adoption of more sustainable practices was implemented in 2012. In 2013, a Sustainability Policy was developed.

By the end of 2013, Mama Cash succeeded in lowering its environmental impact in the following areas:

- Providing all organic and fair trade coffee, tea, and lunch for staff members (they make a monthly contribution to pay for the lunch);
- Switching to special glazing and lighting, leading to substantial energy savings;
- Introducing computer terminals (thin clients) that are 90% more energy efficient than desktop computers;
- Introducing sustainable cleaning products;
- Printing double-sided and in black-and-white;
- Recycling waste paper; and,
- Supporting CO<sub>2</sub> neutral air travel by compensating CO<sub>2</sub> emissions for all staff-related flights.

## 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 enable free labour movement 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.

## Risk management

Mama Cash must deal with risks that could adversely affect the work and achievements of the organisation. The organisation maintains a zero tolerance policy against fraud, conflict of interest, and violation of human rights.

Mama Cash has:

- A system for planning, monitoring, and reporting;
- Guidelines and procedures for financial reporting; and,
- Guidelines for financial transactions and legal acts, establishing responsibilities, and internal control 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 financial risk 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; and,
- 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 53% 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; and,
- Mama Cash operates with an emergency response team (ERT) and ensures that enough staff members have received first aid training.

## Reputational risks

A media scandal could seriously affect Mama Cash's reputation, whether the allegations made were true or false. To minimise this risk, we strive to be transparent about all aspects of our work and to be accountable for all of our actions. 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. PricewaterhouseCoopers 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 the *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, such as knowledge of grantmaking, programming, or communications. 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 2009-2014<sup>1</sup> strategic plan, *On the Move for Women's Rights*, was approved in December 2008. 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.

1. The extension of the strategic plan period from 2013 to 2014 was approved in the board meeting of October 2012.

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. Grantmaking outcomes are evaluated in collaboration with institutional donors.

Mama Cash is audited annually by PricewaterhouseCoopers. 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 to the Board annually.

## 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 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, and donor meetings
Institutional donors, 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 2013

In 2013, face-to-face meetings took place in April and October. An Executive Committee meeting was held in June. At the meetings, the Executive Director reported on progress, activities, and finances in the context of the 2013 annual plan. The 2012 annual report, the 2012 annual accounts, the Management Letter from the auditors, and the 2013 annual plan were approved in accordance with the Articles of Association.

At the October 2013 meeting, the Board devoted significant time to the launch of a process that will guide us toward writing and approving our next strategic plan. It was decided that the Board will make use of its standing committees to engage with the different phases of the strategic planning process. The Board also evaluated its own activities.

### Committees and Task Forces

<b>Executive Committee</b>	Provides guidance, advice, feedback, and support to the Executive Director about the running of the organisation. This committee met once in 2013. 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 with the auditor to discuss the audit findings.
<b>Governance Committee</b>	Oversees the review and updating of the Board's description of roles and responsibilities and the responsibilities of individual Board members. Supported Board development activities and handled Board nominations. This committee communicated via email.
<b>Programme Committee</b>	Advises the Board about programmatic policies and the ratification of large and multi-year grants. This committee met once in 2013 and also communicated via email.
<b>Task Force History Project</b>	Led the process of researching and building a website that dynamically presents the history of Mama Cash. The task force communicated via email. This task force disbanded in March 2013 after the launch of the history website.
<b>Communications Committee</b>	Advises the Board on communications policies and strategies. This committee was established at the October 2013 Board meeting and did not meet in 2013.



Back row, from left to right: Marijke Kuijpers, Myra ter Meulen, Jessica Horn, Femke Bos, Marieke van Doorninck, Khadijah Fancy and Eveline de Jong. Middle row: Jo Andrews, Idelisse Malavé, Geetanjai Misra and Barbara Limanowska. Front row: Farah Salka and Marjo Meijer.

## Composition of the Board in 2013

At the end of 2013, the Board had 11 members. Board members are appointed for a period of three years. Performance assessments and requirements for membership determine the outcome of the renewal process. At its April 2013 meeting, the Board unanimously approved a resolution allowing Board members to serve for a maximum of three three-year terms instead of two three-year terms.

## Changes in the Board

In January 2013, Jo Andrews and Farah Salka joined the Board. In December, Jacqueline Castelijns joined the Board as treasurer. She took over from Eveline de Jong who stepped down after six years of service on the Board in this capacity. In April, Marijke Kuipers' term ended. In August, the Board regretfully accepted the resignation of Barbara Limanowska. The Board is very grateful for the many years of commitment of these members.



## Composition of the Board of Mama Cash as of December 31, 2013

	Name	Function	Board member since	Affiliation/Profession	Additional functions
	Marjo Meijer	Co-chair	June, 2006  Co-chair since June, 2007 Reappointed June 2009 and April 2013	Medical doctor/artist/donor activist, the Netherlands	
	Geetanjali Misra	Co-chair	June 2009 Co-chair since June 2011 Reappointed September 2012	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>
	Eveline de Jong	Treasurer	November, 2007 Reappointed December 2010 Term ended December 2013	Independent financial advisor, The Netherlands	
	Jacqueline Castelijns	Treasurer	December 2013	Independent change manager, The Netherlands	
	Marijke Kuijpers	Member	December, 2006 Reappointed December 2009 Term ended April 2013	Independent financial consultant, The Netherlands	
	Jessica Horn	Member	November, 2007 Reappointed September 2011	Independent women's rights consultant, United Kingdom	<ul style="list-style-type: none"> <li>• Board member of Urgent Action Fund-Africa, Kenya</li> <li>• Advisor to the journal <i>Development</i></li> </ul>
	Idelisse Malavé	Member	February, 2008 Reappointed March 2011	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 Rockwood Leadership Institute, Oakland, 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	Independent consultant on the prevention of child abuse and youth policy, the Netherlands	<ul style="list-style-type: none"> <li>• Board member of Women's Wallet, The Netherlands</li> <li>• Member of Vrouwen Tegen Uitzetting, The Netherlands</li> </ul>
	Barbara Limanowska	Member	June 2009 Reappointed September 2012 Resigned August 2013	Senior Gender mainstreaming Expert, European Institute for Gender Equality, Lithuania	
	Khadijah Fancy	Member	December 2011	Independent gender and women's rights consultant, United Kingdom	<ul style="list-style-type: none"> <li>• Board Member at EMPower, United Kingdom</li> </ul>
	Femke Bos	Member	September 2012	Fund Manager of the Triodos Microfinance Fund and Regional Manager Asia at Triodos Investment Management, The Netherlands	<ul style="list-style-type: none"> <li>• Board member of two microfinance banks in Laos and Cambodia</li> </ul>
	Marieke van Doorninck	Member	September 2012	Advisor Public Affairs at La Strada International, The Netherlands	<ul style="list-style-type: none"> <li>• Chairperson of the Green Party (Groen Links) in the Amsterdam city council, The Netherlands</li> </ul>

	Name	Function	Board member since	Affiliation/Profession	Additional functions
	Jo Andrews	Member	January 2013	Director Ariadne – European Funders for Social Change and Human Rights (to which Mama Cash pays an annual membership fee)	<ul style="list-style-type: none"> <li>• Some work as a consultant to various philanthropists.</li> <li>• Special Advisor to the Glendale Gateway Rural Development Trust</li> <li>• Advisory Council member Lady Margaret Hall College, Oxford.</li> </ul>
	Farah Salka	Member	January 2013	Executive Director of Anti-Racism Movement, Lebanon Human Rights Education Teacher and Trainer	<ul style="list-style-type: none"> <li>• Previous General Coordinator of Nasawiya</li> <li>• Member of Sawa for Syria</li> </ul>

## Board expenses

Board members are not remunerated, but may claim compensation for reasonable expenses. In 2013, the Board expenses were €37,200. Of this amount, €18,000 supported travel and hotel expenses for face-to-face Board meetings and conference calls for committee meetings and task force meetings. €19,200 was allocated to a consultancy for the strategic plan preparations.

## Management

In 2013, 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.

In 2013, the Executive Director resigned as a Board member of the Women's Funding Network, based in the United States. No remuneration was received for this function.

Table: Executive Director salary in 2013

Name	N. McIntyre	
Function	Executive Director	
Terms of employment		
Term	Indefinite	
Hours	36	
Part-time percentage	100	
Period	1/1-31/12	
Remuneration 2013 (EURO)		
Annual income		
Gross salary	92,957	
Holiday allowance	7,336	
End of year payment, (13 <sup>th</sup> month)	8,333	
Total annual income		108,626
Social Security charges (employer's part)		8,906
Pension expenses (employer's part)		11,958
Total remuneration 2013		129,490
Total remuneration 2012		126,636

## Accountability

In the opinion of the Board, the financial statements as prepared by management for the year ending December 31, 2013, truly and fairly reflect the financial position and operations of Mama Cash. The 2013 annual report gives a true and fair reflection of the programmes, activities, and results achieved in 2013, based on what was agreed upon in the 2013 annual plan.

The Board is pleased with the 2013 implementation of the 2009-2014 strategic plan and with the organisational development that has taken place.



# Financial report 2013

## Table of contents

- Balance as of 31 December, 2013
- Statement of income and expenditures
- Cash flow statement
- Explanatory notes on the cash flow statement
- Explanatory notes on the annual accounts
- Explanatory notes on the balance sheet
- Explanatory notes on the statement of income and expenditures
- Auditor's report
- Looking forward to 2014
- Budget 2014-2017

# Balance as of 31 december 2013

(after appropriation of results)

All amounts are in Euros

(The numbers in parentheses refer to the Explanatory Notes on pages 91-99)

	31-12-2013	31-12-2012
<b>Assets</b>		
Tangible assets (1)	176,805	201,468
Intangible assets (2)	104,556	14,932
Receivables (3)	142,389	117,320
Investments (4)	1,942,054	677,075
Liquidities (5)	2,006,678	4,838,676
<b>Total Assets</b>	<b>4,372,482</b>	<b>5,849,471</b>
<b>Liabilities</b>		
Reserves		
› Continuation reserve (6)	1,282,303	1,289,682
Funds		
› Asset management fund (7)	281,361	216,543
› Designated funds (7)	67,770	300,220
› Donor advised funds (8)	428,086	759,319
<b>Total Funds</b>	<b>777,217</b>	<b>1,276,082</b>
Long-term liabilities (9)	225,758	227,554
Short-term liabilities (10)	2,087,204	3,056,153
<b>Total Liabilities</b>	<b>4,372,482</b>	<b>5,849,471</b>



# Statement of income and expenditures as of 31 december 2013

	Actuals 2013		%	2013 Budget		%	Actuals 2012		%
<b>INCOME</b>									
<b>Income from own fundraising</b>									
<b>Private individuals (12)</b>									
› Individual donors	923,758			960,000			941,243		
› Income from inheritances / legacies	655,383			600,000			673,948		
› Donor advised funds	184,528			119,528			38,420		
› Sales promotional material	1,428			0			0		
› Fee financial course	0			0			3,290		
Total private individuals		1,765,097	27%		1,679,528	25%		1,656,901	22%
<b>Foundations (13)</b>									
› Private foundations	2,362,368			2,387,579			2,053,898		
Total foundations		2,362,368	35%		2,387,579	36%		2,053,898	27%
<b>Total income from own fundraising</b>		<b>4,127,465</b>	<b>61%</b>		<b>4,067,107</b>	<b>61%</b>		<b>3,710,799</b>	<b>49%</b>
<b>Income third parties (14)</b>									
› - Dutch Postcode Lottery	900,000			900,000			1,807,360		
Total income third parties		900,000	13%		900,000	13%		1,807,360	24%
<b>Income governments (15)</b>									
› Governments	1,731,986			1,731,091			1,990,682		
Total governments		1,731,986	25%		1,731,091	26%		1,990,682	27%
<b>Total income fundraising</b>		<b>6,759,451</b>	<b>100%</b>		<b>6,698,198</b>	<b>100%</b>		<b>7,508,841</b>	<b>100%</b>
<b>Result on investments (16)</b>									
› Interest on liquidity	36,518			45,000			88,054		
› Result on investments	189,966			45,000			147,096		
Total result on investments		226,484			90,000			235,150	
<b>Other profits and losses (17)</b>									
› Other profits and losses	41,503			0			6,283		
Total other profit and losses		41,503			0			6,283	
<b>TOTAL INCOME</b>		<b>7,027,438</b>			<b>6,788,198</b>			<b>7,750,274</b>	
% of budget		104%						101%	
% of last year		91%						124%	

(continued)

	Actuals 2013	%	2013 Budget	%	Actuals 2012	%
<b>EXPENDITURES RELATED TO OBJECTIVES</b>						
<b>Grantmaking programme</b>						
› Body Portfolio	961,500		956,000		907,000	
› Money Portfolio	862,000		925,000		877,700	
› Voice Portfolio	926,100		890,000		892,820	
› Women's Funds Portfolio	970,870		930,000		889,060	
› Mesoamerican Initiative of Women Human Rights Defenders	0		0		974,360	
› Strategic Partnerships Portfolio	135,000		158,400		233,200	
› Red Umbrella Fund	462,500		440,282		425,000	
Total direct grantmaking	4,317,970	57%	4,299,682		5,199,140	64%
› Other direct costs related to grantmaking	92,604		86,175		133,405	
› Implementation grantmaking programme	573,634		559,152		583,455	
Total grantmaking programme	666,238		645,327		716,860	
<b>Accompaniment</b>						
› Direct costs Accompaniment	65,673		34,547		61,541	
› Implementation Accompaniment	274,998		289,053		272,310	
Total Accompaniment	340,671		323,600		333,851	
<b>Learning for Change</b>						
› Direct costs Learning for Change	80,242		142,458		52,532	
› Implementation Learning for Change	184,489		198,702		181,540	
Total Learning for Change	264,731		341,160		234,072	
<b>Influencing Philanthropy</b>						
› Direct costs Influencing Philanthropy	337,805		318,942		217,993	
› Implementation Influencing Philanthropy	450,254		474,359		347,372	
Total Influencing Philanthropy	788,059		793,301		565,365	
<b>Total EXPENDITURES RELATED TO OBJECTIVES</b>	<b>6,377,669</b>	<b>85%</b>	<b>6,403,070</b>	<b>85%</b>	<b>7,049,288</b>	<b>87%</b>
(as percentage of total income)	91%		94%		91%	
<b>Income acquisitions costs</b>						
› Direct costs fundraising	169,267		125,132		277,580	
› Running costs fundraising	728,790		753,198		590,532	
› Costs obtaining government grants	49,892		0		48,228	
› Costs investments	10,320		4,000		3,879	
Total Income acquisitions costs	958,269	12%	882,330	12%	920,219	11%
(as percentage of income from fundraising)	14.0%		13.17%		12.3%	
<b>Management and Administration</b>						
› Costs Management and Administration	197,743	3%	209,353	3%	173,340	2%
<b>TOTAL EXPENDITURES (18)</b>	<b>7,533,681</b>	<b>100%</b>	<b>7,494,753</b>	<b>100%</b>	<b>8,142,847</b>	<b>100%</b>
% of budget	101%				100%	
% of last year	93%				129%	
<b>RESULT</b>	<b>-506,243</b>		<b>-706,555</b>		<b>-392,573</b>	
<b>Result allocation</b>						
Asset management fund	64,818				-16,477	
Designated funds	-232,450		-180,452		62,744	
Donor advised funds	-331,233		-532,000		-504,945	
Continuation reserve	-7,378		5,897		66,105	
<b>RESULT</b>	<b>-506,243</b>		<b>-706,555</b>		<b>-392,573</b>	



# Cash flow statement

	2013	2012
<b>Cash flow from operational activities</b>		
Continuation reserve	-7,378	65,347
Mutation in designated and donor advised funds	-498,865	-458,678
Result	-506,243	-393,331
Adjustments for:		
› Depreciation of tangible fixed assets	48,626	45,076
› Depreciation of intangible fixed assets	8,537	9,052
› Changes in the value of investments	-171,533	-95,275
	-114,370	-41,147
Changes in working capital:		
› Receivables	-25,069	45,445
› Short-term liabilities	-968,949	1,316,042
	-994,018	1,361,487
Cash flow from operational activities	-1,614,633	927,009
<b>Cash flow from investment activities</b>		
Investments in:		
› Tangible assets	-23,962	-47,508
› Intangible assets	-98,161	0
Investments/divestments in:		
› Investments/divestments in equity and bonds	-1,093,446	218,476
Cash flow from investment activities	-1,215,569	170,968
<b>Cash flow from financing activities</b>		
Adjustments in long-term liabilities	-1,796	-98,661
Cash flow from financing activities	-1,796	-98,661
<b>Increase/decrease in liquidities</b>	<b>-2,831,998</b>	<b>999,316</b>
<b>Liquidities movements</b>		
Cash and cash equivalents as of 1 January	4,838,676	3,839,360
Increase in cash and cash equivalents	-2,831,998	999,316
<b>Cash and Cash equivalents as of 31 December</b>	<b>2,006,678</b>	<b>4,838,676</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 2013, the cash and cash equivalents decreased by €2,831,998. This decrease can be explained as follows:

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

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

The change in funds is largely accounted for by the use of designated and donor advised fund commitments which were earmarked for specific projects. (see also note 3: Receivables, page 91).

#### **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 'grants allocated but not yet paid'. The second instalments of the multi-year grants committed in 2012 were paid out this year (see also note 10: Short-term liabilities, page 95).

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

In 2013, investments were made to upgrade IT systems and to develop and implement the new database (see also note 1 and 2, page 91). Further, Mama Cash reinvested the proceeds of shares and bonds sold at the end of 2012 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 2014 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. 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 2013. Transactions in foreign currencies are recalculated at the exchange rate on the transaction date. Exchange rate differences are stated under 'other general costs' and have been applied to the credit or debit of the profit and loss account.

### Tangible and intangible fixed assets

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

The following percentages are being used:

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

### Investments

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

### Other assets and liabilities

Assets and liabilities expressed in foreign currencies are converted 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 one year.

Designated funds, including Donor advised 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 Programme, Accompaniment, Learning for Change, Influencing Philanthropy, Fundraising and Campaigns, and Management and Administration. Accommodation costs, office costs, and depreciation costs are allocated to these cost categories based on the average FTEs during the year 2013. The total number of FTEs includes replacement as a result of pregnancy and care leave. Costs are allocated as follows:

Table: Cost allocation

Type of cost	Allocation
Board	100% Management and Administration
Executive Director	40% Management and Administration
	60% Influencing Philanthropy
Financial administration	100% Management and Administration
Data-, grants- and donor administration	40% Grantmaking
	40% Fundraising
	20% Allocation pro rata based on average FTEs
Accommodation	Allocation pro rata based on average FTEs
Office and general costs	Allocation pro rata based on average FTEs
Depreciation	Allocation pro rata based on average FTEs

	Average FTE 2013	Average FTE 2012
Grantmaking programme	7.83	7.70
Accompaniment	3.76	3.59
Learning for Change	2.51	2.40
Influencing Philanthropy	5.38	4.58
Fundraising and Campaigns	10.16	8.23
Management and Administration	2.03	1.91
<b>Total</b>	<b>31.67</b>	<b>28.41</b>
<b>Pregnancy/Care leave replacement</b>	<b>0.64</b>	<b>1.90</b>

## Pension

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

ed 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.

Starting 1 January 2010, Mama Cash made a new premium 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 exact amount of income to be received is officially confirmed by the notary. 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**

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

### **Expenses for Accompaniment**

The expenses for Accompaniment support 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 for Learning for Change**

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

### **Expenses for Influencing Philanthropy**

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

### **Expenses for Fundraising and Campaigns**

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

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

Mama Cash has an international Board of Directors. Board members do not receive remuneration. The expenses mainly relate to costs associated with holding twice yearly, face-to-face Board meetings (travel, accommodation, meals, etc.) and 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 and the refurbishment of part of the office of Mama Cash which took place in 2013. Investments which were fully depreciated have been divested.

Table: Tangible assets

	Inventory	Office equipment	Hardware	Refurbishment	Total 2013	Total 2012
<b>Acquisition value</b>						
Balance as of 1 January	99,733	74,582	197,449	160,181	531,945	484,437
Purchasing	729	0	20,237	2,996	23,962	47,508
Divestment	-9,741	-20,526	-153,765	0	-184,032	0
Balance as of 31 December	90,721	54,056	63,921	163,177	371,875	531,945
<b>Depreciation</b>						
Balance as of 1 January	86,579	46,417	171,645	25,835	330,476	285,402
Depreciation	3,277	10,347	16,089	18,913	48,626	45,075
Divestment	-9,741	-20,526	-153,765	0	-184,032	0
Balance as of 31 December	80,115	36,238	33,969	44,748	195,070	330,477
<b>Book value as of 31 December</b>	<b>10,606</b>	<b>17,818</b>	<b>29,952</b>	<b>118,429</b>	<b>176,805</b>	<b>201,468</b>

## 2. Intangible assets

Intangible assets investments are primarily software acquisitions to upgrade the IT system in the office. Investments were related to the development and implementation of a new database, which went live in January 2014. No depreciation was calculated over this investment in 2013.

Table: Intangible assets

	Total 2013	Total 2012
<b>Acquisition value</b>		
Balance as of 1 January	249,996	249,996
Purchasing	98,161	0
Balance as of 31 December	348,157	249,996
<b>Depreciation</b>		
Balance as of 1 January	235,064	226,012
Depreciation	8,537	9,052
Balance as of 31 December	243,601	235,064
<b>Book value as of 31 December</b>	<b>104,556</b>	<b>14,932</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 2013. Prepaid costs are costs related to expenses for 2014 paid in advance.

Table: Receivables

	Total 2013	Total 2012
Gifts to be received	71,945	9,684
Prepaid costs	6,530	11,188
Interest to be received	15,232	93,947
Other receivables	26,780	1,348
Coupon interest	21,902	1,153
<b>Balance as of 31 December</b>	<b>142,389</b>	<b>117,320</b>



## 4. Investments

Responsible investment is a priority for Mama Cash. At the end of 2012, a portion of the shares and bonds held by Mama Cash were sold to be reinvested in shares and bonds that would better meet our responsible investment criteria. The reinvestment in these shares and bonds took place in 2013.

Table: Value of investments

Bonds and shares	Total 2013	Total 2012
Balance as of 1 January	677,075	800,276
Purchasing	1,146,257	0
Disinvestment	-52,811	-218,476
Realised investment value differences	10,462	0
Unrealised investment value differences	161,071	95,275
<b>Balance as of 31 December</b>	<b>1,942,054</b>	<b>677,075</b>

## 5. Liquidities

The shares and bonds which were sold at the end of 2012 have been reinvested in 2013 in shares and bonds which would better meet our responsible investment criteria.

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 2013	Total 2012
Cash	540	512
Current and savings accounts	2,006,138	4,838,164
<b>Balance as of 31 December</b>	<b>2,006,678</b>	<b>4,838,676</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 the Dutch Fundraising Institutions Association (*Vereniging Fondsenwervende Instellingen, VFI*). The guidelines allow an organisation to reserve a maximum of 1.5 times the costs of the "operational organisation". The operational organisation is defined according to the VFI-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, but aims for a reserve of one time the annual operational costs. In 2013, a deduction of € 7,378 was made from the continuation reserve. As a result the continuation reserve is at 53% of the operational costs in 2013. Mama Cash aims to increase this continuation reserve in the coming years.

Table: Continuation reserve

	Total 2013	Total 2012
Balance as of 1 January	1,289,682	1,223,577
Transfer to/from designated funds	-132,168	16,477
Additions	124,789	49,628
<b>Balance as of 31 December</b>	<b>1,282,303</b>	<b>1,289,682</b>

## 7. Funds

The funds contain part of the continuation reserve used for financing the fixed assets ("Designated fund assets"), Designated funds, and Donor advised funds. 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	Total 2013	Total 2012
Balance as of 1 January	216,543	300,220	759,319	1,276,082	1,734,760
Additions	64,818	67,770	251,878	384,466	222,027
Withdrawals	0	-300,220	-583,111	-883,331	-680,705
<b>Balance as of 31 December</b>	<b>281,361</b>	<b>67,770</b>	<b>428,086</b>	<b>777,217</b>	<b>1,276,082</b>

## 8. Donor advised funds

Table: Donor advised funds

Donor advised funds							
	Maria Willard Fund	Nan Lombaers / Els Huijser Fund	Anneke van Baalen/ Bonte Was Fund	Mama Cash - Baas Fund	Christiane Hardy Fund	Total 2013	Total 2012
Balance as of 1 January	34,788	622,820	11,950	89,761	0	759,319	1,264,264
Additions	37,500	95,728	10,200	1,100	40,000	184,528	38,420
Additions interest previous years	0	67,350	0	0	0	67,350	0
Withdrawals	-40,250	-400,000	-12,000	-90,861	-40,000	-583,111	-543,365
<b>Balance as of 31 December</b>	<b>32,038</b>	<b>385,898</b>	<b>10,150</b>	<b>0</b>	<b>0</b>	<b>428,086</b>	<b>759,319</b>

## Donor advised funds

### Maria Willard Fund

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

Table: Balance Maria Willard Fund

	Total 2013	Total 2012
Balance as of 1 January	34,788	53,038
Additions	37,500	22,000
Withdrawals	-40,250	-40,250
<b>Balance as of 31 December</b>	<b>32,038</b>	<b>34,788</b>

### Nan Lombaers/Els Huijser Fund

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

Table: Balance Nan Lombaers/Els Huijser Fund

	Total 2013	Total 2012
Balance as of 1 January	622,820	1,022,820
Additions	83,528	0
Interest 2013	12,200	0
Interest previous years	67,350	0
Withdrawals	-400,000	-400,000
<b>Balance as of 31 December</b>	<b>385,898</b>	<b>622,820</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 2013	Total 2012
Balance as of 1 January	11,950	13,830
Additions	10,200	10,120
Withdrawals	-12,000	-12,000
<b>Balance as of 31 December</b>	<b>10,150</b>	<b>11,950</b>

### Mama Cash-Baas Fund

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

Table: Balance Mama Cash-Baas Fund

	Total 2013	Total 2012
Balance as of 1 January	89,761	174,576
Additions	1,100	6,300
Withdrawals	-90,861	-91,115
<b>Balance as of 31 December</b>	<b>0</b>	<b>89,761</b>

### Christiane Hardy Fund

In 2013, the Christiane Hardy Fund was established by Hardy's heirs to support women's and girls' human rights organisations that support abortion rights, anti-trafficking, freedom of speech and women artists, with a special focus on Eastern Europe.

Table: Balance Christiane Hardy Fund

	Total 2013	Total 2012
Balance as of 1 January	0	0
Additions	40,000	0
Withdrawals	-40,000	0
<b>Balance as of 31 December</b>	<b>0</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. No interest is paid on these loans. Loans that will expire in 2014 have been accounted for as short-term liabilities (see also the Table "Loans contracted" on page 95). In 2013, two loans were paid back before their expiration date.

Table: Long-term liabilities

	Total 2013	Total 2012
Balance as of 1 January	227,554	326,215
New loans	0	30,000
Extensions of loans	80,375	31,338
Loans < 1 year transfer to short-term liabilities	-24,483	-80,375
Loans paid back	-57,688	-79,623
<b>Balance as of 31 December</b>	<b>225,758</b>	<b>227,554</b>

## 10. Short-term liabilities

“Allocated grants” concern grants that have been approved, but not yet paid to grantees. In line with the strategic plan 2009-2013, more multi-year grants have been approved. These are accounted for in full in the first year in which they are awarded. The next funding instalment will be released upon approval of a progress report. At the end of February 20% of the allocated grants were paid out.

“Funds received in advance” are contributions from institutional and individual donors which were received in 2013, but are intended for use in 2014.

Table: Short-term liabilities

	Total 2013	Total 2012
Allocated grants	1,546,884	2,157,940
Other creditors	145,136	204,053
Accrued liabilities	83,067	135,365
Funds received in advance	76,182	293,416
Tax and social security premiums	105,367	102,223
Holiday allowance	76,699	67,064
Leave day entitlements	29,386	15,717
Loans contracted	24,483	80,375
<b>Balance as of 31 December</b>	<b>2,087,204</b>	<b>3,056,153</b>

Loans contracted that will expire in 2014 have been accounted for as short-term liabilities.

In total, nine loans expired in 2013. All of them were extended by the supplier of the loan.

Table: Loans contracted

	Total 2013	Total 2012
Balance as of 1 January	80,375	45,984
Additions	24,483	80,375
Extensions	-80,375	-31,338
Loans converted to donation	0	-2,500
Loans paid back	0	-12,146
<b>Balance as of 31 December</b>	<b>24,483</b>	<b>80,375</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 €530,000 (price level 2013).

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

Mama Cash has a leasing contract for three photocopying and printing machines for three years ending in 2014. The lease obligation through the end of the contract is valued at €2,800 (price level 2013).



# Explanatory notes

## for the statement of income and expenditures

### 12. Fundraising income

In 2013, the income raised from fundraising was a total amount of €6,759,451, and 101% of the budget. Donations from private individuals amounted to €1.77 million, or 26% of total fundraising income and 5% higher than anticipated in the budget. One-time, regular, and periodic gifts decreased 2% in comparison to 2012. The average amount of giving per donation has slightly decreased during the year, from €76.77 to €72.15.

Donor advised funds reached 154% of the budget, due to two main factors: a new donor advised fund was created with the legacy of Christiane Hardy, and interest has been added to the Nan-Lombaers/Els Huijser Fund, in accordance with the contract.

In 2013, four new legacies were received, and three legacies were financially settled. The total amount of legacies reached 109% of the budgeted amount.

In 2011, Mama Cash received a large legacy which required settlement under French law. This settlement under a different country's law raises legal judicial issues, which have not yet all been resolved. In accordance with our internal procedures the advance of €453,827 received in 2013 has been included as income. No estimation can be made of the balance of the legacy, and it has therefore not been included in the financial overview.

Table: Private individual income

	Actuals 2013	%	Budget 2013	Actuals 2012
<b>Individual donors</b>				
Individual donations (one-time)	297,642		310,000	346,802
Regular gifts	220,868		250,000	249,280
Periodic gifts (notary acts)	405,248		400,000	345,161
Other income	1,428		0	3,290
<b>Total individual donors</b>	<b>925,186</b>	<b>50%</b>	<b>960,000</b>	<b>944,533</b>
<b>Donor advised funds</b>				
Anneke van Baalen/De Bonte Was Fund	10,200		0	10,120
Mama Cash-Baas Fund	1,100		0	6,300
Maria Willard Fund	37,500		36,000	22,000
Nan Lombaers/Els Huijser Fund	95,728		83,528	0
Christine Hardy Fund	40,000		0	0
<b>Total Donor advised funds</b>	<b>184,528</b>	<b>14%</b>	<b>119,528</b>	<b>38,420</b>
<b>Inheritances and legacies</b>	<b>655,383</b>	<b>36%</b>	<b>600,000</b>	<b>673,948</b>
<b>Total private individuals</b>	<b>1,765,097</b>	<b>100%</b>	<b>1,679,528</b>	<b>1,656,901</b>
<b>% Total fundraising income</b>		<b>26%</b>		
<b>% Of last year</b>		<b>107%</b>		

## 13. Private foundations

Donations from foundations totalled €2.36 million, or 35% of total fundraising income. Grants were received from sixteen different private 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 “private foundations” and not under “corporate funds”.

Almost € 580,000 or 25% of the private foundations donations was specifically raised for the Red Umbrella Fund, an increase of 24% over 2012. For more information about the Red Umbrella Fund, see page 28).

No donations were received from companies.

Table: Private foundations

	Actuals 2013	%	Budget 2013	Actuals 2012
<b>Foundations</b>				
Foundations	2,362,368		2,387,579	2,053,898
<b>Total foundations</b>	<b>2,362,368</b>		<b>2,387,579</b>	<b>2,053,898</b>
<b>% Total fundraising income</b>		<b>35%</b>		
<b>% of last year</b>		<b>115%</b>		

## 14. Income from third parties

Income from third parties relates to the contribution made by the Dutch Postcode Lottery. Mama Cash received an annual grant of €500,000 for a five-year period beginning in 2009. In 2013, this grant was renewed for five years and increased to €900,000 per year. Income from third parties contributed 13% of total fundraising income.

Table: Third parties

	Actuals 2013	%	Budget 2013	Actuals 2012
<b>Third parties</b>				
Dutch Postcode Lottery	900,000		900,000	1,807,360
<b>Total third parties</b>	<b>900,000</b>		<b>900,000</b>	<b>1,807,360</b>
<b>% Total fundraising income</b>		<b>13%</b>		
<b>% of last year</b>		<b>50%</b>		

## 15. Income from governments

In 2013, Mama Cash received two grants from governments, amounting to 25% of total fundraising income. The multi-year grant received from Irish Aid for the period 2010-2012 was favourably evaluated in 2013.

A decision from Irish Aid about future funding for Mama Cash is pending Irish Aid's review of its support to partner organisations.

Table: Governments

	Actuals 2013	%	Budget 2013	Actuals 2012
<b>Governments</b>				
Irish Aid	0		0	240,0000
Ministry of Foreign Affairs the Netherlands/DGIS				
HIVOS Alliance (MFSII)	1,181,091		1,181,091	1,183,012
Swedish International Development Agency/Sida	550,895		550,000	567,670
<b>Total governments</b>	<b>1,731,986</b>		<b>1,731,091</b>	<b>1,990,682</b>
<b>% Total fundraising income</b>		<b>25%</b>		
<b>% of last year</b>		<b>87%</b>		

## 16. Result on investments

The interest from investments decreased by 59% in comparison to 2012, due to lower average interest rates; lower balances on the bank accounts as a result of the payment of second instalments of grants and a conversion to sustainable shares and bonds. The total results on investment decreased only slightly, by 4% in comparison to 2012, mainly due to a large non-realised investment result of €160,245.

Tabel: Results on investments

	Actuals 2013	Budget 2013	Actuals 2012	Actuals 2011	Actuals 2010
Interest	36,518		88,054	75,559	62,783
Coupon interest and dividends received	29,721		55,673	23,481	10,949
Non-realised investment value differences	160,245		91,423	-79,927	57,093
<b>Result on investments</b>	<b>226,484</b>	<b>60,000</b>	<b>235,150</b>	<b>19,113</b>	<b>130,825</b>
Commission and expenses	-10,320		-3,879	-883	-2,470
<b>Total result on investments</b>	<b>216,164</b>	<b>60,000</b>	<b>231,271</b>	<b>18,230</b>	<b>128,355</b>
% of budget	360%				
% of last year	93%				
<b>Net result on investment</b>	<b>9%</b>		<b>21%</b>	<b>-7%</b>	<b>7%</b>
Average result 2010 - 2013 (%)	8%				
Average result 2010 - 2013 (amount)	82,777				
<b>Result on liquidities</b>	<b>2%</b>		<b>2%</b>	<b>2%</b>	<b>2%</b>



## 17. Other profits and losses

Other profits and losses mainly include claims on VAT charges which expired.

Table: Other profits and losses

	Actuals 2013	Budget 2013	Actuals 2012
<b>Other profits and losses</b>			
- Other profits and losses	39	0	6,823
- Result previous years	41,464	0	0
<b>Total other profits and losses</b>	<b>41,503</b>	<b>0</b>	<b>6,823</b>
<b>% of last year</b>	<b>608%</b>		

## 18. 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 89). The distribution key is based on the number of FTEs per department. In 2013, a total amount of €4,317,970 was spent on grants. This was 100.4% of what was budgeted and 57% of the overall expenses.

This decrease from 2012, when grantmaking was 64% of overall expenses, is due to the large grant awarded to the Mesoamerican Women Human Rights Defenders Initiative in 2012 as a result of special extra project funding from the Dutch Postcode Lottery.

Other direct and operational expenses have been monitored closely. In total, expenditures were 100.5% of the budgeted amount.

Table: Distribution of Expenses

	Costs related to objectives				Costs incurred to obtain income			Management and Administration	Total Actuals 2013	Budget 2013	2013 % of budget	Total Actuals 2012
	Grantmaking Programme	Accompaniment	Learning for Change	Influencing Philanthropy	Fundraising and Campaigns	Obtaining Government Grants	Investments					
Direct programme costs	4,317,970								4,317,970	4,299,682	100%	5,199,140
Other direct costs	92,604	65,673	80,242	337,805	169,267	9,403		35,072	790,066	716,367	110%	787,290
Personnel costs	508,101	243,903	163,313	348,354	625,023	34,724		131,613	2,055,031	2,058,839	100%	1,790,071
Accommodation costs	29,403	14,142	9,428	20,199	36,182	2,010		7,631	118,995	131,250	91%	119,100
Office and general costs	22,005	10,159	7,219	71,998	50,204	2,789	10,320	19,761	194,455	232,915	83%	193,119
Depreciation costs	14,125	6,794	4,529	9,703	17,381	966		3,666	57,164	55,700	103%	54,127
Total	4,984,208	340,671	264,731	788,059	898,057	49,892	10,320	197,743	7,533,681	7,494,753	101%	8,142,847
% of total expenditures	66%	5%	4%	10%	11%	1%	0%	3%	100%			
% of budget										100,1%		

### 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 12% of total expenditures 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%. In 2013, the costs for management and administration increased slightly from €173,340 in 2012 to €197,743 in 2013. This represents 3% of the overall costs, which is well below our standard.

Mama Cash follows the Dutch Collective Labour Agreement (CAO) for the welfare sector. In line with the agreements from the Collective Labour Agreement, a salary increase of 1.5% took place in February 2013. In July 2013, a one-off benefit of €300 for a full-time position was paid. "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 increased from 28.41 in 2012 to 31.67 in 2013, in accordance with the 2009-2013 strategic plan.

Table: Specification of personnel costs

	Actuals 2013	Budget 2013	Actuals 2012
Gross salaries	1,409,540		1,244,182
End of year payments	126,481		111,883
Provision holiday allowance	112,312		100,249
Employer's social security contribution	238,913		209,972
Employer's pension contribution	82,622		84,044
Other personnel costs (e.g. commuting, personnel insurance, training)	85,164		39,741
<b>Total personnel costs</b>	<b>2,055,032</b>	<b>2,058,839</b>	<b>1,790,071</b>

## 19. Sources of income per objective and allocation to activities for 2013

Table: Sources of income per objective and allocation to activities for 2013

	Individual donors	Donor advised funds	Private foundations Mama Cash	Private foundations RUF	Total private foundations	Third parties	Hivos Alliance	Sida	Other	TOTAL 2013 income
From designated funds 2012		542,011	120,089	39,586	159,675	140,545				842,231
Total income 2013	1,580,569	184,528	1,782,649	579,719	2,362,368	900,000	1,181,091	550,895	267,987	7,027,438
Total income + designated funds	1,580,569	726,539	1,902,738	619,305	2,522,043	1,040,545	1,181,091	550,895	267,987	7,869,669
<b>Expenditures</b>										
<b>Strategic grantmaking programme</b>										
Body Portfolio	90,000	93,000	388,000		388,000		390,500			961,500
Money Portfolio	195,500	249,000	182,000		182,000		235,500			862,000
Voice Portfolio	327,900	154,200	359,000		359,000		85,000			926,100
Women's Funds Portfolio	685,370		103,000		103,000	37,500	145,000			970,870
Strategic Partnership Portfolio	98,000		37,000		37,000					135,000
Red Umbrella Fund				462,500	462,500					462,500
<b>Strategic grantmaking</b>	<b>1,396,770</b>	<b>496,200</b>	<b>1,069,000</b>	<b>462,500</b>	<b>1,531,500</b>	<b>37,500</b>	<b>856,000</b>			<b>4,317,970</b>
<b>Direct programme costs</b>			<b>22,950</b>	<b>3,330</b>	<b>26,280</b>	<b>68</b>	<b>19,363</b>		<b>38,024</b>	<b>83,735</b>
<b>Total programme costs</b>	<b>1,396,770</b>	<b>496,200</b>	<b>1,091,950</b>	<b>465,830</b>	<b>1,557,780</b>	<b>37,568</b>	<b>875,363</b>		<b>38,024</b>	<b>4,401,705</b>
<b>Operational costs</b>										
Other direct programme costs	74,053	7,007	278,459	48,540	326,999	130,291	38,831	64,484	64,666	706,331
Personnel costs	96,215	67,695	406,891	105,443	512,334	730,573	226,118	422,096		2,055,031
Accommodation costs	4,337	3,920	21,841	12,843	34,684	42,303	13,093	20,658		118,995
Office costs	7,111	6,406	35,692	20,987	56,679	69,130	21,396	33,733		194,455
Depreciation costs	2,083	1,883	10,492	6,170	16,662	20,322	6,290	9,924		57,164
<b>Total operational costs</b>	<b>183,799</b>	<b>86,911</b>	<b>753,375</b>	<b>193,983</b>	<b>947,358</b>	<b>992,619</b>	<b>305,728</b>	<b>550,895</b>	<b>64,666</b>	<b>3,131,976</b>
<b>Total expenditures</b>	<b>1,580,569</b>	<b>583,111</b>	<b>1,845,325</b>	<b>659,813</b>	<b>2,505,138</b>	<b>1,030,187</b>	<b>1,181,091</b>	<b>550,895</b>	<b>102,690</b>	<b>7,533,681</b>
<b>Actual income minus expenditures</b>										<b>-506,243</b>
<b>Total income minus expenditures</b>	<b>0</b>	<b>143,428</b>	<b>57,413</b>	<b>-40,508</b>	<b>16,905</b>	<b>10,358</b>	<b>0</b>	<b>0</b>	<b>165,297</b>	<b>335,988</b>
Income to designated fund next financial year		143,428	57,413		57,413	10,358				211,199
Mama Cash contribution to Red Umbrella Fund				40,508					-40,508	
Added to continuation reserve									124,789	124,789

## 20. Other information

No transaction related to the financial year 2013 took place after closure of the accounts.



# Auditor's report



## *Independent auditor's report*

To: the Board and management of Stichting Mama Cash

We have audited the accompanying financial statements 2013 of Stichting Mama Cash, Amsterdam, which comprise the balance sheet as at 31 December 2013, the statement of income and expenditure for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

### *Board's responsibility*

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

### *Auditor's responsibility*

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

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

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

### *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 2013, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

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*Announcement according to the Annual report*

We have read the annual report in order to identify material inconsistencies, if any, with the audited financial statements. Based on reading the annual report we established that the annual report is consistent with the information in the financial statements and that the annual report contains all information required by Guideline for annual reporting 650 "Charity Organisations" of the Dutch Accounting Standards Board. We have not audited or reviewed the information in the annual report.

Amsterdam, 10 April 2014  
PricewaterhouseCoopers Accountants N.V.

Original has been signed by: W. Poot RA

# Looking forward to 2014

In 2013, we kicked up our heels to celebrate... as befits a thirtieth birthday! We looked back on three decades of funding women's rights movements globally and re-confirmed that we are in it for the long haul. We are looking forward to the next thirty years with energy and determination.

2014 will be a year of focused reflection, learning and planning for Mama Cash. One of our main activities will be a thorough review of our current strategic plan and the creation of a new plan to guide our work through 2020.

Mama Cash's current strategic plan, launched in 2009, prioritises support for ambitious human rights organisations led by the women, girls and trans people who are most often pushed to the margins of their communities and of social movements. It also puts a clear focus on other activities that are important to our success: communicating widely about our work, learning from change – and sharing what we learn to catalyse further change, mobilising more funding for Mama Cash, and using our visibility and networks to leverage new resources for women's rights worldwide.

While we do not expect to make significant changes in our strategic directions, we believe that it is important to periodically reflect, consult with others, and make considered choices about how we can most effectively focus our efforts and resources. We will take the first half of 2014 to reflect with and collect feedback from grantees, donors, and key allies on what is working, what can be improved, and what new areas we should embark on to effect the change we want to see and to ensure that our daily practice aligns with our principles. What we learn from these processes will inform our priorities and strategies going forward and lay the foundation for our strategic planning process during the second half of the year.

Throughout 2014 we will also strengthen how we share our learning and the work of our grantees through an integrated communications strategy. We will use our reports and analysis to position Mama Cash as a thought leader, and we will build upon the increased donor support and visibility we gained during our 30th anniversary activities.

Mama Cash will continue to host the Red Umbrella Fund, launched in 2012 to advance the human rights of sex workers. In 2014, the Red Umbrella Fund will prioritise the further development of its learning and evaluation systems and will also work to develop policy with respect to multiyear and renewal grants.

We will also help to organise and take part in a donor meeting to mobilise new resources to support the important work being done by the Mesoamerican Initiative of Women Human Rights Defenders. Mama Cash has been privileged to support this Initiative for the past two years with a special grant from the Dutch Postcode Lottery, and we are committed to playing a role in ensuring that funding for the Initiative continues.

Throughout 2014, we will also continue to refine and hone our grantmaking and accompaniment approach and practices. In particular, we will implement a special two-year project to develop a more coherent, consistent model of providing accompaniment support to our grantees.

And we will continue to extend and deepen the work we do to encourage other funders to join us so that the resource base for supporting women's, girls' and trans people's rights organisations expands. We will continue to collaborate with peer organisations, such as AWID, and other philanthropic actors and women's funds to advance commitments agreed upon in the 2013 Innovation and Action Meeting on Resource Mobilisation for Women's Rights.

We are also planning for the launch in 2014 of a new Women's Rights and Gender Equality section of the Guardian's global development website. This project, conceived in collaboration with AWID and the Guardian, will reach the site's 82 million monthly browsers, providing an exciting and high-visibility platform to women's rights groups and funds to share their stories, agendas and perspectives.

In short, it is sure to be another year of fierce activism, and we look forward to deepening and extending our engagement with grantees, donors and other allies to strengthen feminist organisations and movements globally.



# Budget 2014-2017

## Overview Mama Cash projected income 2014-2017

Income from institutional donors (6% growth per year)	2014 Budget	2015 Strategy*	2016 Strategy*	2017 Strategy*
Income from institutional donors - committed	3,891,390	4,125,000	4,373,000	4,635,000
Income from institutional donors - projected	1,762,000	1,868,000	1,980,000	2,099,000
<b>Sub-total institutional income (committed and identified)</b>	<b>5,653,390</b>	<b>5,993,000</b>	<b>6,353,000</b>	<b>6,734,000</b>
Income from individual donors - committed and projected (6% growth per year)	1,875,950	2,032,000	2,129,000	2,232,000
Other income	94,000	90,000	90,000	90,000
<b>TOTAL AVAILABLE INCOME</b>	<b>7,623,340</b>	<b>8,115,000</b>	<b>8,572,000</b>	<b>9,056,000</b>
<b>growth indicator versus budget of the previous year</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>106</b>

## Breakdown Mama Cash projected income 2014-2017: carry over versus actual income

Carry over (from previous years)	345,950	410,000	410,000	410,000
Actual income, expected to be raised (committed and projected)	7,277,390	7,705,000	8,162,000	8,646,000
<b>TOTAL AVAILABLE INCOME</b>	<b>7,623,340</b>	<b>8,115,000</b>	<b>8,572,000</b>	<b>9,056,000</b>

## Overview Mama Cash projected expenditures 2014-2017

<b>Programme services</b>				
<b>Direct grantmaking</b>				
• Body Portfolio	920,000	950,000	1,000,000	1,060,000
• Money Portfolio	920,000	950,000	1,000,000	1,060,000
• Voice Portfolio	920,000	950,000	1,000,000	1,060,000
• Women's Funds Portfolio	920,000	950,000	1,000,000	1,060,000
• Strategic Partnerships	160,000	200,000	200,000	200,000
• Red Umbrella Fund	500,000	600,000	650,000	700,000
<i>Subtotal direct grantmaking</i>	<i>4,340,000</i>	<i>4,600,000</i>	<i>4,850,000</i>	<i>5,140,000</i>
Grantmaking implementation costs	645,305	684,000	725,000	768,000
<i>Subtotal grantmaking programme</i>	<i>4,985,305</i>	<i>5,284,000</i>	<i>5,575,000</i>	<i>5,908,000</i>
<b>Accompaniment support</b>	<b>329,423</b>	<b>349,000</b>	<b>370,000</b>	<b>392,000</b>
<b>Learning for Change</b>	<b>352,198</b>	<b>373,000</b>	<b>395,000</b>	<b>419,000</b>
<b>Influencing Philanthropy</b>	<b>695,718</b>	<b>737,000</b>	<b>781,000</b>	<b>828,000</b>
<b>Subtotal Programme services</b>	<b>6,362,644</b>	<b>6,743,000</b>	<b>7,121,000</b>	<b>7,547,000</b>
<b>Income acquisition costs</b>	<b>1,013,604</b>	<b>1,074,000</b>	<b>1,138,000</b>	<b>1,206,000</b>
<b>Management and Administration</b>	<b>242,292</b>	<b>257,000</b>	<b>272,000</b>	<b>288,000</b>
<b>TOTAL EXPENDITURE</b>	<b>7,618,540</b>	<b>8,074,000</b>	<b>8,531,000</b>	<b>9,041,000</b>
<b>RESULT</b>	<b>4,800</b>	<b>41,000</b>	<b>41,000</b>	<b>15,000</b>

In 2014, Mama Cash is engaged in a strategic planning process, which will result in a Strategic Plan 2015-2019. This process might have an impact on the figures in 2015, 2016 and 2017.

# Credits

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WAT ontwerpers

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Page 4: Iz Kruga Vojvodina uses 'body language' as activism. Translation: 'Tell me, you say you wish me well, but you don't see me hidden in a body with no speech.'  
Photo: Iz Kruga Vojvodina, Serbia  
Page 6: Demonstration for economic rights of women in Nepal. Photo: Nepal Mahila Ekata Samaj (NMES), Nepal  
Page 7: Marjo Meijer and Nicky McIntyre: photo Daan Stringer. Geeta Misra: photo Mama Cash/Sarah van Brussel  
Page 8: Demonstration for the rights of trans people. Photo: Transgender and Intersex Africa, South Africa  
Page 10: The World Conference of Indigenous Women 2013. Photo: Mama Cash/Ellen Ambags  
Page 11: Photo: Nepal Mahila Ekata Samaj (NMES), Nepal  
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Page 15: Photo: S.H.E., South Africa (also in background page 3)  
Page 16: Photo: MUPO Foundation, South Africa  
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Page 33: Photo: COPINH, Honduras  
Page 34: Demonstration for health rights. Photo: Anjali, India  
Page 36: Pastoralist Girls Initiative, Kenya. Photo: Lydia Holden  
Page 37: Daniel Lee: photo Levi Strauss Foundation  
Page 38: A member of Anzara women's group at a International Women's Day celebration organised by Steward-Org.  
Photo: Steward-Org, South Sudan  
Page 40: Meeting Community of Practice.  
Photo: Mama Cash/Adinda Veltrop  
Page 41: Photo: Bilitis, Bulgaria  
Page 42: Photo: Karijn Kakebeeke  
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Page 45: Photo: Mama Cash/Sarah van Brussel  
Page 46: Graphic of Marjan Sax: WAT ontwerpers  
Page 47: Photo: Jeanette Poldervaart  
Page 47: The 'Heroes Race'. Photo: Mama Cash/Sarah van Brussel  
Page 47: Dam tot Damloop. Photo: Mama Cash/Janet Zeegers  
Page 47: Cover *Not yet Uhuru*: Dolar Vasani  
Page 47: The Carbage Run Team. Photo: Mama Cash/Janine van Doorn  
Page 47: Photo: Marthie Meester  
Page 48: Photo: Reinoud van Leeuwen  
Page 49: Photo: Cathelijne Berghouwer  
Page 50-52: Photos: Claudia Pauws  
Page 51: With their life-size sex worker Monopoly game, EMPOWER Chiang Mai (Thailand) gave visitors at the Flirty Thirty Festival the opportunity to get a taste of what it is like to be a sex worker.  
Page 52: • Top left (left to right): Zoe Gudovic (Reconstruction Women's Fund, Serbia), Liz Hilton (Empower, Thailand) and Wanja Muguongo (UHA!, Kenya) during the plenary debate  
• Top right: Miss Whips opened the Flirty Thirty Festival with a burlesque dance  
• Middle: Farah Salka (left) of the Lebanese feminist collective Nasawiya was interviewed about women's rights issues in Lebanon by Middle East correspondent Monique Samuel  
• Bottom left: Singer Lilian Vieira got people dancing at the festival with a musical ode to her Brazilian roots  
• Bottom right: Honduran human rights activist Carla Lara takes part in Mama Cash's 'I need feminism ...' photo shoot  
Page 54-55: Background photo: S.H.E., South Africa  
Page 56: Photo: IPPI, Indonesia  
Page 57: Women demonstrating for labour rights. Photo: Red Flag's Women's Movement, Sri Lanka  
Page 59: Photo: Trans Bantu, Zambia  
Page 60: Photo: Indigenous Women's Network of Thailand  
Page 63: Photo: Ukrainian Women's Fund  
Page 64: Photo: Abel Mhadhebi  
Page 65: Photo: Mama Cash/Ellen Ambags  
Page 66: Photo: Shen Zhen Xi Yan Communication Centre, China (also used in background page 82)  
Page 67: Photo: Dale Kongmont, APNSW, Thailand  
Page 68: Red Umbrella Sexual Health and Human Rights Association, Turkey  
Page 69: Photo: Claudia Pauws  
Page 71: Photo: Daan Stringer  
Page 74: Photo: Mujeres al Borde, Colombia  
Page 76: Photo: Mama Cash/Sarah van Brussel  
Page 79: Photo: Mama Cash/Sarah van Brussel  
Page 108: Photo: Visitors of the Flirty Thirty Festival. Photo: Karijn Kakebeeke

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## **Our vision**

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