



# ANNUAL REPORT 2019





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## CONNECTING PEOPLE

Both ENDS is proud to engage with a wide and diverse group of partners and allies – from NGOs to community-based organisations, from small grants funds to social movements, from water experts to women’s rights activists. Each and every day, we learn from our partners and channel that learning back into the work we do and the way we do it.

This year was an important moment for reflection as we initiated the development of a new five-year strategy to take us beyond 2020. To start the process, we turned to our partners. We asked for honest feedback about our record until now. We asked what they expect and need from us. We asked what themes we should be working on, with whom and how.

What we heard was quite consistent. Partners told us they value the link Both ENDS makes between the local and the global, particularly our expertise in connecting key elements of the global economic system to local impacts. Partners affirmed the critical role Both ENDS plays for them in generating both access to funding and access to key policy spaces.

Partners also said they appreciated our role as an ‘activist negotiator’ that engages in formal dialogues with key decision-makers, while maintaining close connections to organisations and movements that exert pressure ‘outside’ the negotiation room. Finally, we heard that we are seen as an equal and ‘ego-less’ partner, a wonderful compliment not only to Both ENDS as an organisation but also to our dedicated staff. In sum, we heard that ‘Connecting people for change’ remains an apt description of Both ENDS’s added value in our collective effort with partners to create a more sustainable, fair and inclusive world.

In recent years, Both ENDS has intensified its connections with people’s movements, particularly climate justice and women’s rights movements. We have learned to be sensitive to power dynamics in these relationships. It is our role to understand the rhythm of people’s movements and learn how to follow their lead. The first step entails showing that we are ‘with them’. The second step is asking if and how we can contribute.

As you’ll read in the cases that follow, our contribution may be in the form of technical expertise, like the workshop we gave on International Finance Institutions at the request of women environmental activists in [El Salvador](#). Or it may be bringing diverse groups together, as we did in [Indonesia](#) in a new project that weaves together women’s rights, water quality, and corporate accountability in the palm oil sector. Or it may be in building new relationships with donors to ensure that partners have the funding they need to build their movements, like the movement of local communities that are working together, and making great strides, in [regreening the Sahel](#).

In all of these efforts, our task has been to listen, to see where the energy is, and offer our resources and knowledge in ways that are needed and appreciated. Our work on financial flows is a good example. People’s movements sometimes don’t think of economic actors as central to their agendas. But they know that in order for transformative practices to take hold and grow, we must shift financial flows in their direction. We’re pleased to have made some important progress on that front.

Thanks to our collaboration with women’s funds in the Global Alliance for Green and Gender Action ([GAGGA](#)), we’ve acquired a new language to describe our longstanding strategy of supporting small grants funds, which are critical for channelling resources to grassroots groups and communities. We’ve gained new insights into fundraising and the funding world that have enhanced our success in securing financial support for partners. We have also developed partnerships with funders that go well beyond the typical donor-recipient relationship. In collaboration with DOB Ecology, for example, we published research and organised a conference for key donors, including the Ministry of Foreign Affairs, to highlight the importance of [small grants funds](#) for advancing environmental justice. Together with the Dutch Postcode Lottery, we inspired a farsighted group of private investors in the Netherlands to sign the [DivestInvest pledge](#). We are pleased to have been selected by the Dutch Postcode Lottery as a new five-year beneficiary. We plan to use the funding to develop our expertise on the investment side of the DivestInvest equation. We want to gather the tools needed to connect economic enablers with those who are doing the hard work of social and economic transformation.

For many movements and communities, that work is not only difficult, but dangerous. In Brazil, Nicaragua, Burkina Faso, the Philippines and many other countries, space for civil society is shrinking. The lives of environmental defenders are at risk, as is everything they and we are trying to achieve. Increased violence against indigenous peoples and the burning of the Amazon rainforest – in Brazil – more than 200 million hectares were lost in 2019 – show how the human rights and climate change agendas are one and the same. As a major trading partner of Brazil, and one of the world's largest economies, the Netherlands can have a huge impact on this problem if we take bold action, like putting an end to public financing of dirty and dangerous energy projects abroad. In public events like the ['Forgotten Climate Roundtable'](#) and in dialogues with a variety of Dutch policymakers, we have conveyed this urgent message, and will continue to do so. We also joined Friends of the Earth NL in the lawsuit against Shell, challenging the company to bring their activities in line with the Paris agreement.

### TOWARD 2025

All the experiences and lessons we've learned – about movements, civic space, financial flows, investment – has fed into the development of a new five-year strategy and new programmes. In the coming year, we will look at what Both ENDS needs to successfully implement our objectives. We will develop a new communications strategy, which, given the diversity of our audiences, is something we have struggled with. Next year will also be an important year for fundraising, as we apply to renew our strategic partnerships with the Ministry of Foreign Affairs, the Fair, Green and Global Alliance and the Global Alliance for Green and Gender Action. We are confident that we have the right formula to succeed. As our partners confirmed, and as the stories included here confirm, connecting people truly does lead to change.

*Danielle Hirsch, Director*

*Paul Engel, Chair of the Board*

## 2019 AT A GLANCE:

To achieve our vision of a sustainable, fair and inclusive world, Both ENDS works to empower civil society, to change the system so it prioritises people and the planet, and to support transformative practices. This report features some of our best stories from 2019, which together show the broad variety of our achievements along these three pathways.

### A STRONG CIVIL SOCIETY



A civil society that is a strong player at all levels – locally, nationally and internationally – is essential for the work of Both ENDS. Therefore, strengthening and empowering civil society organisations in the Global South that work towards creating a more equitable and sustainable world is part of Both ENDS’s core business.

#### IN 2019...



Our Indonesian partners strengthened women in a palm oil community;

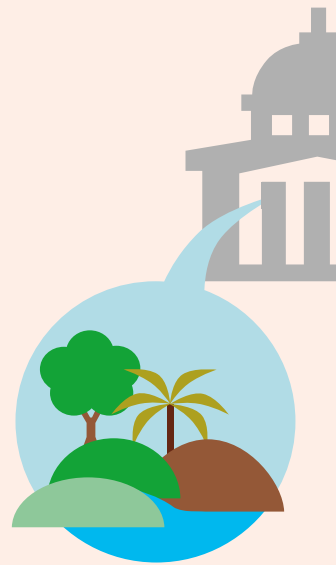


We were invited to a workshop in El Salvador about International Financial Institutions;



Our partner network in Brazil trained local community leaders to protect their rivers from hydropower dams.

### SYSTEM



Both ENDS works to ensure that independent, active and influential civil society voices – including women – are taken into account in policy-making. Much of our lobby work focuses on improving policies, rules and regulations to ensure that sustainability is taken into account.

#### IN 2019...



Nepalese municipalities strengthened their budgeting process;



A partner in the Philippines supported the effective development of a national policy;



We made progress in our advocacy work in our area of investment.

## CHANGE



civil society has a free, equal voice over nature and the environment. Advocacy is aimed at influencing regulations to ensure that civil society's voices - are heard and that they are taken into account.

These women influenced their country's climate adaptation strategy;

Women in Senegal experienced the impact of filing complaints with government banks;

These are some major achievements towards our goals towards fossil free development.

## TRANSFORMATIVE PRACTICES



Because of their close relationship with their living environment, local communities often have the best ideas for the sustainable use and management of land, water and forests. Over the course of many years, Both ENDS has encountered many inspiring examples of how to do this and wishes to make these transformative practices available to others.

### IN 2019...



Our partners in Senegal, Niger and Burkina Faso built broad support for the greening of the Sahel;



Our partner in Bangladesh's delta promoted a traditional and inclusive way of water management.



These 8 themes are clickable

# 1. OUR VISION, MISSION AND STRATEGY

In 2019, Both ENDS has worked on a new vision, mission and strategy for the coming five years. This will be published on our website soon. In 2019 the current vision, mission and strategy were still in place:

## OUR VISION AND MISSION

The vision of Both ENDS is a world where long-term environmental sustainability and social equity take priority over short-term profits.

In order to make our vision reality, Both ENDS strengthens global civil society to gain decisive influence on the use of nature and the environment, thus contributing to societies that stay within our planetary boundaries and respect all human rights, including the rights to water, food and a safe living environment.

Civil society actors should have a free, independent, active and influential voice about the use of the natural resources that determine the quality of their daily lives and the future of their children. Respecting the planetary boundaries is a precondition for sustainable development. We should minimise climate change, loss of biodiversity, pollution and ozone depletion, and use land and water in a responsible way, in order to keep our planet livable. At the same time, sustainable societies should respect all human rights. Not only the rights to water, food and a safe living environment, but also gender equity, indigenous rights and space for civil society.

## HOW DO WE ACHIEVE THIS?

For Both ENDS, civil society in the Global South is at the starting point of everything we do. Our global network of environmental organisations, activists, community-based organisations, regional funds and researchers, who continuously signal threats to sustainable development, fulfils the role of our radar antenna.

Civil society actors are also in the best position to offer alternatives to these threats. All over the world, people are engaged in initiatives that prove how economic interests can go hand-in-hand with respect for nature and people's well-being. These initiatives – many of them still small and scattered - present great hope for the realisation of sustainable and equitable economic systems, both locally and globally.

Together with our civil society partners, Both ENDS translates signals of harmful policies and investments into advocacy and alternatives in favour of sustainable development. Essential for both successful advocacy processes and promotion of alternatives, is the recognition of civil society as an important key player.

## ORGANISING ADVOCACY

Based on experiences on the ground, civil society exposes negative impacts of investment, trade and a wide range of policy decisions and instruments. We elevate these concrete experiences to advocate for policies and decision-making processes that implement basic principles of sustainable and inclusive development, focusing on implementation and enforcement.

To do so, civil society needs to have an entrance with decision makers and civil society actors need to have sufficient organisational capacity to effectively raise their voice. Sufficient funding is another important precondition for an effective civil society.

Both ENDS closely works with its civil society partners to support each other in our collective aim for increased civic space. We do this, amongst other things, by developing advocacy strategies and performing advocacy and by exchanging knowledge and experiences. Our advocacy not only targets decision makers of public entities, but also public, semi-public and private investors operating at the local, regional or international level.

## OFFERING ALTERNATIVES

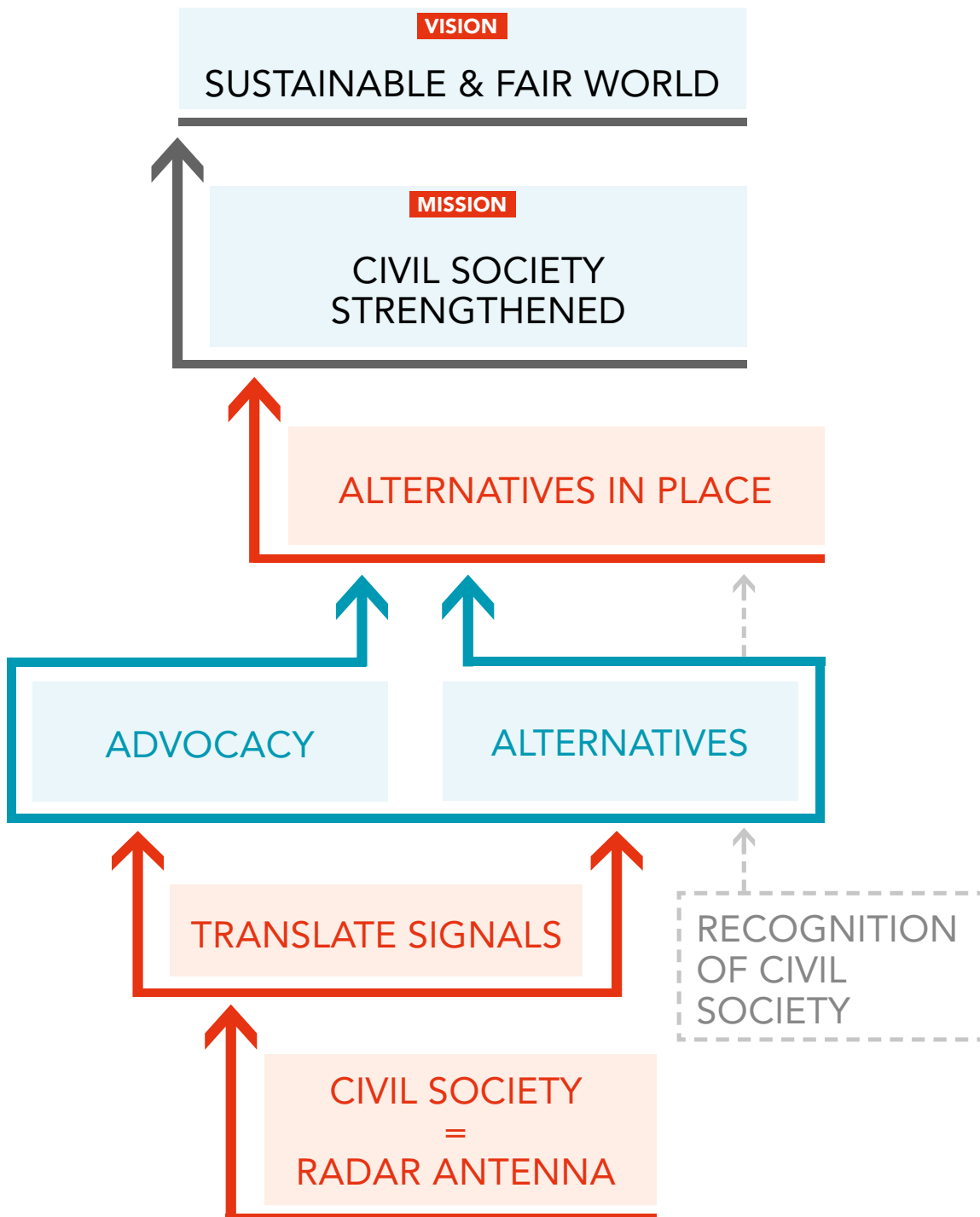
Next to advocating against harmful developments, it is also of great importance to offer alternatives that support the transition towards sustainable and equitable societies. These alternatives can take the form of policies, laws, practices and governance models and often start as small-scale, local initiatives.

Together with civil society actors, Both ENDS identifies and/or develops these alternative policies, laws, practices and governance models for a sustainable use and governance of forest, water and land, with respect for human rights. We promote these alternatives to have them scaled up and disseminated by a broad group of stakeholders. Finally we want to see key decision makers and investors act upon these alternatives, and have them implemented and enforced.



In the end, by following the combined courses of advocacy (including capacity development) and promotion of alternatives, those policies, legal frameworks and practices that guarantee sustainable development and social equity will be in place and have an impact through implementation, enforcement and sustainable investments.

OUR THEORY OF CHANGE



## 2. OUR STORIES IN 2019

To achieve our vision of a sustainable, fair and inclusive world, Both ENDS works to empower civil society, to change the system so it prioritises people and the planet, and to support transformative practices. This report features some of our best stories from 2019, which together show the broad variety of our achievements along these three pathways.

### A STRONG CIVIL SOCIETY



A civil society that is a strong player at all levels – locally, nationally and internationally – is essential for the work of Both ENDS. Strengthening and empowering civil society organisations in mainly Asia, Africa and Latin America that work towards creating a more equitable and sustainable world is critical to all that Both ENDS does.

In our [cooperation with partners](#), we use an approach that we call [mutual capacity development](#). We define mutual capacity development as the process by which Both ENDS and our partner organisations participate as equal partners in mutually strengthening skills, knowledge and network contacts. Together we develop, learn and become stronger advocates for positive change.

We bring together organisations with common interests and complimentary expertise. A collaboration between several of Both ENDS's [Indonesian partners](#) provides a good example of how such introductions can stimulate joint strategizing and set in motion the development of new activities.

Sometimes we gather for a training or workshop, to address the needs of our partners. Such trainings also provide us with valuable information from our partners and from the communities they work with, as was the case with [a workshop in El Salvador](#) on International Financial Institutions.

Mutual capacity development also entails strengthening local leadership and local networks, which is critical for defending and increasing civic space. A stronger local civil society will have more advocacy power, as demonstrated by the [local people's committees in Brazil](#), which work to protect their rivers from hydropower dams.

### 2.1 WOMEN AND WATER IN THE SHADOW OF OIL PALM PLANTATIONS



Women's rights, water quality and oil palm plantations. They may seem like unlikely topics to bring together, but for women in the riverside villages of Semanga and Simpang Tiga

Sembelangaan in West Kalimantan the relevance is clear. Healthy watersheds and access to local water supplies are vitally important to women and girls in the area, as they are typically in charge of managing household water supplies, sanitation and health. When water becomes scarce or unsafe for drinking, cooking or washing, women and girls suffer first and foremost. They may be forced to dedicate more of their limited time, energy and economic resources to obtaining clean water for themselves and their families, as well as dealing with the health impacts of exposure to contaminated water.

The landscape around West Kalimantan has undergone rapid changes in recent years, as lush forests have been replaced by large monoculture palm oil plantations. It is well known that increasing demand for palm oil is driving environmental destruction, land grabbing and labour rights abuses in Indonesia. Less understood are the impacts of the industry on water and women specifically.

A new initiative in Indonesia aims to explore these connections. The idea was developed in 2018 when Both ENDS brought together three Indonesian organisations with a shared interest and complimentary experience on these issues. ECOTON

(Ecological Observation and Wetlands Conservation) specialises in participatory and integrated water management, while Gemawan is a women's rights organisation working with communities affected by palm oil plantations. ELSAM (The Institute for Policy Research and Advocacy) is a national expert on human rights issues in the palm oil sector. Together with Both ENDS, the three groups have set out to learn about gender-specific impacts of palm oil plantations, particularly impacts on water resources, and to build the capacity of women in impacted communities to advocate for gender-responsive approaches at local and provincial levels. The project will also contribute to proposals at national and international levels for policy and regulatory reform of the palm oil industry.

### MAPPING THE GENDER, SOCIAL AND ENVIRONMENTAL LANDSCAPE

The project got fully underway in 2019 as GEMAWAN and ECOTON gathered a detailed picture of the situation, including the gender dynamics, economic activities and livelihoods in the two villages. Women's groups have been set up and trained to monitor river water quality and regularly update the community via public noticeboards. [The women in Semanga call their group KUMPAL](#), after a tall grass that grows in the shallow waters of the river.

This data is not only vital for the health of community members, but serves as evidence needed to convince local policymakers and other stakeholders about the impacts on the communities of the change in their rivers' health. Information was also collected about the pesticides and fertilizers used on nearby plantations, and the occupational health and safety conditions of the plantation workers (also men and women from the target communities) who apply them.

Although the project focuses on the impacts of palm oil plantations, it takes a holistic approach to the situation in the communities. Awareness-raising and trainings on sanitation, household and community waste issues, such as how to safely dispose of nappies and other plastic waste, laid the groundwork for new approaches that can help improve water quality. GEMAWAN and ECOTON are also supporting the communities in exploring possibilities for organic agriculture and agroforestry. Both activities could be potential sources of income to support families who previously made a living by fishing in the rivers, but who have been forced to find other sources of income since the fish population has plummeted.

### BRINGING LOCAL ISSUES TO INTERNATIONAL LEVELS

Cooperation with ELSAM has helped bring GEMAWAN and ECOTON into the ongoing dialogue around human rights and sustainability issues in the palm oil sector. The groups have taken part in Indonesia's NGO caucus on the multi-stakeholder Roundtable on Sustainable Palm Oil (RSPO). On the international level, Both ENDS makes sure the groups are able to connect with other organisations in the region and participate in relevant forums, such as a skills-share organised in Bogor on communal land rights issues in Southeast Asia.

The story of women, water and palm oil has just begun, but the innovative collaboration of GEMAWAN, ECOTON and ELSAM has already set in motion positive change and hope among women in the villages. In the words of one member of KUMPAL: 'The pollution needs to be stopped somewhere and it can start with me. I hope to see the fish return and that people will stop throwing their garbage into the river. Being part of KUMPAL is key to achieving that.'

## 2.2 CONNECTING WOMEN'S RIGHTS AND IFI EXPERTS



Women's right to a healthy and safe environment has as much to do with the flow of money as it does with the flow of water. After a flood of global investment into their communities, women often see clean water turn toxic, or their rivers run dry. Publicly-supported International Financial Institutions (IFIs) are a key player in global financial flows, investing hundreds of billions each year in projects purportedly aimed at fostering economic growth and reducing poverty. All too often, such projects undermine the rights of women.

In 2019 Both ENDS collaborated with experts on IFIs and women's rights to exchange knowledge and strengthen each other's work. An annual retreat in Argentina of the International Advocates' Working Group (IAWG), a network of organisations focused on the accountability systems of IFIs, provided a valuable opportunity to bring these two movements together.

Both ENDS supported several Latin American women's rights organisations – partners within the Global Alliance for Green and Gender Action (GAGGA) – to attend the retreat, where they shared with IAWG members their perspectives on IFIs and their impacts, including some scepticism about

the effectiveness of engaging with IFIs directly, as many IAWG members do. In its efforts to connect the environmental and women's rights movements, Both ENDS has learned that special care is needed to create a safe and productive space for cross-movement dialogue. The dialogue was rich and informative, if not always comfortable, for all participants.

### MUTUAL LEARNINGS ON IFIS AND GENDER

The new connections created in Argentina have already proven useful. Following the retreat, GAGGA partner Mujeres Ambientalistas, an El Salvador-based network of women environmentalists, launched a new project to raise awareness about IFIs among its members. Often, local women activists have little information about who is funding a project or what can be done about it. Mujeres Ambientalistas invited Both ENDS, along with the Bank Information Centre, to conduct a workshop on IFIs for local women's rights organisations and activists. Some 40 participants across El Salvador gathered in October to learn how IFI funding works, how IFIs often play a role in financing projects that women are resisting, and about relevant international rules, safeguards and mechanisms for pursuing justice.

The visit was also an opportunity for Both ENDS to learn more about how local women in El Salvador are organising to protect the environment. When destructive projects are seen through the eyes of the local women, it is clear that IFIs are one piece of a large and complicated puzzle. Both ENDS will draw on these and other learnings as it provides input on gender in the Inter-American Development Bank's safeguard policy, which is up for review in 2020.

## 2.3 FAITH AND LIFE IN A WETLAND WITHOUT BORDERS



The world's largest freshwater wetland connects the lives of no less than 160 million people in five countries. The wetland, known as the La Plata Basin, feeds communities and ecosystems

along a meandering path that reaches from the Andes to the Río de la Plata.

As part of the [Wetlands without Borders programme](#), Both ENDS is supporting partners in Argentina, Bolivia, Brazil, Paraguay and Uruguay as they work together to build a powerful transnational people's movement to match the movement of the water.

The key objective of the programme is to ensure that the people most affected by the wetland ecosystem are informed and engaged in protecting it. The programme aims to promote more inclusive governance and sustainable use of natural resources throughout the region.

### PEOPLE'S COMMITTEES

The organisation Fé e Vida – 'faith and life' – in Mato Grosso, Brazil plays a key part in the programme. The group is active in the Pantanal wetland area, whose inhabitants include Afro-descendent, indigenous and other traditional communities of small farmers and fisherfolk. Fé e Vida's approach is to organise people at the local level and facilitate knowledge-sharing between diverse communities so that people in the region are collectively able to promote sustainable practices, and defend their waters and territories against threats. Local committees take up the task of mobilising others in their communities to make their voices heard at the municipal and state levels.

Fé e Vida, in collaboration with the regional organisation Escola do Activismo, created a local so-called 'activist school', the Escola de Militância Pantaneira. The school is essentially a training programme for members of the committees to develop their skills in organising, advocacy and lobbying, as well as safety and security. In 2019 over 230 local leaders in 12 local committees were trained on a variety of relevant political, social and environmental topics, everything from implementing democratic leadership transitions within the committees to promoting access to markets for agroecological products to developing strategies for stopping small dam projects. The power of the approach was evident in Barra dos Bugres, where the local committee organised pressure on the municipal government and succeeded in preventing licencing of a small hydroelectric dam that threatened the community's ability to fish and other vital functions of their local river.

In 2019 the groups specifically focused on strengthening the Rio Jauquara committee, whose members are Afro-Brazilian and descendants of escaped enslaved people, these communities are known as Quilombos. The committee is of crucial importance in light of the threat of small dams on the Jauquara River, which would negatively impact the river and the lives of the Quilombola people.

Honouring the spiritual and cultural role of the river in the community is a critical dimension of the Fé e Vida's approach; it is one way in which the local activist committees and communities are bound together across the Pantanal wetlands. In November, 1200 people from across the region convened in Cáceres to celebrate the Pantanal wetlands and its principal river, the Paraguay, during the 19<sup>th</sup> annual 'Dia do Rio Paraguai and Pantanal' festivities.

**A LIFELINE OF SUPPORT IN A TIME OF DANGER**

Among the many important subjects covered in the Wetlands without Borders activist schools is safety and security. Environmental and social activists face increasing danger in Brazil, where Jair Bolsonaro's right-wing government has committed to rolling back protections for the environment, and for indigenous and Quilombola peoples. The new government has already cut vital programmes like mandatory procurement of agroecological produce for schools, the source of some 80% of local farmers' revenues.

Individuals and communities that speak out against or resist government policies face hostility, harassment and violence. In this context, the Wetlands without Borders programme and cooperation with internationally networked organisations like Both ENDS provides a lifeline for partners.

**SYSTEMS THAT PRIORITISE PEOPLE AND THE PLANET**



Both ENDS works to ensure that civil society has a free, independent, active and influential voice over nature and the environment. Much of our lobbying and advocacy is aimed at improving policies, rules and regulations to ensure that people's voices – especially women's voices – are heard. From export credit agencies to development banks, from local governments to UN institutions, civil society organisations should have a seat at the decision-making table. In this regard, we are proud to see how **groups of Nepalese women have taken the lead against climate change** in their communities, bringing their proposals directly to their local governments.

Local communities should also have a way to voice their concerns and redirect the agenda when policies or practices go wrong, and to obtain remedy when rights have been violated. Using the complaints mechanisms of financial institutions is one way to do this, as the case of the **Sendou coal plant** shows.

At the same time, Both ENDS is working in the Netherlands and Europe to make sure policies and practices are sustainable and fair. In 2019 we've had some important successes in **redirecting financial flows from the fossil sector** to more sustainable investments.

## 2.4 NEPALESE WOMEN LEAD LOCAL ADVOCACY ON CLIMATE CHANGE



In Both ENDS's experience, one plus one often makes more than two. Connecting people and issues accelerates positive change, and increases its impact and sustainability.

The cooperation between Pakriti Resource Centre (PRC) and Tewa, the Nepalese Women's Fund, illustrates the point. PRC is an expert on climate change and climate finance issues in Nepal and globally. A longer-term partner of Both ENDS, PRC got to know Tewa, which provides small grants to mostly rural, grassroots women's groups in Nepal, through the [GAGGA programme](#). GAGGA brings women's rights and environmental justice organisations together to advance women's rights to water, food and a healthy environment.

In recent years, Tewa has become increasingly interested in environmental justice issues, inspired by the work of the women's groups it supports in conservation, promotion of organic farming, and waste management and the like. Participation in Both ENDS's webinars on gender-responsive climate finance piqued the group's interest in the topic. For its part, PRC wanted to look deeper into the gender dimensions of climate finance and strengthen the gender justice component of its advocacy on climate change.

The relationship between PRC and TEWA evolved naturally through sharing and learning from each other within the GAGGA programme. It wasn't long before the groups developed joint plans to strengthen each other's work, and bring the issues of climate and women's rights closer together. In 2019 they began a collaboration focused on empowering women to engage with their local governments and press for climate and gender-responsive policies, plans and programmes. In May, 25 women from environmental and women's groups supported by Tewa participated in a training on local government planning and budgeting processes. The groups came from five municipalities in Nepal's Bagmati province. In addition to learning about climate change and its impacts, the women discussed when and how to best participate in community-level planning in order to influence the decision-making process and climate budgets.

### FROM PROPOSAL TO IMPLEMENTATION

As part of the three-day training, participants developed their own proposals for local projects to address the various environmental and climate-related problems in their municipalities, which included drought, flooding, excessive use of pesticides and unmanaged solid waste. Among the diverse proposals developed were an initiative to build a plastic free-ward and an organic farming programme. The exercise equipped the women with the necessary information, knowledge, skills and confidence to take their proposals directly to local decision-makers.

And that's exactly what they did. Back in their municipalities, the women submitted their proposals to the local government and participated in dialogues with municipal officials. Engaging for the first time in the local planning and budgeting process was an achievement in and of itself. What's more, one of the groups, the Karambot Women's Agriculture Group, succeeded in convincing the Manthali municipality to fund its proposed irrigation plan. River water will be used to irrigate drought-affected farmland, benefiting some 20 families. It was the first time the municipality has provided financial support to the women's group, which is already planning to demand additional funding next year to expand the irrigation scheme.

The obstacle for women to engage in municipal planning processes is not merely about lack of awareness and confidence: they also face discrimination and their right to meaningful participation is often denied. Municipalities also tend to focus on physical infrastructure and neglect issues relevant to women or marginalised groups. Alongside supporting women to engage with local leaders, PRC and TEWA therefore provided training to mayors and officials in the five targeted municipalities on incorporating climate and gender perspectives in their policies, plans and budgets.

Participating mayors and deputy mayors have since made commitments to allocate budget to implementation of climate change and gender-responsive actions in municipal plans for the 2019/20 fiscal year. Examples include construction of water ponds, measures to conserve drinking water sources, planting of trees, solid waste management, and improved cooking stoves to reduce firewood

consumption. PRC's engagement has also increased local governments' awareness about the risks of haphazard development of infrastructure, especially road construction which contributes to landslides, drying of water springs and other environmental problems.

Meanwhile, at the national level both PRC and Tewa participate in the Climate and Development Dialogue (C&D Dialogue), an informal civil society platform that facilitates dialogue and exchange of knowledge and learning and generates collective policy interventions towards national policymakers.

With GAGGA's support, the C&D Dialogue has increasingly focused on women's rights and inclusion of local women's organisations in its advocacy interventions. It has evolved into a strong and vibrant platform, engaging in climate decision-making processes, including those around the National Climate Change Policy and the Green Climate Fund.

The collaboration between PRC and Tewa in advancing Nepali women's local leadership on climate and environmental justice and their experiences in including women's needs and initiatives in climate policies and plans provide valuable insights and lessons. Both ENDS, PRC and Tewa are planning to share these lessons with other organisations in the region, as well as with policymakers at national and international levels. Among other things, Both ENDS, together with its partners, continues to [influence Green Climate Fund policies and allocation of funds](#) to ensure that climate financing genuinely reaches women's groups and organisations.

## 2.5 A SENEGAL COMMUNITY BEATS BACK COAL



About 15 kilometres east of Dakar, in Senegal, lies the small hamlet of Bargny. With its ocean waters, sandy beaches and abundant sunshine, Bargny has for generations been the perfect place for catching and drying fish. But the construction of a coal-fired power plant, known as Sendou, has cast a long shadow over the community in the area.

For several years, the Senegalese organisation Lumière Synergie pour le Développement (LSD) has supported residents of Bargny, organised in the local organisation Takkom Jerry, in their opposition to the

plant due to its adverse social and environmental impacts. These range from women's loss of access to their fish drying area to eviction, and from air pollution to an increase in water temperatures that could ruin fish habitats. A new coal-fired power plant would also undercut international efforts to reduce carbon emissions and halt climate change. Rising sea levels are already evident in Bargny, where the ocean is creeping ever closer to people's homes.

### COMPLAINT MECHANISMS: A POWERFUL TOOL TO ENFORCE CHANGE

In 2016 Both ENDS supported partners Takkom Jerry and LSD in taking [the community's case against the plant to the African Development Bank \(AfDB\) and the Dutch Development Bank FMO](#), which both helped finance the contested plant. Among other things, the complainants challenged the lack of community consultation and compensation for loss of land, in violation of the banks' policies.

The FMO complaint was one of the first to be processed by the bank's independent accountability mechanism, which was developed and put into place upon the recommendation of Both ENDS and SOMO, a partner in the Fair, Green and Global Alliance. Both ENDS and SOMO have closely monitored the mechanism's handling of the complaint.

In 2017, as a first step in the complaint process, the Independent Expert Panel of FMO's accountability mechanism issued a report confirming many of the concerns raised by Bargny residents. The report recommended that FMO engage with the plant owner on a number of key issues, including addressing water, air and marine impacts, land rights issues and clarifying circumstances around fish drying grounds, which fall within the plant's 'buffer zone' of restricted economic activity. Access to the drying grounds are of critical importance to the livelihoods of some 1,000 fisherwomen.

While the problems around the plant are by no means resolved, the complaint has led to some positive changes. Most significant, in July 2019 the plant ceased operating and there is hope that it will be converted to gas, which causes less pollution than coal and is therefore preferred by the Bargny community. The complaint also triggered technical improvements to the plant to reduce thermal pollution in the area's seawater and increased engagement by FMO, the plant company and local authorities to resolve land rights. Although the situation for the fisherwomen remains unclear, they

have been able to maintain access to the grounds and the Independent Expert Panel continues to closely monitor their situation.

Both ENDS has contributed to further research into the plant's impact on the fisherwomen by [LSD, along with WoMin and Gender Action](#) - two partners in the Global Alliance for Green and Gender Action. A report by the group adds to the growing evidence that development banks are not adequately addressing women's rights and gender in their social and environmental policies, procedures and guidelines.

Both ENDS's technical and financial support to Lumière Synergie pour le Développement on the Sendou complaint contributes to the broader aim of transferring knowledge and experience on development bank complaint mechanisms to partners worldwide. On that count, the story is a resounding success: LSD is playing a crucial role on the topic in civil society networks in Senegal and the Africa region, including via the Coalition of African Civil Society Organisations on the African Development Bank. Since the Sendou complaint, LSD has taken the lead on filing another complaint in relation to a rail project funded by the AfDB. Meanwhile, the group continues to work with Bargny residents and Takkom Jerry to strategize about the future of the Sendou plant.

## 2.6 ENGAGING INVESTORS FOR A FOSSIL-FREE FUTURE



In order to achieve the scale of decarbonisation needed to prevent temperatures from rising beyond 1.5 degrees, a major transition must take place in the production and trade of goods and services. But if it is the fossil fuel-based 'real economy' that is driving us toward catastrophic climate change, it is the financial world behind the steering wheel.

Both ENDS is proud to have been the first organisation in the Netherlands to join up with a growing global DivestInvest movement of organisations and individuals calling on investors to move their money out of fossil fuels. The message of DivestInvest is clear: given the climate emergency, it is no longer socially or morally acceptable, nor financially prudent, to invest in fossil fuels.

Since DivestInvest was founded, organisations and individuals have made \$11 trillion worth of divestment commitments. By signing the DivestInvest pledge, investors commit to making no new investments in fossil fuel companies, divesting current fossil fuel holdings within three years, and equally important, investing in climate-friendly solutions like clean energy, energy efficiency and sustainable agriculture.

### DUTCH INVESTORS GIVE MEANING TO THEIR MONEY

Both ENDS has worked to raise awareness about the initiative among individual investors in the Netherlands. Together with FossilFree NL, the Dutch Postcode Lottery, Stichting DOEN and Frank van Beuningen, founder of the impact investor community Pymwymic (the playful acronym derives from 'Put Your Money Where Your Meaning Is Community'), Both ENDS organised a series of events to raise awareness and educate private investors about the key role they can play in accelerating the clean energy transition. Dutch investors heard from financial experts as well as members of DivestInvest UK, who shared their perspectives and success in influencing private foundations to make the pledge.

In March, these efforts came to fruition when a cohort of 22 affluent individuals, representing a collective capital of €200 million, [signed the DivestInvest pledge](#). A public announcement about the pledge highlighted the importance of their next step: motivating others to join this critically important movement.

### EUROPEAN INVESTMENT BANK GOES FOSSIL FREE

Institutional investors are another key focus of Both ENDS's work on divestment. For many years Both ENDS has monitored the practices of the world's largest public investment bank, the European Investment Bank (EIB). Together with members of Counter Balance, an alliance of European NGOs, Both ENDS has urged the bank to stop investment in all fossil fuels, including gas, which is sometimes touted as a 'cleaner' fossil fuel.

At the start of 2019, when the EIB began a formal review of its energy strategy, the looming question was: which fossil fuels would be phased out and when. Both ENDS and its Counter Balance allies took part in the EIB's public consultations to urge the bank to go fully fossil-free by divesting from coal, oil and gas by the end of 2020. Given the Netherlands'



long history as a major gas producer and its plan to phase out gas, [Both ENDS called on the Netherlands](#) to play a leadership role and ensure that the EIB not treat gas differently from other fossil fuels.

When the EIB presented a promising draft of its new policy to EU member states, Both ENDS's allies across Europe mobilised support among member states as part of the 'Fossil Free EIB' campaign. Their efforts paved the way for a significant victory in November, when the [EIB officially became the first International Financial Institution to stop financing fossil fuels after 2020](#). The bank also announced its withdrawal from all existing gas, oil and coal investments by 2028. Next year, Both ENDS and Counterbalance will work to ensure that the bank's new climate policy contributes to a just energy transition.

**SHOWING INVESTORS THE WAY**

While the momentum behind DivestInvest is strong, some investors, particularly [pension funds](#), have been hesitant to act or lack the directions for switching to a more financially sound future of sustainable energy. To fill a gap in communication between climate justice campaigners and investors, wBoth ENDS teamed up with Denmark-based Sustainable Energy and DivestInvest to publish [a clear and simple set of five criteria](#) for assessing whether companies are on track for a managed decline in fossil fuels, in alignment with the Paris Climate Agreement goal of keeping the global temperature increase below 1.5 degrees. The publication, which was launched in the presence of some 80 investors during a workshop at the World Pension Summit in The Hague, is a valuable new tool for shareholders, including pension funds, to pressure companies to act or to take their investments elsewhere.

**TRANSFORMATIVE PRACTICES**



Local communities around the world are engaged in sustainable and inclusive practices for using and managing land, water and forests. Because of their close relationship with their living environment, they know best what works. Over the course of many years, Both ENDS has encountered many inspiring [examples of transformative practices](#). We work to make them known and supported more widely.

One great example is Farmer Managed Natural Regeneration, which is at once a [social practice](#) and a technique used to make dry areas green again. Our partners in Niger, Burkina Faso and Senegal are building broad support for the practice in communities across the Sahel.

Communities in southwest Bangladesh face the opposite problem, namely too much water. There, Both ENDS's partner is supporting communities in promoting traditional Tidal River Management practices [to curb waterlogging in their villages](#). The group is working to ensure that water governance and planning takes into account the voices of women and men, young and old.

## 2.7 THE SOCIAL PRACTICE OF REGREENING THE SAHEL



Open a satellite map of the African continent and you'll see the Sahel front and centre, a large, brown band across Northern Africa. It suggests a vast and dry piece of planet Earth, with

no visible sign of people and no hint of vegetation. But zoom in closer and the picture becomes richer. Contours cut across the Earth's surface, villages are visible here and there, and small green dots pepper the landscape. Up close, one begins to see the story of communities greening the Sahel.

Since 2018, Both ENDS has supported partners in Niger, Senegal and Burkina Faso in a unique and ambitious ten-year programme to transform the Sahel. The no-nonsense name of the programme – **Communities Regreen the Sahel** – intentionally highlights the programme's bottom-up approach. Regreening is not just about planting trees. It is, at its core, a social process. Through the programme, communities get motivated to adopt Farmer Managed Natural Regeneration (FMNR), a traditional method of accelerating revival of natural vegetation which increases sustainable food production. Transferring knowledge about FMNR techniques is crucial to the programme, but it is just one piece of a more complicated puzzle. That puzzle includes issues around access to livelihoods, land, governance, safety, security and investment in what is often an already challenging context. Recent events in Burkina Faso illustrate the challenge: 700,000 people in the country are currently displaced due to conflict and violence from armed groups. In Senegal, people are concerned about the future of their customary land rights as the government pushes to make more state land available to businesses. Multiple regions in Niger are in a continuous state of emergency.

### PUTTING DOWN THE MISSING PIECES OF THE PUZZLE

Against this challenging backdrop, the Communities Regreen the Sahel programme has achieved considerable results in its first two years. More than 10,000 farmers have been trained in Farmer Managed Natural Regeneration and the practice has been expanded to more than 44,000 hectares. Equally important, there has been a significant increase in the number of land use agreements by farmers and nomadic pastoralists – one of the many pieces missing in the regreening puzzle. The perspectives of these two groups are often at odds, with pastoralists wanting and needing land for their cattle to graze upon, and farmers seeing a threat

for their young sprouts. Since enclosing land is not always an option (or sometimes even illegal), dialogues and local agreements are crucial to avoid and/or mitigate conflict and violence and ensuring a win-win situation for all land users.

One of the seven project partners in Niger seems to have developed the right formula for facilitating constructive dialogue between the two groups. In December, the group organised a social forum on conflict management and social cohesion in Dogonkiria. The forum involved representatives from all the communities living in the programme area, as well as representatives from the seven municipalities, political and administrative authorities (prefect, mayor, and vice-mayors), customary chiefs of cantons, villages and tribes (e.g. Hausa, Peulh and Touareg), and technical service and NGOs staff. The forum generated – and affirmed – many useful lessons that have since been shared across the programme. Key among these is the importance of an inclusive, participatory approach that takes into account the real needs of the communities, and promotes social cohesion and peace as part of the overarching social transformation that the programme is setting in motion. Another is the importance of mobilising all appropriate means for fostering dialogue and establishing sustainable natural resource management, including solid mechanisms to prevent conflicts.

Such changes take time, patience and flexibility, and it was with this in mind that the Sahel programme was designed. The programme gives partners the space they need to problem solve and adapt their approaches to the different contexts they face. Programme partners are encouraged to continually innovate and adapt to farmers' and communities' actual needs. Regular programme meetings are a key opportunity for sharing best practices.

### BURKINA DAY IN MADRID

For its part, Both ENDS is learning from its Sahel partners about the interplay between social transformation and land restoration. In light of increasing attention to and investment in the Sahel by the Netherlands, Europe and other international actors, Both ENDS is helping ensure partners' participation in key policy processes and dialogues, like the 2019 UN Conference on Combatting Desertification in New Delhi and UN Climate Conference in Madrid. During the climate talks, partners from Burkina Faso were invited to participate in 'Burkina Day', where they described the programme to an audience that

included the country's UN climate change and Green Climate Fund focal points, as well as the Minister of Environment, Climate Change and the Green Economy. Complementing these activities was a roundtable in Burkina Faso and a session in Madrid, organised by Both ENDS, on the importance of directing climate finance to local civil society initiatives. Finally, in an effort to expand the programme further Both ENDS teamed up with programme partners to develop a proposal in response to the Ministry of Foreign Affairs' new Drylands Sahel Programme. In addition to bringing new, complementary organisations into the fold, the proposal features enhanced use of modern technologies and data.

## 2.8 COMMUNITY-BASED GOVERNANCE FOR FREE-FLOWING TIDAL RIVERS



In Bangla, the word for transition is 'uttaran'. It is a fitting name for a social and environmental organisation whose aim is gender, class and caste equality in Bangladesh. A long-term partner of Both ENDS, Uttaran supports local communities in addressing social, environmental, health, economic and cultural issues and concerns. For many years, Uttaran has been a front-line advocate for [community-based adaptation to climate change](#) in Bangladesh's southwest tidal river basins, which are extremely prone to sea level rise and cyclones.

Some fifty years ago, polders and dikes were built to protect the area from flooding. But with all eyes on controlling the water, little thought was given to sediment, and the delicate dance between water, land and people was disrupted. Over the decades, sediment accumulated in the tidal waterways, raising their level above that of the polders, which have gradually sunk. The polders, which were built to protect the people from flooding, have now turned into ponds: during monsoon and cyclones, water is trapped inside them. Some are water-logged for as much as eight months a year.

### TIDAL RIVER MANAGEMENT AS A NEGOTIATED APPROACH

With support of the Dutch government and the Dutch water sector, the government of Bangladesh has developed the Bangladesh Delta Plan (BDP2100) to address these and other problems. Adopted in 2018, the plan focuses on six hydrological 'hotspots', one of which is the southwest coastal region. For many years, Uttaran has advocated tidal river management (TRM) as the best approach for

addressing the waterlogging problems in the region. TRM is based on age-old community practices that have developed in their coexistence with the tidal ecosystem. Over generations, people in the area learned to harness the tides by controlling the deposit of sediment. By directing the sediment into the floodplains, they raised and enriched the low-lying land, whilst maintaining a healthy free flowing river. Along with many other proponents of this approach, Uttaran helped ensure that TRM was seen by policymakers as an effective solution to waterlogging in the region.

TRM is featured in the Bangladesh Delta Plan. The question now is how. For Uttaran and Both ENDS, tidal river management done right means that the approach is both nature and community-based. It could be an example of what Both ENDS calls a 'Negotiated Approach' to inclusive water governance: the key to this transformative practice is that local actors actively develop, propose and negotiate policy and investment measures, based on their own knowledge, needs and realities. It offers an opportunity to implement lessons-learned from the time when the polders were introduced, and to ensure that the inclusive governance of tidal rivers this time also translates into sustainable solutions that can adapt to sea level rise and climatic changes.

One challenge is that community-based does not necessarily mean that all voices in 'the community' are heard: women and youth are often excluded from discussions and decision-making. To address this, Uttaran is working to increase the involvement of young women and men in the area's local water committees, which Uttaran helped to establish. In 2019, with support of Both ENDS, Uttaran set up two youth water committees, with nearly equal participation of young women and men. The aim is to engage a new generation in inclusive, gender-just water governance. The committee members are well aware of the gendered impacts of water logging in the region, and have laid the groundwork for documenting these impacts as input into water management decision-making.

In their first year, the youth committees have already had an impact. The committees have met with the region's Members of Parliament, one of whom then echoed their issues in a general meeting of the National Parliament. Following the partial translation of the Bangladesh Delta Plan (BDP2100) into Bangla and the committees' continuous advocacy for TRM in relation to the BDP2100, the General Economic Division has invited the committees for a

meeting to give their input on the plan. Ultimately, it is the Bangladesh Water Development Board (BWDB) that plays the crucial role for the technical implementation of the plan on the local level. One of Uttaran's objectives is to ensure that the local water committees and other representatives of local communities are BWDB's key partners in this process.

With support from Both ENDS, Uttaran is building its network, while exchanging and sharing its knowledge and experiences with key actors at regional and international levels. At an event during the World Water Week in Stockholm, Both ENDS and Uttaran staff presented their approach on inclusive water governance to some 60 people – academics, policymakers and NGO practitioners. Throughout this year, Both ENDS connected Uttaran to actors from the Dutch water sector who are influential in Bangladesh as well, including the Dutch research institute Deltares and the Netherlands' Special Envoy for International Water Affairs.

## 2.9 ALL PROJECTS IN 2019

### STRATEGIC PARTNERSHIPS

#### **BOTH ENDS TAKES PART IN TWO 'DIALOGUE AND DISSENT' STRATEGIC PARTNERSHIPS (2016-2020) WITH THE DUTCH MINISTRY OF FOREIGN AFFAIRS:**

##### **Fair, Green and Global (FGG) Alliance**

**FINANCED BY:** Dutch Ministry of Foreign Affairs

**ALLIANCE MEMBERS:** ActionAid Netherlands • Clean Clothes Campaign Netherlands • Friends of the Earth Netherlands • Stichting Onderzoek Multinationale Ondernemingen (SOMO, the Netherlands) • Transnational Institute (TNI, the Netherlands)

**PROJECT PARTNERS:** ACD (Panama) • Centre for Human Rights and Rehabilitation (Malawi) • CLEAN (Bangladesh) • ELSAM (Indonesia) • EMG (South Africa) • Emrys Initiative (Malaysia) • FECONAU (Peru) • Fórum Suape (Brazil) • GRAIN Fundació privada (Philippines) • IGJ (Indonesia) • Institut Dayakologi (Indonesia) • JKPP (Indonesia) • Kalikasan (Philippines) • Keystone (India) • KNTI (Indonesia) • Link-AR Borneo (Indonesia) • Lumière Synergie pour le Développement (LSD, Senegal) • MCDI (Kenya) • PELUM (Kenya) • PPK (Indonesia) • Riak Bumi (Indonesia) • SEATINI (Uganda) • SPNKK (Philippines) • TuK (Indonesia) • UPC (Mozambique) • Uttaran (Bangladesh) • WALHI Sulawesi Selatan (Indonesia) • WEP (Burkina Faso) • Zambia Institute for Environmental Management (ZIEM) • Zambia Land Alliance (ZLA, Zambia)

##### **Global Alliance for Green and Gender Action (GAGGA)**

**FINANCED BY:** Dutch Ministry of Foreign Affairs

**ALLIANCE MEMBERS:** Fondo Centroamericano de Mujeres (FCAM, Nicaragua) • Mama Cash (the Netherlands)

**PROJECT PARTNERS:** ADECRU (Mozambique) • AIDA (Mexico) • Aksi (Indonesia) • APIL (Burkina Faso) • CCIMCAT (Bolivia) • CEE Bankwatch (Czech Republic) • Centro Terra Viva (Mozambique) • Colectivo CASA (Bolivia) • Development Institute (Ghana) • Economic Justice Network (South Africa) • Ecoton (Indonesia) • ELSAM (Indonesia) • Fondo Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • Gemawan (Indonesia) • Global Greengrants Fund (USA) • Green Alternative (Georgia) • IAFN (Costa Rica) • Kalimantan Women's Alliance (Indonesia) • Kebetkache (Nigeria) • Keystone (India) • Lilak (Philippines) • Lumière Synergie pour le Développement (LSD, Senegal) • Madre Selva (Guatemala) • NAPE (Uganda) • NGO Forum on ADB (Philippines) • NTFP-EP (Philippines) • ORCADE (Burkina Faso) • OFRANEH (Honduras) • OT Watch (Mongolia) • Plataforma Sauce (Paraguay) • Plurales (Argentina) • POPOL NA (Nicaragua) • Prakriti (Nepal) • Sengwer (Kenya) • Solidaritas (Indonesia) • Southern African Rural Women's Assembly (South Africa) • SPNKK (Philippines) • Tindzila Fund (Tanzania) • Ulu Foundation (USA) • Utz-Che (Guatemala) • WATED (Tanzania) • Women Environmental Program (Nigeria) • WOMIN (South Africa) • Yanling Zhu (China) • Zambia Land Alliance (ZLA, Zambia)

**OTHER PROJECTS:**

**AfriAlliance**

**FINANCED BY:** IHE Delft (Unesco)

**Aligning European Pension Divestment and Finance**

**FINANCED BY:** KR Foundation (through Sustainable Energy)

**All Eyes on the Amazon**

**FINANCED BY:** Nationale Postcode Loterij (through Hivos)

**PROJECT PARTNERS:** Article 19 (United Kingdom) • COICA (Ecuador) • Digital Democracy (USA) • Global Forest Watch (USA) • Greenpeace Netherlands • Hivos (the Netherlands) • International Institute of Social Studies (ISS, the Netherlands) • Interpol (France) • University of Maryland (USA) • Witness (USA)

**Climate Justice in the Green Climate Fund**

**FINANCED BY:** New Venture Fund

**PROJECT PARTNERS:** Center for International Environmental Law (CIEL, USA) • Tebtebba Foundation (The Philippines) Communications, youth and awareness climate change

**Communities regreen the Sahel**

**FINANCED BY:** DOB Ecology

**PROJECT PARTNERS:** CARI (France) • CRESA (Niger) • IED Afrique (Senegal) • IMC Sarl (Burkina Faso) • SPONG (Burkina Faso)

**Communications, youth and awareness climate change**

**FINANCED BY:** private funder

**Demanding climate action emergency from EU pension funds**

**FINANCED BY:** Wallace Global Fund

**DivestInvest Familiefondsen en Goede Doelen**

**FINANCED BY:** Stichting DOEN

**Duurzaam bosbeheer**

**FINANCED BY:** RVO Netherlands Enterprise Agency (through CNV International)

**Eco-cultural restoration**

**FINANCED BY:** Stichting Otterfond

**Emergency Fund - Environmental defenders in the Brazilian Amazone**

**FINANCED BY:** WWF Netherlands

**PROJECT PARTNERS:** Fundo Socioambiental CASA (Brazil)

**Fish4Food**

**FINANCED BY:** University of Amsterdam

**Amplifying the Global Alliance for Green and Gender Action**

**FINANCED BY:** Dietel & Partners (through Mama Cash)

**PROJECT PARTNERS:** Global Greengrants Fund (USA)

**Green Deal Voedselbossen**

**FINANCED BY:** Dutch Ministry of Agriculture, Nature and Food Quality (through Royal Haskoning DHV)

**International Cooperation to Decarbonize Export Credit Agencies**

**FINANCED BY:** KR Foundation

**PROJECT PARTNERS:** CAN-Europe (Belgium) • CEE Bankwatch (Czech Republic) • ECA Watch (international) • Oil Change International (USA) • União Provincial dos Camponeses de Cabo Delgado (Mozambique)

**International Financial Institutions Program**

**FINANCED BY:** Charles Stewart Mott Foundation

**ISQAPER – Interactive Soil Quality Assessment in Europe and China for Agricultural Productivity and Environmental Resilience**

**FINANCED BY:** The EU's Horizon 2020 Programme for research & innovation (through Wageningen University)

**PROJECT PARTNERS:** Wageningen University (The Netherlands) and many universities, private sector and think expertise organisations from Europe and China

**Kick starting CSOs on Paris Proofing ECAs**

**FINANCED BY:** Wallace Global Fund

**PROJECT PARTNERS:** Above Ground (Canada) • Centrum pro dopravu a energetiku (CDE, Czech Republic) • Perspectives Climate Group (Germany) • The Swedish Society for Nature Conservation (SSNC, Sweden)

**Making European Export Credit Agencies accountable**

**FINANCED BY:** Open Society Institute Foundation

**PROJECT PARTNERS:** CEE Bankwatch (Czech Republic) • ECA Watch (international) • The Big Shift Global (international)

**New corporate social responsibility policies for ECAs to phase out fossil fuel finance**

**FINANCED BY:** KR Foundation

**PROJECT PARTNERS:** CAN-Europe (Belgium) • Fórum Suape Espaço Socioambiental (Brazil) • ECA Watch (international) • Oil Change International (USA)

**Participation is Power: Ensuring women's access to climate finance**

**FINANCED BY:** Wallace Global Fund

**PROJECT PARTNERS:** Women's Environment & Development Organization (WEDO, USA) • African Women's Development Fund (AWDF, Ghana)

**Rich Forests**

**FINANCED BY:** Anton Jurgens Foundation • Stichting Otterfonds

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**Shifting Grounds**

**FINANCED BY:** NWO-UDW (through TU Delft)

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**Small Grants Funds Study**

**FINANCED BY:** DOB Ecology

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**Strengthening Grassroots Pension Fund Divest Invest Campaigns**

**FINANCED BY:** Wallace Global Fund

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**Strengthening Livelihoods of Communities affected by Oil Palm Plantations to Save Forests, Liberia**

**FINANCED BY:** Turing Foundation

**PROJECT PARTNERS:** Sustainable Development Institute (SDI, Liberia) • CENDEP (Cameroon)

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**Support for Asian NGOs**

**FINANCED BY:** Private funder

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**Supporting Asian CSOs 3**

**FINANCED BY:** Private funder

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**Towards resilient agriculture systems and biodiversity conservation; Non-timber forest products for sustainable income in Southern Mali**

**FINANCED BY:** Anton Jurgens Fonds

**PROJECT PARTNERS:** Omadeza (Mali) • FairMatch Support (Burkina Faso)

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**Wetlands without Borders**

**FINANCED BY:** DOB Ecology

**PROJECT PARTNERS:** Casa Río Arte y Ambiente (Argentina) • CAUCE (Argentina) • CEDIB (Bolivia) • CODES (Paraguay) • Escola de Ativismo (Brazil) • FARN (Argentina) • FIRE (Paraguay) • FONASC (Brazil) • Fundación HUGO (Paraguay) • IBIF (Bolivia) • Instituto Caracol (Brazil) • Instituto GAIA (Brazil) • Probioma (Bolivia) • Rede Pantaneiras (Brazil) • Sobrevivencia (Paraguay) • Sociedade Fé e Vida (Brazil) • Taller Ecologista (Argentina)

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**BOTH ENDS MANAGES TWO SMALL GRANTS FUNDS:**

**The Koningsschool Fund**

**FINANCED BY:** Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden

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**Young Environmental Leadership**

**FINANCED BY:** Stichting Joke Waller-Hunter Initiative

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## 3. ABOUT BOTH ENDS

### 3.1 OUR PEOPLE

#### BOTH ENDS MANAGEMENT

Danielle Hirsch, Director

#### BOTH ENDS STAFF

Zainab Abou Elkhair (as of June 2019) • Steven Baitali • Djanak Bindsesingh • Maria Bordallo Gil (until September 2019) • Karin van Boxtel • Chris Chancellor (April to September 2019) • Cindy Coltman • Tineke Cordesius • Annelieke Douma • Fiona Dragstra • Sonja Duimel (as of January 2019) • Alexandra Elamri (as of January 2019) • Giacomo Galli • Karine Godthelp • Anneroos Goudsmit • Nathalie van Haren • Niels Hazekamp • Sander Hehanussa (until May 2019) • Masja Helmer • Fernando Hernandez Espino (as of August 2019) • Maaïke Hendriks • Roos Hommes • Burghard Ilge • Pieter Jansen • Anne de Jonghe • Remi Kempers (until July 2019) • Huub Kistermann (until August 2019) • Marianne van Meer • Tamara Mohr • Lieke Mur • Roos Nijpels • Anna van Ojik • Ibtissam Ouagli (until March 2019) • Hanneke Post • Madhu Ramnath • Michael Rice • Marjolein van Rijn • Daan Robben • Willemijn Rooijmans (until December 2019) • Lieke Ruijmschoot (until March 2019) • Eva Schmitz • Maaïke Schouten • Sinde De Strijcker • Stefan Schüller • Thijs Struijk (as of June 2019) • Melvin van der Veen • Wiert Wiertsema • Paul Wolvekamp

See our website for an [actual list of employees](#) and how to contact them.

#### VOLUNTEERS & INTERNS

• Roos Hommes • Iza Hirsch • Kan Wai Min • Elvira Lagrou • Michiel van Lierop • Stella Munninghoff • Anne Politsch • Nienke Raeven • Arthur Rempel • Cyrill Schumm • William Sharp • Adrien Tofighi • Hanna Verduijn

#### BOTH ENDS BOARD

The Both ENDS Board monitors financial matters, oversees the general administration, operation and implementation of the organisation's work, and critically scrutinises the organisation's work methods. Board members offer guidance where and when necessary.

Their advisory expertise on initiatives, legal questions, accounting, management and other strategic issues strengthens the organisation's foundation. The Board regularly evaluates its own activities and adjusts these where necessary. The Board members do not receive any remuneration for serving on the Board. The Board meets four times a

year. Board members receive all relevant information on the organisation's financial status, the progress in reaching our goals and any other developments by means of a quarterly report provided by the management.

Each Board member is appointed for a period of four years, which may be extended to a maximum of eight years. The Board appoints a Chair, a Secretary and a Treasurer from among its members. When there is a vacancy for a position on the Board, Both ENDS's management will draw up a list of possible candidates together with the Board, from which they will eventually elect one.

The Board appoints the organisation's Director, reviews and evaluates the Director's accomplishments, and conducts an appraisal interview with the Director at least once a year. The same Board members serve on the Boards of both the Both ENDS Foundation and the Joke Waller-Hunter Initiative Foundation. The joint foundations publish one consolidated annual account.

#### BOARD MEMBERS IN 2019

In 2019, no changes occurred in the [composition of the Board](#), which consists of seven people. We want to thank all our Board members for their commitment to Both ENDS:

##### **Paul Engel, Chair**

*Independent, Owner of Knowledge, Perspective and Innovation*

Other relevant positions: Chair of Oxfam Novib Strategic Partnership External Reference Group

##### **Ikrâm Çakir, Secretary**

*Campaigner, Oxfam Novib*

Other relevant positions: none

##### **Marianne van Duin, Treasurer**

*Fund Manager, Rabobank Wholesale, Rural & Retail*

Other relevant positions: Treasurer of Vereniging 'Schellingwoude Behouden'

##### **Evelijne Bruning, Board Member**

*Country Director of The Hunger Project Netherlands*

Other relevant positions: Member of the global management team of The Hunger Project International • Board member of Partos • Member of the advisory committee for the postdoctoral programme of the Centre for International Development Issues Nijmegen • Board member of World in Progress

### **Jurriaan Regouin, Board Member**

*Programme Manager at the Netherlands Institute for Multiparty Democracy (NIMD)*

Other relevant positions: Board member of the Eastern European Centre for Multiparty Democracy (EECMD)

### **Mariken Radstaat, Board Member**

*Transformation Manager and Deputy Director, Stedin Rotterdam*

Other relevant positions: none

### **Jeroen Schmaal, Board Member**

*Business Development Manager, Sunvest*

Other relevant positions: Chair of the Board of Directors of Theater Kargadoor • Founder of waterstoring.nl

### **THANK YOU**

We would also like to thank the following persons and organisations for their support in 2019:

Irene Dankelman • Kiane de Kleijne • Ockeloën & Kiene • Paul Arlman • Raet • Sjef Langeveld • Techsoup

## **3.2 STAFF AND HUMAN RESOURCES POLICIES**

Since Both ENDS is a professional self-steering organisation with experienced and skilled employees, we devote attention to personal growth and development, while stimulating self-reliance and autonomy. The goal of our staff policy is to bring out the best in everyone, which in turn contributes to achieving the organisation's goals for 2020.

Since 2017, the HR cycle dovetails with our organisational structure. It stimulates the development and functioning of our staff through regular feedback talks, self-reflections and the evaluation of progress in our projects. The HR cycle and its instruments safeguard the values of Both ENDS: empowerment, honesty, growth, professionalism and simplicity.

In 2019, Both ENDS adapted its work regulations to align these more with the organisational structure, our core values and with new developments in the field of integrity (see below).

### **SALARY SYSTEM**

A performance and results-oriented organisation such as Both ENDS needs a stimulating salary system. Employees who are assessed 'good' or 'very good' in their appraisal are rewarded for it. We consider this an appropriate way of acknowledging the role they play in the thematic and institutional growth of Both ENDS.

Both ENDS's reward system always takes into account the organisation's current and (medium) long-term financial situation. Internally and externally, the organisation aims to be as transparent as possible about its financial situation and its consequences.

Both ENDS meets the 'Wijffels Code' (the Dutch code of conduct for good governance of charitable organisations and foundations) and the salary of the Director follows the guidelines of the Dutch professional association for charities, the VFI. The Board members do not receive any remuneration for serving on the Board.

## **3.3 SOCIAL AND ENVIRONMENTAL RESPONSIBILITY**

Both ENDS is working towards a sustainable future for our planet. To achieve our goals, we have set up results-based operational processes that are as sustainable as possible and which we continually aim to improve. Therefore, all our staff must be able to work in a way that has the minimum possible impact on the environment but without compromising the organisation's effectiveness.

### **SOCIALLY RESPONSIBLE HUMAN RESOURCES POLICY**

Both ENDS staff determine the success of the organisation. Our human resources policy focuses on flexibility, diversity, security and motivational supervision. Some key points:

- Both ENDS staff members can influence their own activities and achieve their ambitions through their personal annual plan.
- Both ENDS has an updated integrity policy and a code of conduct that fits the Partos 9001 norms.
- Both ENDS has a diversity policy, which is taken into account during the recruitment and selection of staff.
- Both ENDS employs people who have been inactive on the labour market for an extended period of time. These staff members, seconded to the organisation by Reïntegratiebedrijf Amsterdam, receive extra coaching.
- Both ENDS has an active volunteer policy.



- Both ENDS guarantees safety on the work floor by ensuring that there are at least three qualified emergency response officers (EROs) who follow a refresher course every year. There is an Automated External Defibrillator in the building. The EROs are trained to use it and give annual instruction to staff.

### DIVERSITY

Since 2018, we have been paying extra attention to cultural diversity in the organisation. We started a collaboration with ECHO, an expert organisation on diversity and inclusion. In 2019 we implemented the recommendations given by ECHO on how to appeal to a broader group of people when recruiting paid staff as well as volunteers. This mainly consisted of adjusting the job vacancy texts, diversifying the selection teams during the job vacancy procedure and instructing the selection teams to pay more attention to what type of requirements we find valuable.

One of our aims is to have a diverse team, one that is a reflection of our diverse society. In 2019 we also collaborated with WSP Groot-Amsterdam in order to reach refugees who have obtained an asylum residence permit, and we continue to do so in the future. Of the five people we hired in 2019 three new colleagues have a culturally diverse background. We acknowledge that this is the beginning and we still have a long way to go in order to have a proper representation of our society. For 2020 we are scheduling one or multiple training(s) with ECHO and/or other institutions to take us to the next level.

### SAFETY AND SECURITY POLICY DURING TRAVELS

Both ENDS has a safety and security policy for travelling employees. In addition, there is a Crisis Management Team trained to respond during emergencies. Colleagues who travel to higher-risk areas have all received a three-day safety and security training. The organisation holds regular evaluation and reflection moments to increase staff awareness of precautionary security measures to take when travelling.

### ENVIRONMENTAL RESPONSIBILITY

- Both ENDS banks at Triodos Bank, which only does business with organisations that support a healthy natural environment and promote a social economy.
- Both ENDS offers its staff and visitors an organic and vegetarian lunch menu.
- Our cleaning company uses biodegradable cleaning agents and has an ISO environmental certificate.

- Our paper is FSC-certified and we print everything double-sided.
- Both ENDS has 21 solar panels. We use energy-saving lighting and thin client workstations, which use much less energy than conventional computers.
- We recycle our used plastic, paper, glass and batteries. Used printer toners and cartridges are picked up and recycled by Eeko, which donates the proceeds to Stichting AAP, a shelter for non-indigenous animals.

### MEANS OF TRANSPORT

- As much of Both ENDS's work involves working with partners in other continents, we cannot avoid air travel. Since 2019, we work with Key Travel (formerly RAPTIM) as our regular travel agent. Key Travel has an extensive [CSR policy](#).
- Most of our staff come to work by bicycle; the rest use public transport. We mainly use public transport for work visits in the Netherlands. Travel by car is rare.

## 3.4 INTEGRITY

Both ENDS adopted a new integrity policy in 2019. The aim of this policy is to create a safe and healthy working environment in which sufficient attention is paid to integrity and in which abuses can be reported in a safe and accessible manner.

We achieve this by:

- 1) Properly informing our employees and external stakeholders about the standards and values of Both ENDS and about the consequences of violations of integrity. These standards and values are set out in our [code of conduct](#). Each employee is expected to sign this code of conduct. Our partners sign a slightly adjusted version of this code of conduct when a financial relation is established;
- 2) Having accessible [complaints procedures](#) in place, for both internal and external complaints, where integrity violations can be reported, both by our employees and by external parties. For issues that cannot be reported internally we have two confidential advisors and we have a contract with a whistleblower service;
- 3) Handling complaints about integrity and undesirable behaviour in a transparent, honest and fair manner, with a focus on the welfare of the reporter;

- 4) Clearly dividing responsibilities: there is an 'integrity core group', consisting of four employees (head of the partner group, head of HR, head of finance and head of quality/PMEL). They handle complaints or other integrity issues in cooperation with colleagues and others involved, and organise trainings/ exchanges on integrity amongst colleagues.
- 5) Communicating openly and transparently with donors, financiers and other directly involved parties about possible issues. We will also strive for the highest possible degree of openness in our general external communication. Since every situation is different, the degree of openness to those not directly involved is examined per case. The external communication department is involved in this consideration.

#### COMPLAINT ABOUT FRAUD AND MISMANAGEMENT

In 2019 a Both ENDS employee filed a complaint about mismanagement and fraud by one of our partners. The integrity core group took the lead in finding appropriate measures in close cooperation with involved colleagues and other donors of the partner who had identified the same problems. Unfortunately we had to decide to end our cooperation with the partner, including financial transactions. A part of the financial investment has been refunded by the partner. The case was reported to the Ministry of Foreign Affairs according to their integrity procedures and we communicated with other donors in order to prevent burdening this partner with the same questions and audits.

The core group reflected several times on its approach, together with the involved colleagues. At the start it was difficult to find a good mode of communication between several involved colleagues and the integrity core group. We have learned that the entire core group should have the same information and constantly be informed about communication on cases.

As a result of this case we decided to take stronger preventive measures with respect to [fraud and mismanagement](#). We already had a practice of financial audits above investments of €50,000. We decided to work on an organisational audit that will be used with investments above €100,000.

### 3.5 COMMUNICATIONS

#### 2019: the year in which climate became a hot topic

Around the world, the climate movement – led by mainly young people and organisations such as Greta Thunberg, Fridays for Future and Extinction Rebellion – gained momentum. Both ENDS has been working for global climate justice for decades, and we were pleased to join this movement. We worked on strengthening our role within the movement in the Netherlands, alongside our continued engagement on this issue with Dutch (government) actors.

A delegation of Both ENDS took part in the Climate March in Amsterdam in March, and the Climate Strike in The Hague in September. In September, we initiated a [joint statement](#) by civil society organisations in the Netherlands to call attention to the fact that climate change will hit us all and to demand urgent action by the government. Eventually, this statement was signed by more than 50 organisations working on a wide variety of topics: from healthcare to children's rights, from environmental protection to women's rights.

A lot of other activities evolved around the central theme of climate change. For example, together with Vice Versa, the other members of the FGG Alliance, Solidaridad and FMO, we organised a debate called the '[Forgotten Climate Roundtable](#)'. The Dutch debate about climate change seems to be very much focused on climate measures in the Netherlands itself, but seems to overlook the impact of Dutch activities abroad, like oil and gas extraction, on climate change. During the Roundtable, representatives of banks, government and NGOs discussed possible ways for the Netherlands to turn the tide and not only stop these damaging practices, but also use its skills and expertise to stimulate sustainable investments abroad. A second edition of the debate is planned in the fall of 2020.

#### OTHER CAMPAIGNS AND EVENTS

Of course, we also organised campaigns and events around other topics than climate change. As 2019 was also the year of European elections, as part of the FGG Alliance we organised a debate with candidates for the European Parliament around the question: 'Do we opt for the climate and a fair Europe?' The candidates who participated in the debate promised to aim for a binding UN Treaty

on Business and Human Rights, to decarbonise European investments and instead opt for green investments.

We also joined a [European campaign against Investor-to-State Dispute Settlement \(ISDS\)](#) in trade agreements: 'Rights for people, rules for corporations', and contributed with cases from Indonesia and Paraguay that clearly show how ISDS is not in the interest of people and the environment, and undermines the process of sustainable, inclusive development.

### PUBLICATIONS

Both ENDS employees have produced a number of publications in 2019. In these publications we capture the knowledge we or our partners have gathered for diverse purposes, including: to inform other partners about how certain institutions work; convince financiers and donors of the value of green and inclusive practices; or to show policymakers the effects of their decisions on people and the planet.

By far the most successful publication was the one on agroecology, with more than a thousand pageviews and downloads. See below for a list of the top five publications, or see our website for all publications from 2019.

- [Unlocking Public Finance for Agroecology](#)
- [The Fossil Elephant in the Room](#)
- [Human Rights and Gender Equality Issues to be integrated into Dutch Delta Planning](#)
- [ABP and fossil fuels - How our pensions are fueling the climate crisis](#)
- [Like Fish on Land: The impacts of hydroelectric power projects on resettled communities in Uganda and Laos](#)

### INCREASING OUR REACH

Statements, campaigns, events and publications can only have a meaningful impact if they reach the right audiences and if these audiences are big enough. Therefore, one of the goals of the communications department is increasing the reach of our message, including through our social media channels, our website, and in the press. We are happy to be able to report a steady increase in the number of followers of our social media accounts. Consequently, the number of views and interactions with our posts has grown. In order to also reach a wider public with our web articles, we've been optimising our search engine results. This has, for example, led to a peak in website visitors in September, when the world's focus was on the global climate strikes and we started a campaign about our participation in that event.

Working on our press relations also has paid off in 2019. Climate change in relation to fossil fuels was the topic best picked up by the press. Many articles were published in newspapers and online magazines about the climate court case against Shell, about a new report on fossil fuel investments by the Netherlands' largest pension fund, ABP, and about 22 Dutch private investors and foundations publicly pledging to divest from fossil fuels and invest in renewables.

### 3.6 FUNDRAISING

In 2019, Both ENDS's fundraising and acquisition activities focused on expanding our donor network by connecting with donors, public and private, on their ambitions to make grantmaking green and inclusive. Together with the Dutch Ministry of Foreign Affairs we organised a Round Table for governmental donors on how to better involve women in environmental policymaking and programming, and make use of women's potential to address environmental problems. With our donor DOB Ecology we organised a dialogue for Dutch private foundations on the benefits and potential of collaborating with Small Grant Funds organisations in order to finance grassroots organisations, getting the funding where it is most needed.

On 26 March 2019 we celebrated the [public pledge](#) made by 22 private investors and foundations, marking the start of the DivestInvest movement in the Netherlands. We make continuous efforts to consolidate and further expand this movement.

In 2019, Both ENDS welcomed three new donors. After becoming a new beneficiary of the Dutch Postcode Lottery in February, Both ENDS became grantee of the Climate Justice Resilience Fund for our work on climate justice in relation to the Green Climate Fund. As part of the GAGGA Alliance, we received funds from Dietel & Partners to expand the components of the programme in relation to donor influencing and external communications. We are very excited to collaborate with these three new donors.

Furthermore we managed to renew or expand existing donor relationships with Anton Jurgens Foundation (extension of the project in Mali), Wallace Global Fund (for our divestment work on pension funds) and KR Foundation (for our divestment work on Export Credit Agencies), among others. Finally we received our very last grant from the Charles Stewart Mott Foundation, which has supported Both ENDS's

programme on International Finance Institutions for more than 20 years. We thank Sandra Smithey and the Charles Stewart Mott Foundation Board for their long-term commitment to our work.

Our 2<sup>nd</sup> application to the International Climate Initiative was again rejected, without further feedback. We decided that we will only apply again if we manage to get in touch with this fund and obtain more insight into what it seeks to finance. Other applications that failed were submitted to the Dutch Ministry of Foreign Affairs (on green and inclusive water governance) and the Open Society Foundations (on export credits).

### 3.7 PLANNING, MONITORING, EVALUATION AND LEARNING

#### THE PMEL CYCLE

In 2019 the organisational PMEL functioned well, some refinements were done. The instruments used for reflection in project and process teams have been combined with HR instruments to establish a better complementarity between PMEL and HR. During reflection meetings, teams discuss if they are achieving their annual targets and consistently exchange on their personal contribution to the functioning of the project or process team.

Every six months the director has conversations with the project and process leaders to get an update on activities and to offer the needed support if problems are met. These conversations have a clearer place in the PMEL cycle now; the first round of these conversations focuses on planning and the second round on reflection. Standard questions are asked, and in advance of the conversations PMEL goes through planning or reflection documents to raise points of attention where needed. A template has been created for the reports to make it easier to filter information from them and use them for reflection and learning.

#### QUALITY MANAGEMENT

In 2019 we were audited according to the ISO and Partos 9001:2015 standard and received extension of our certification. A point of attention was our integrity policy, which was just finished but not yet implemented. All colleagues have now been introduced to our new integrity policy. The policy was put it into practice immediately in relation to a case of mismanagement by one of our partners during the second half of 2019. We have continued our internal audits, monitoring our risks and following up on points of improvement. We keep

adapting our organisational processes to assure a good fit in the design of these processes and our day-to-day reality.

### 3.8 RISK MANAGEMENT

Since 2017 Both ENDS has implemented a risk management tool as a key part of its quality management process. The tool facilitates prevention of and, if necessary, effective responses to risks that materialise. Most of these risks are standard for the type of organisation Both ENDS is, and thus continuous in nature.

Examples include:

**Risk:** Unjust or sensitive information is spread (by Both ENDS personnel or others), leading to reputational damage or putting relations under pressure.

**Mitigation measures:** The head of communications should be informed immediately, in the earliest possible stage. Together with the involved employees and/or the Director, a tailor-made communication strategy will be drafted to mitigate the spread of unjust or sensitive information, and to limit damage for all parties, while being as transparent as possible.

**Risk:** Employees face unnecessary risks while traveling because insufficient precautions were taken to guarantee their safety.

**Mitigation measures:** In 2018 a safety policy was introduced including sufficient precautions for risks during traveling. In 2019 all traveling colleagues who had not previously been trained received a safety training.

**Risk:** There are cases of mismanagement or fraud with our partners.

**Mitigation measures:** We introduced a new integrity policy in 2019 that includes extra precautionary measures to prevent cases of fraud or mismanagement.

**Risk:** The safety of employees and partners is compromised due to security or privacy breaches in the storage of information.

**Mitigation measures:** A new policy for digital security was introduced in 2019. We also began a process to adjust our ICT system to enhance our digital security.

### IN CONTROL STATEMENT BY THE BOARD

Both ENDS has mapped out the risks it faces and made an assessment of the likelihood of these risks occurring and their possible impact. Management measures are linked to these risks to ensure early warnings, minimise their occurrence and, where possible, their impact. The Board has taken note of the assessment and management measures taken and suggested a number of additional ones. The Board expresses its confidence that Both ENDS has sufficient control over the identified risks.

## 3.9 FINANCIAL GOVERNANCE AND RESULTS

Both ENDS's financial statements have been drafted in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ650, amended in 2016). The annual accounts have been audited by Dubois & Co. Registered Accountants.

### FINANCIAL SITUATION AND RESULT

The general reserve is a continuity reserve and is designated to ensure that Both ENDS can complete or terminate ongoing projects in case of a significant shortfall of key sources of funding. The current general reserve of Both ENDS is 19% of the organisation's operational costs, which is a sufficient amount to absorb fluctuations in cash flow. To be able to meet project obligations and eventual legal and moral obligations in case of reduction of funding and/or dissolving the organisation, Both ENDS aims to raise the general reserve to 25% of the operational costs (approximately 635,000 euro).

The result in 2019 is 1,055,534 euro. This result consists of 1,000,000 euro funding from the Dutch Postcode Lottery, of which 950,000 euro has been reserved for programme activities in a designated reserve. The remaining 105,534 euro has been added to the continuity reserve.

### INCOME

Almost all of Both ENDS's revenue comes from project funding, which includes grants from governments or (inter)national funds. Projects may last one or several years. The strategic partnerships with the Ministry of Foreign Affairs started in 2016 and will run until end of year 2020.

Both ENDS did not have substantial income with a non-recurrent character in 2019. Half of the funding from the Dutch Postcode Lottery (500,000 euro) originates from income from 2018 and should have been accounted for in 2018. The funding was announced too late to be recorded in the Annual Report of 2018.

All direct and support costs are allocated to the objectives, to the costs of fundraising, and to management and administration. The support costs are accounted to these activities based on hours spent by employees on the mentioned components. All employees register their spent time in the financial administration system.

Both ENDS mainly monitors the ratios excluding the FGG partners, as Both ENDS has no influence over the FGG partners' expenditures. The percentage of expenditures toward objectives are above the goal.

**FINANCIAL RATIOS**

	2019			2018	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Objectives <sup>1</sup>	95.6%	90.6%	88.7%	95.3%	89.4%
Generating funds <sup>2</sup>	0.5%	1.2%	1.9%	0.6%	1.4%
Management and Administration <sup>3</sup>	3.9%	8.2%	9.4%	4.1%	9.2%

1. Expenditure related to the objectives as percentage of total expenditures.
2. Expenditure related to generating funds as percentage of total expenditures
3. Expenditures of management and administration as percentage of total expenditures.

**INVESTMENT POLICY**

Both ENDS does not invest the reserves of the Both ENDS Foundation.

The reserves of the Joke Waller – Hunter Initiative Foundation are invested. All investments are sustainable and based on a defensive strategy. Investments are managed by Triodos Bank. The aim of these investments is to keep an almost constant fund. Every year the Board of the Both ENDS Foundation determines the maximum amount of withdrawal of the fund. The Board of the Joke Waller – Hunter Initiative Foundation decides on changes in the investment policy. Every quarter Triodos Bank reports on the investment results.

The composition of the portfolio on 31 December 2019 was:

	Value as per 31 December 2019
Equity	279,862
Bonds	835,439
<b>Total</b>	<b>1,115,301</b>

**The investment result of 2019 is:**

Received dividends	13,554
Interest	6
Expenses investments	-13,036
<b>Total realised investment result</b>	<b>524</b>

**EVENTS AFTER THE BALANCE SHEET DATE**

In March 2020 the COVID-19 crisis required us to take measures to stop the spread of the virus. Both ENDS has improved ICT so employees can work from home, including taking part in video meetings with colleagues, partners, funders and other stakeholders. In the short run the financial risks of the crisis are limited for Both ENDS. Both ENDS is in close contact with funders if changes to programmes are unavoidable.

The long-term effects of the COVID-19 crisis are still uncertain. We must take into account the possibility in the future of a decrease in available funds from (intended) funders, restrictions in the execution of programmes and reduced travel options.





# ANNUAL ACCOUNTS 2019



Stichting Both ENDS and Stichting Joke Waller-Hunter Initiative formulate the annual accounts according to the Dutch Accounting Standard for Fundraising Institutions (RJ 650, 2016), as published under responsibility of the 'Raad voor de Jaarverslaggeving' and are subject to the 'Wet Normering bezoldiging Topfunctionarissen publieke en semi publieke sector' (WNT).

## ■ Reporting currency and foreign currencies

The annual accounts are drafted in euro.

The balance of liquid assets in foreign currencies is valued at the closing rate at the end of the financial year. Transactions in foreign currency are recorded at the rate of exchange on the transaction date. Any exchange rate differences are accounted for in the result.

## ■ Fixed assets

The tangible fixed assets are valued on the basis of the historic cost price or acquisition value, decreased by linear depreciations on the estimated useful lives. For office equipment and investments on the building depreciation is 20 percent per year, while for hardware and software the depreciation is 33 percent per year.

## ■ Receivable project contributions

Receivable project funding refers to items where the expenditures precede the receipt of funding. A breakdown of these items can be found in the project summary in the column 'project money to be received'.

## ■ Project funds to be invested

Project money still to be invested refers to items where the receipts from a funder precede expenditures on the project. A breakdown of these items can be found in the project summary in the column 'project money to be invested'.

## ■ Other assets and liabilities

All other assets and liabilities are valued at nominal value.

## ■ Third party funding

Third party funding is part of the direct project costs. These costs concern funding meant directly for the financing of activities by Southern partners. According to the 'Richtlijn Verslaggeving Fondsenwervende Instellingen' of the Raad voor de Jaarverslaggeving, the third party funds awarded by Both ENDS are entered in the statement of income and expenditure when the contracts are signed, and appear in the balance sheet as a short-term debt.

## ■ Allocation of support costs

Both ENDS defined 2 objectives: Alternatives and Lobby & Advocacy. To carry out these activities the organisation incurs support costs. All support costs are accounted to the activities based on the spent (project and support) time.

## ■ Result

The result is determined as the difference between the revenue allocated to the year under review and the expenditures allocated to the year under review.

# BALANCE SHEET

AS PER 31 DECEMBER 2019 IN EURO

	2019	2018
<b>ASSETS</b>		
Fixed assets	8,165	14,898
Receivables		
Receivable Dutch Postcode Lottery	500,000	
Receivable project contributions	1,064,292	566,334
Debtors and other receivables	33,437	9,870
Cash and cash equivalents	3,072,750	6,022,184
<b>TOTAL ASSETS</b>	<u>4,678,644</u>	<u>6,613,286</u>
<b>LIABILITIES</b>		
Reserve and funds		
Continuity reserve	620,794	515,260
Designated reserve	950,000	
Current liabilities		
Project funds to be invested	1,582,868	4,482,468
Creditors	37,087	41,023
Staff expenses due	134,437	135,594
Accruals and deferred income	1,353,458	1,438,941
<b>TOTAL LIABILITIES</b>	<u>4,678,644</u>	<u>6,613,286</u>

# STATEMENT OF INCOME AND EXPENDITURE BOTH ENDS

AS PER 31 DECEMBER 2019 IN EURO

	2019	Budget 2019	2018
<b>INCOME</b>			
Income from Individuals	4,399		3,087
Income from government subsidies			
Ministry of Foreign Affairs-DGIS Income for FGG Alliance members	10,369,822	9,750,000	9,847,147
Ministry of Foreign Affairs-DGIS	5,736,769	5,192,000	5,291,230
Income from lottery organisations	1,000,000		
Income from affiliated non-profit organisations	55,523	60,000	94,704
Income from other non-profit organisations	3,456,505	2,501,630	2,818,344
Total income raised	<u>20,623,018</u>	<u>17,503,630</u>	<u>18,054,512</u>
Other revenue		2,000	146
To be raised		287,666	
<b>TOTAL INCOME</b>	<b><u>20,623,018</u></b>	<b><u>17,793,296</u></b>	<b><u>18,054,658</u></b>
<b>EXPENDITURE</b>			
FGG Alliance members	10,369,822	9,750,000	9,847,147
Alternatives	3,262,083	2,480,904	2,607,964
Lobby and Advocacy	5,047,716	4,607,392	4,667,293
Total spent on objectives	<u>8,309,799</u>	<u>7,088,296</u>	<u>7,275,257</u>
Fundraising expenses	109,198	150,000	115,541
Management and administration expenses	755,929	750,000	749,044
<b>TOTAL EXPENSES</b>	<b><u>19,544,749</u></b>	<b><u>17,738,296</u></b>	<b><u>17,986,989</u></b>
<b>Balance of financial income and expenses</b>	<b>1,078,270</b>	<b>55,000</b>	<b>67,669</b>
Financial income	<u>-22,736</u>	<u>-15,000</u>	<u>-21,533</u>
<b>SURPLUS</b>	<b><u>1,055,534</u></b>	<b><u>40,000</u></b>	<b><u>46,136</u></b>
Appropriate of:			
Continuity reserve	105,534	40,000	46,136
Designated reserve	950,000		

# EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2019 IN EURO

<b>FIXED ASSETS</b>	<b>Inventaris</b>	<b>Hardware</b>	<b>Software</b>	<b>Total</b>
Purchase value	2,118	11,916	7,865	21,899
Accumulated depreciations	565	5,125	1,311	7,001
<b>Balance as of 1 January 2019</b>	<b>1,553</b>	<b>6,791</b>	<b>6,554</b>	<b>14,898</b>
Investments 2019				
Depreciations 2019	424	3,687	2,621	6,733
<b>Balance as of 31 December 2019</b>	<b>1,129</b>	<b>3,104</b>	<b>3,933</b>	<b>8,165</b>
Cumulative:				
Purchase value	2,118	11,916	7,865	21,899
Accumulated depreciations	989	8,812	3,932	13,734
<b>Balance as of 31 December 2019</b>	<b>1,129</b>	<b>3,104</b>	<b>3,933</b>	<b>8,165</b>

There have been no investments in 2019.

## RECEIVABLES

A breakdown of the receivable project contributions is given in the Project Overview.

Debtors and other receivables	<b>2019</b>	<b>2018</b>
Debtors	1,620	463
Receivable sums	13,456	
Prepayments	18,361	9,407
<b>Total</b>	<b>33,437</b>	<b>9,870</b>

All amounts are expected to be received within one year after the balance sheet date.

Prepayments are only done for expenses in 2020 and consist mainly of payments for insurances and memberships. The receivable sums exist of paid expenses for the new FGG application which will be settled with FGG Alliance members.

## CASH AND CASH EQUIVALENTS

Liquid means	<b>2019</b>	<b>2018</b>
Cash	5,289	644
Current accounts Both ENDS	3,697,461	6,021,540
<b>Total</b>	<b>3,072,750</b>	<b>6,022,184</b>

All amounts at current accounts are placed at Dutch banking institutions and are available upon demand, except for 21,250 euro which is restricted as a collateral for a bank guarantee for the office rent. Cash and cash equivalents consist mainly of prepayment from DOB Ecology and unspent funds of the Ministry of Foreign Affairs and the Dutch Postcode Lottery. The decrease of the amount of the current accounts is caused by the delay of the installment of the Ministry of Foreign Affairs for the GAGGA programme.

# EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2019 IN EURO

## RESERVES AND FUNDS

Overview continuity reserve	
Value end 2018	515,260
Result 2019	105,534
<b>Value end 2019</b>	<b>620,794</b>

Overview designated reserve	
Value end 2018	
Result 2019	950,000
<b>Value designated reserve 2019</b>	<b>950,000</b>

The general reserve is a continuity reserve and it is designated to ensure that Both ENDS can complete or terminate ongoing projects in case of a significant shortfall of key sources of funding. To determine the size of the general reserve, Both ENDS follows the guidelines of the Dutch Fundraising Institutions Association (VFI). The guidelines allow a maximum reserve of 1.5 times the organisation's operational costs. The current general reserve of Both ENDS is 19% of the organisation's operational costs. To be able to meet the project obligations and if necessary legal and moral obligations in case of reduction or dissolving the organisation, Both ENDS is striving to raise the general reserve to at least 25% of the operational costs (685,000 euro).

In March 2019 Both ENDS became a beneficiary of the Dutch Postcode Lottery. The income start is retroactively to 2018, 500,000 euro per year. The organisation is working on project proposals for spending this funding, for the time the commitment is reserved at the balance by a designated reserve. The Board has agreed to add 50,000 euro to the continuity reserve.

## CURRENT LIABILITIES

A breakdown of the project amount to be invested is given in the Project Overview.

<b>Staff expenses due</b>	<b>2019</b>	<b>2018</b>
Salaries and holiday allowance	77,977	77,912
Taxes and contributions	56,460	57,682
<b>Total</b>	<b>134,437</b>	<b>135,594</b>
<b>Accruals and deferred income</b>	<b>2019</b>	<b>2018</b>
Payable on contracts with partners	1,193,215	1,306,325
Reservations	160,245	132,616
<b>Total</b>	<b>1,353,460</b>	<b>1,438,941</b>

## OFF-BALANCE SHEET COMMITMENTS

Both ENDS has a commitment to the rent of its office until December 2020. The rent per year is 85,270 euro (rent 2016, raised yearly by consumer price index (CPI) published by the Netherlands Bureau for Economic Policy Analysis (CPB)).

Other commitments are for the lease of 3 b/w printers, contracted for 5 years until 2020, costs 3,712 euro per year, for the outsourcing of our ICT services, contracted until 1-8-2020, costs 30,319 euro per year.

# EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2019 IN EURO

## INCOME

Both ENDS is lead of a Strategic Partnership with the Dutch Ministry of Foreign Affairs: Fair, Green and Global Alliance. The Alliance receives a 5 year grant (2016-2020) from the Ministry. Since Both ENDS is responsible for this programme, the whole grant is included in the Both ENDS statement of income and expenditure. As income and expenditures of the Alliance members are reported for the same amount, these don't have an impact on the result.

## OVERVIEW FUNDERS

The table gives an overview of all project funding.

	2019	2018
<b>Income from government subsidies</b>		
Ministry of Foreign Affairs - DGIS - Strategic Partnerships	5,736,769	5,291,230
<b>Income from lottery organisations</b>		
Dutch Postcode Lottery	1,000,000	
<b>Income from affiliated non-profit organisations</b>		
Joke Waller - Hunter Initiative Foundation	55,523	94,704
<b>Income from other non-profit organisations</b>		
DOB Ecology	2,183,151	1,501,837
Sustainable Energy Pool (non disclosable)	355,251	678,704
Anton Jurgens Foundation	206,160	113,332
New Venture Fund	141,000	
KR Foundation	106,152	46,284
Charles Stewart Mott Foundation	76,385	91,281
Wallace Global Fund	66,976	41,515
Greenpeace Netherlands	53,396	
WWF Netherlands	50,000	
Wageningen University	40,445	44,998
Hivos	40,027	30,302
Open Society Institute Foundation	38,211	35,898
Sustainable Energy Sweden	20,612	56,466
CNV International	18,700	
Turing Foundation	18,286	
Stichting School van Z.M. Koning Willem III en H.M.	13,754	20,914
Koningin Emma der Nederlanden		
Stichting DOEN	8,045	6,955
Stichting Otterfonds	6,608	85,642
Royal Haskoning DHV	6,000	
Stichting Mama Cash	5,663	
Delft University of Technology	873	1,759
University of Amsterdam	810	1,290
The Sierra Club Foundation		56,185
IHE Delft (Unesco)		4,042
ING Goede Doelen		834
ViaWater		106
<b>Total income from other non-profit organisations</b>	<b>3,456,505</b>	<b>2,817,404</b>
<b>TOTAL</b>	<b>10,248,797</b>	<b>8,203,338</b>

# EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2019 IN EURO

## EXPENDITURES

### Expenses spent on objectives

Due to the new project Communities regreen the Sahel funded by DOB Ecology expenses on Alternatives increased.

All direct and support costs are allocated to the objectives, the costs of fundraising, and to management and administration. The support costs are accounted to these activities based on hours spent by employees on the mentioned components. All employees register their spent time in the financial administration system. This allocation is given in the table on the next page.

A breakdown of all direct project costs is given in the separate Project Overview.

### Fundraising expenses

	2019		Goal 2019	2018	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio fundraising / total income raised	0.5%	1.1%	1.9%	0.6%	1.4%

### Management and administration expenses

The amount of expenses allocated to management and administration is as expected.

The ratio's are lower due to higher income.

	2019		Goal 2019	2018	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio M&A / total income raised	3.7%	7.4%	9.3%	4.1%	9.1%

# ALLOCATION OF SUPPORT COSTS

		SPENT ON OBJECTIVES		FUNDRAISING EXPENSES	MANAGEMENT AND ADMINISTRATION	TOTAL EXPENSES 2019	BUDGET 2019	2018
		Alternatives	Lobby and Advocacy					
Direct project costs	10,369,822	2,736,743	3,695,098	16,741		16,818,405	14,791,881	15,431,780
<b>Support costs</b>								
Communication expenses		6,169	15,883	1,086	8,876	32,013	45,000	41,084
Staff expenses		461,354	1,187,871	81,196	663,858	2,394,280	2,430,082	2,224,674
Accommodation expenses		24,178	62,252	4,255	34,790	125,475	145,000	126,602
Office and general expenses		32,342	83,272	5,692	46,538	167,843	337,833	146,258
Depreciation		1,297	3,340	228	1,867	6,733	18,500	16,591
Total support cost		525,340	1,352,618	92,457	755,929	2,726,344	2,976,415	2,555,209
<b>TOTAL</b>	<b>10,369,822</b>	<b>3,262,083</b>	<b>5,047,716</b>	<b>109,198</b>	<b>755,929</b>	<b>19,544,749</b>	<b>17,768,296</b>	<b>17,986,989</b>



# ALLOCATION OF SUPPORT COSTS

## SUPPORT COSTS

The total support costs are 7% higher than in 2018 and 8% lower than in the original budget.

The increase of the support cost is mostly caused by increase of staff members with 2 FTE and yearly salary raises.

Staff expenses	2019	Budget 2019	2018
Salaries	1,590,328	1,629,307	1,496,787
Social security costs	427,059	402,775	370,986
Pension expenses	236,630	265,000	237,691
Reimbursement travel	28,670	33,000	29,780
Training and courses	51,085	45,000	17,247
Other	60,508	55,000	72,183
<b>Total Staff expenses</b>	<b>2,394,280</b>	<b>2,430,082</b>	<b>2,224,674</b>

The expenditures on salaries are slightly below budget.

Training costs are substantially higher than budgeted, we invested in safety training for travelling staff.

Accommodation expenses	2019	Budget 2019	2018
Rent	88,382	91,000	86,514
Gas, electricity	21,220	28,000	23,586
Other	15,873	26,000	16,502
<b>Total Accommodation expenses</b>	<b>125,475</b>	<b>145,000</b>	<b>126,602</b>

Office and general expenses	2019	Budget 2019	2018
Office costs	21,226	24,000	22,977
ICT and telephone	51,936	56,000	54,431
Accounting costs	12,605	15,000	12,308
Auditor's fees	16,643	15,000	12,556
Consultancy fees	18,876	10,000	5,755
Travelling and hotel expenses	1,766	2,000	1,589
Subscriptions and memberships	2,219	13,000	6,418
Strategy meeting	21,556	80,000	
Other	42,572	122,833	30,224
<b>Total Office and general expenses</b>	<b>167,843</b>	<b>337,833</b>	<b>146,258</b>

In 2019 a strategy meeting with partners was held. By combining these meetings with project activities and meetings most travel costs of the partners could be covered by projects.

# BALANCE SHEET PROJECT OVERVIEW

PROJECT / FUNDERS	BUDGET			
	Duration	Total budget	Invested through 2018	Budget for 2019 and further
"Dialogue and Dissent" Strategic Partnerships 2016-2020 Ministry of Foreign Affairs				
<b>Fair, Green and Global Alliance</b>	2016-2020	10,925,410	6,105,760	4,819,650
<b>Global Alliance for Green and Gender Action</b>	2016-2020	14,044,360	8,451,465	5,592,895
<b>Wetlands without Borders</b> DOB Ecology	2017-2020	2,930,443	1,071,799	1,858,644
<b>Communities regreen the Sahel</b> DOB Ecology	2017-2020	2,922,450	778,296	2,144,154
<b>Support for Asian NGOs / Supporting Asian CSOs 3</b> Sustainable Energy Pool	2016-	2,375,329	2,018,035	357,294
<b>Towards resilient agriculture systems and biodiversity conservation: non-timber forest products for sustainable income</b> Anton Jurgens Foundation	2018-2019	478,375	112,709	365,666
<b>Climate Justice in the Green Climate Fund</b> New Venture Fund	2019-2021	490,000		490,000
<b>Young Environmental Leadership</b> Joke Waller-Hunter Initiative Foundation	2007-	1,514,553	1,459,030	55,523
<b>International Financial Institutions Program</b> Charles Stewart Mott Foundation	2017-2020	258,565	164,658	93,907
<b>New corporate social responsibility policies for ECAs to phase out fossil fuel finance</b> KR Foundation	2017-2019	133,969	63,977	69,992
<b>Communications, Capacity and Community Development</b> Greenpeace Netherlands	2019	57,984		57,984
<b>Emergency Fund - Environmental defenders in the Brazilian Amazon</b> WWF Netherlands	2019	50,000		50,000
<b>Paris Proofing Export Credit Agencies</b> Wallace Global Fund	2018-2019	42,438		42,438
<b>ISQAPER</b> Wageningen University (EU)	2015-2020	196,250	132,927	63,323
<b>All Eyes on the Amazon</b> Hivos	2017-2020	150,000	38,757	111,243
<b>Small Grants Funds Study</b> DOB Ecology	2019	40,000		40,000
<b>Making European Export Credit Agencies accountable</b> Open Society Institute Foundation	2017-2019	84,248	46,037	38,211
<b>International Cooperation to Decarbonize Export Credit Agencies</b> KR Foundation	2019-2021	135,000		135,000
<b>Aligning European Pension Divestment and Finance</b> Sustainable Energy	2018-2019	89,926	56,466	33,460
<b>Duurzaam bosbeheer</b> CNV International	2019-2020	44,800		44,800
<b>Strengthening livelihoods Liberia</b> Turing Foundation	2018-2019	67,000		67,000
<b>Participation is Power: Ensuring Women's Access to climate Finance</b> Wallace Global Fund	2017-2019	68,232	29,347	38,885
<b>Koningschool</b> School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	2004-	248,944	229,375	19,569
<b>Strengthening Grassroots Pension Fund Divest Invest Campaigns</b> Wallace Global Fund	2017-2018	20,448	12,171	8,277
<b>Divestinvest</b> Stichting DOEN	2018-2019	15,000	6,955	8,045
<b>Eco-cultural restoration</b> Stichting Otterfonds, Royal Haskoning DHV (Green Deal Voedselbossen)	2018-2019	68,500	61,892	6,608
<b>Green Deal Voedselbossen</b> Royal Haskoning DHV	2019-2020	6,000		6,000
<b>Amplifying the Global Alliance for Green and Gender Action</b> Mama Cash	2019-2020	61,376		61,376
<b>Rich Forests</b> Anton Jurgens Foundation, Koningschool	2015-2019	111,645	107,447	4,198
<b>AfriAlliance</b> IHE Delft (Unesco)	2016-2020	70,969	13,347	57,622
<b>Shifting Grounds</b> Delft University of Technology	2015-2019	6,681	5,808	873
<b>Fish4Food</b> University of Amsterdam	2016-2019	2,700	1,890	810
<b>Afriwater Alliance</b> ViaWater	2016-2019	20,000	7,218	12,782
<b>Implementation NA Kenya</b> Stichting Otterfonds	2016-2019	30,000	6,906	23,094
<b>Towards resilient agriculture systems and biodiversity conservation: Tea farmers Cameroon</b> Stichting Otterfonds	2016-2019	34,272	26,947	7,325
<b>Demanding climate action emergency from EU pension funds</b> Wallace Global Fund	2019-2021	66,050		66,050
<b>TOTAL</b>		<b>37,861,917</b>	<b>21,009,219</b>	<b>16,852,698</b>

INVESTMENTS AND FINANCIAL COVER 2019						BALANCE SHEET SITUATION WITH FUNDERS As per 31-12-2019	
Staff & overhead	Direct project costs		Financial cover	Total invested grants	Total Received	Project money to be invested	Project money to be received
	Various project costs	Third party funds					
1,692,136	303,884	354,074	2,350,094	8,455,854	9,095,085	639,231	
511,278	66,342	2,809,055	3,386,675	11,838,140	11,254,577		583,563
131,701	57,384	874,214	1,063,299	2,135,098	2,535,652	400,554	
117,480	55,497	906,875	1,079,852	1,858,148	1,896,490	38,342	
36,550	8,101	310,600	355,251	2,373,286	2,240,508		132,778
13,048	13,254	172,230	198,532	311,241	443,225	131,984	
8,500		132,500	141,000	141,000	242,869	101,869	
	223	55,300	55,523	1,514,553	1,259,875		254,678
66,598	9,787		76,385	241,043	258,565	17,522	
24,292	32,478	13,222	69,992	133,969	133,969		
		53,396	53,396	53,396	57,984	4,588	
		50,000	50,000	50,000	50,000		
7,643	2,500	32,295	42,438	42,438	42,438		
38,884	1,561		40,445	173,372	147,647		25,725
25,797	14,230		40,027	78,784	142,360	63,576	
14,611	25,389		40,000	40,000	40,000		
24,445	13,766		38,211	84,248	84,248		
21,198	2,462	12,500	36,160	36,160	40,098	3,938	
20,400		212	20,612	77,078	89,926	12,848	
18,700			18,700	18,700			18,700
595	1,218	16,473	18,286	18,286	50,000	31,714	
13,430	2,831		16,261	45,608	68,232	22,624	
2,500		11,254	13,754	243,129	233,944		9,185
4,557	3,720		8,277	20,448	20,448		
4,984	3,061		8,045	15,000	15,000		
6,323	285		6,608	68,500	38,500		30,000
6,000			6,000	6,000	2,000		4,000
	5,663		5,663	5,663			5,663
3,128	321	749	4,198	111,645	111,645		
1,368	2,062		3,430	16,777	36,604	19,827	
	873		873	6,681	6,681		
810			810	2,700	2,700		
				7,218	20,000	12,782	
				6,906	15,000	8,094	
				26,947	34,272	7,325	
					66,050	66,050	
<b>2,816,956</b>	<b>626,892</b>	<b>5,804,949</b>	<b>9,248,797</b>	<b>30,258,016</b>	<b>30,776,592</b>	<b>1,582,868</b>	<b>1,064,292</b>

## REPORT FOR "WET NORMERING TOPINKOMENS (WNT)

Starting 1 January 2013 the "Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)" Act applies for Stichting Both ENDS. The report below is prepared in line with the applicable regulation for Both ENDS in 2016.

The maximum remuneration according to the WNT for Both ENDS in 2019 was 181,000 euro for executives. The reported maximum amount per person and function is calculated based on the full-time equivalent in the labour agreement of the executive concerned. The full-time equivalent can never exceed 100%. For members of the Supervisory Board, a maximum of 15% (chairman) or 10% (other members) of the maximum amount for executives applies.

## REMUNERATION OF DIRECTOR

Name	D.H. Hirsch
Function	Director
Period	1/1 – 31/12 2019
Part time percentage	95%
Former senior official	No
Notional employment relationship	No

Individual WNT-maximum (based on part-time percentage)	171,950
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### Remuneration

Remuneration	86,695
Taxable expense allowances	
Provision post-employment benefits	9,290
<i>Subtotal</i>	95,985
Undue payments	-
<b>TOTAL REMUNERATION 2019</b>	<b>95,985</b>

### Data 2018

Period	1/1 – 31/12 2018
Part-time percentage	95%
Remuneration	84,665
Taxable expense allowances	
Provision post-employment benefits	9,074
<b>Total Remuneration 2018</b>	<b>93,739</b>

## SALARY BOARD

The members of the Board do not receive payment for their duties.

Both ENDS has a liability insurance for the Board members. The total insurance premium is 1,378 euro per year.

The maximum cover is 2,500,000 euro per year.

## Board members

Paul Engel	Chair
Marianne van Duin	Treasurer
Evelijne Bruning	Member
Mariken Radstaat	Member
Jurriaan Requin	Member
Jeroen Schmaal	Member
Ikram Çakir	Secretary

## REMUNERATION OF NON SENIOR OFFICIALS

In addition to the above person there are no persons who in 2019 received a salary above the individual maximum WNT remuneration. There are no severance payments paid in 2019 to other officers to be disclosed by the WNT, or paid in previous years that should be disclosed by the WOPT (Wet Openbaarmaking Publiekgefinancierde Topinkomens) or the WNT.

## FTE

Both ENDS had an average of 32.0 FTE in 2019 (29.8 in 2018).

## RELATED PARTY TRANSACTIONS

Members of staff are participating in the Boards, Advisory Boards, Review Committees or Steering Committee of

- CASA Socio-Environmental Fund
- Joke Waller-Hunter Initiative Foundation
- MVO Platform
- NGO Forum on ADB
- Non-Timber Forest Products – Exchange Programme (NTFP-EP)
- Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden
- Tax Justice Network

In all cases, the financial transactions allocated to these parties are decided and controlled by staff members that are not directly related to the partner.

The aggregate amount of Both ENDS's transactions with these organisations amounted to:

	2019		2018	
	Grants received	Grants provided	Grants received	Grants provided
• CASA Socio-Environmental Fund		396,660		287,280
• Joke Waller-Hunter Initiative Foundation	55,523		94,704	
• MVO Platform		5,000		5,000
• Non-Timber Forest Products - Exchange Programme (NTFP-EP)		262,000		236,234
• Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	18,700		0	
• Tax Justice Network				7,500

# CONSOLIDATED BALANCE SHEET STICHTING BOTH ENDS AND STICHTING JOKE WALLER - HUNTER INITIATIVE

AS PER 31 DECEMBER 2019 IN EURO

	<b>2019</b>	<b>2018</b>
<b>ASSETS</b>		
Tangible fixed assets	8,165	14,898
Financial fixed assets	1,115,300	1,053,547
Receivables		
Receivable Dutch Postcode Lottery	500,000	
Receivable project contributions	809,613	365,685
Debtors and other receivables	33,441	9,870
Liquid means	3,099,022	6,036,758
<b>TOTAL ASSETS</b>	<u>5,565,541</u>	<u>7,480,758</u>
<b>LIABILITIES</b>		
Reserves and funds		
General reserve Both ENDS	620,794	515,260
Disignatied reserve Both ENDS	950,000	
General reserve JHWi	886,897	867,472
Short-term debts		
Project funds to be invested	1,582,868	4,482,468
Creditors	37,087	41,023
Staff expenses due	134,437	135,594
Accruals and deferred income	1,353,458	1,438,941
<b>TOTAL LIABILITIES</b>	<u>5,565,541</u>	<u>7,480,758</u>

# CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2019 IN EURO

	2019	Budget 2019	2018
<b>INCOME</b>			
Income from Individuals	4,399		3,087
Income from government subsidies			
Ministry of Foreign Affairs-DGIS Income for FGG Alliance members	10,369,822	9,750,000	9,847,147
Ministry of Foreign Affairs-DGIS	5,736,769	5,192,000	5,291,230
Income from lottery organisations	1,000,000		
Income from other non-profit organisations	3,456,505	2,501,630	2,818,334
<b>Total income raised</b>	<b>20,567,495</b>	<b>17,443,630</b>	<b>17,959,798</b>
Other revenue		2,000	146
To be raised		287,666	
<b>TOTAL INCOME</b>	<b>20,567,495</b>	<b>17,733,296</b>	<b>17,959,944</b>
<b>EXPENSES</b>			
FGG Alliance members	10,369,822	9,750,000	9,847,147
Alternatives	3,262,083	2,480,904	2,607,964
Lobby and Advocacy	5,047,716	4,607,392	4,667,293
Total spent on objectives	8,309,799	7,088,296	7,275,257
Fundraising expenses	109,198	150,000	115,541
Management and administration expenses	755,929	750,000	749,044
<b>TOTAL EXPENSES</b>	<b>19,544,749</b>	<b>17,738,296</b>	<b>17,986,989</b>
<b>Balance of financial income and expenses</b>	<b>1,022,747</b>	<b>-5,000</b>	<b>-27,045</b>
Financial income	52,211	25,000	-48,906
<b>SURPLUS</b>	<b>1,074,958</b>	<b>20,000</b>	<b>-75,951</b>
Appropriate of:			
General reserve Both ENDS	105,534	40,000	46,136
Designated reserve Both ENDS	950,000		
General reserve Joke Waller-Hunter Initiative	19,424	-20,000	-122,077

# EXPLANATORY NOTES ON THE CONSOLIDATED ANNUAL ACCOUNTS

AS PER 31 DECEMBER 2019 IN EURO

The investments made with the assets of the Joke Waller-Hunter Initiative Foundation are based on a defensive strategy and performed by Triodos Bank. The investment portfolio as per 31 December 2019:

	<b>Purchase value</b>	<b>Total unrealised investment result</b>	<b>Value as per 31 December 2019</b>
Equity	203,699	76,163	279,862
Bonds	818,374	17,065	835,439
<b>Total</b>	<b>1,022,073</b>	<b>93,228</b>	<b>1,115,301</b>
Received dividend			13,554
Interest			6
Expenses investments			-13,036
<b>Total realised investment result</b>			<b>524</b>



## INDEPENDENT AUDITOR'S REPORT

To: The Management Board of Stichting Both ENDS in Amsterdam,  
The Netherlands.

### A. Report on the audit of the financial statements 2019 included in the annual report

#### Our opinion

We have audited the financial statements 2019 of Stichting Both ENDS based in Amsterdam.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Both ENDS as at 31 December 2019 and of its result for 2019 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board, and the Policy rules implementation of the Standard Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. statement of income and expenditure for 2019; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Both ENDS in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

#### Compliance with rule against overlapping pursuant to the WNT not audited

In accordance with the Audit Protocol under the Standards for Remuneration Act ("WNT"), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations.

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This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

#### **B. Report on the other information included in the annual report**

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Management Board's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Management Board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

#### **C. Description of responsibilities regarding the financial statements**

##### **Responsibilities of the Board for the financial statements**

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT). Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

##### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion. Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.



We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit 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;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect, we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam,  
Dubois & Co. Registeraccountants

A.P. Buteijn RA



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