

ANNUAL REPORT 2020



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Both ENDS was pleased to celebrate its 30th anniversary in 2020. As we reflected back on the organisation's history, we were struck by the organisation's consistency. At the heart of Both ENDS, then and now, is our commitment to our partners, to connecting and collaborating with organisations and individuals around the world to realise our shared vision of a world where the environment is protected and human rights are respected.

It is this commitment that remains at the centre of our new five-year strategy 2020-2025. The new strategy, which was developed through a rich dialogue with our global network of partners, is organised around three strategic objectives, with activities geared to realising our ambitions and indicators to keep us on track. Next to a strong civil society that can make its voice heard and systemic change at all levels, the new strategy emphasises the importance of the many planet-friendly, gender-just and inclusive initiatives that our partners have developed with us. There are a whole range of examples, from inclusive water governance to the [Non-Timber Forest Products Exchange Program](#). It is high time that these transformative initiatives receive the financial and policy support they deserve. They need to be scaled up and scaled out, to become the 'new normal'. Going forward, Both ENDS aims to give these practices more visibility and to explore innovative sources of finance for them. We want to identify investors who share our goals and understanding that environmental sustainability, human rights and gender justice are the starting point of transformative change.

The new strategy reflects the urgency of the multiple crises the world faces. It was in the works well before the COVID-19 pandemic laid bare the faults in the system. To those who did not already see it, the pandemic made clear what we have long known: the current model of trade and development is bankrupt. [Global value chains do not give people security](#). Our current trade system causes extreme inequalities.

Both ENDS responded to the challenge of the pandemic in multiple ways. First and foremost, we focused on our partners and the communities with which they work. For them, the pandemic came on top of what were already difficult circumstances. We assured our partners of the [flexibility of existing funding and freed up additional funding for them to deal with urgent issues](#). We also discussed with donors the need of environmental justice and women's organisations for sustained and flexible funding. Significantly, our partners didn't want to change what they were working on. They just wanted to be able to continue. So we at Both ENDS knew we also needed to persevere.

We want to identify investors who share our goals and understanding that environmental sustainability, human rights and gender justice are the starting point of transformative change

Both ENDS quickly shifted to remote working. In the midst of the lockdown, we managed to move to a new digital workspace which provides improved security in a context of increased risk for our partners worldwide. We also managed to move to a new physical office, a beautiful, historic building in Utrecht. The decision-making process behind the office move, which was coordinated by a team of Both ENDS staff, was a really successful proof of concept for Both ENDS's self-steering structure. We tried to adapt to the challenging work situation, to focus on what really matters and avoid overburdening each other.

We also responded to the crisis with analysis and recommendations for policymakers and donors. Among other things, we highlighted the effectiveness of small grants funds in ensuring that crisis funding actually reaches those in need. We also underscored the need to use public money to kick off a just transition by investing in green infrastructure.

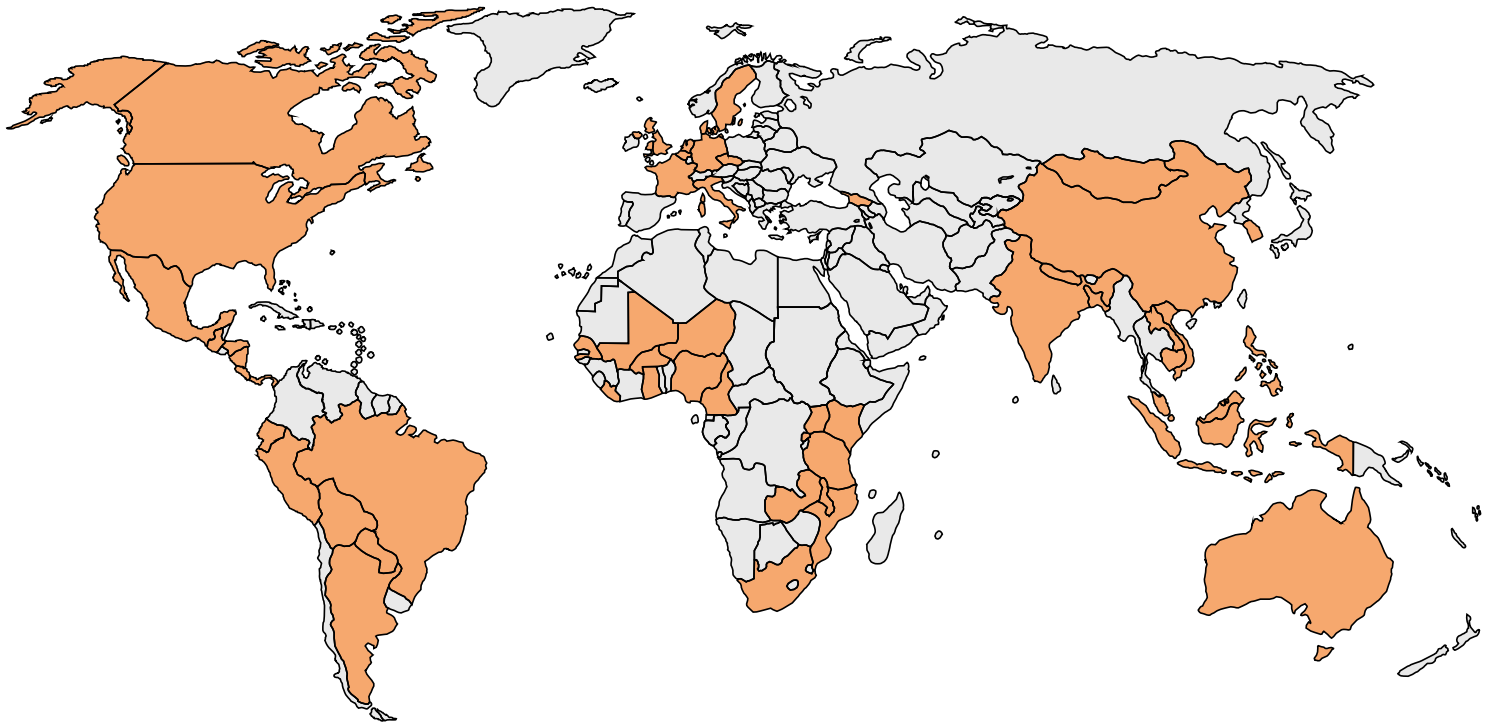
2020 was an important year in terms of our two partnerships with the Ministry of Foreign Affairs, the Fair, Green and Global Alliance (FGG) and the Global Alliance for Green and Gender Action (GAGGA), both of which were renewed. The fact that the Ministry, for the first time ever, included trade as a topic within its civil society funding framework is a testament to the success of awareness-raising by FGG. And the fact that the GAGGA Alliance, which is led by a women's organisation, was moved from the gender department to the environmental department reflects the progress GAGGA has made in demonstrating that climate and gender justice are intertwined.

It is with great pride that we look back on 2020 and the response of Both ENDS to the challenges of COVID-19. We stood in solidarity, with purpose and flexibility, with our partners and with each other. Throughout the crisis, we were very clear that this was our priority. As we reflect back, we can say with confidence that what we do, we do well.

Danielle Hirsch, Director
Paul Engel, Chair of the Board

Among other things, we highlighted the effectiveness of small grants funds in ensuring that crisis funding actually reaches those in need

IN 2020, WE SUPPORTED
151 PARTNERS IN 53 COUNTRIES



45 partners in
14 countries in the Americas

21 partners in
10 countries in Europe

40 partners in
13 countries in Asia

44 partners in
15 countries in Africa

01 partner in
01 country in Oceania



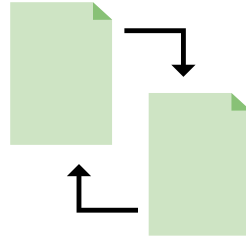
In 2020 we supported +/- **60** partners with some extra budgets to adapt to the COVID-19 crisis, in 26 countries: Argentina • Bolivia • Brazil • Honduras • Panama • Paraguay • Peru • Burkina Faso • Cameroon • Ghana • Kenya • Liberia • Malawi • Mozambique • Niger • Nigeria • Senegal • South Africa • Uganda • Zambia • Zimbabwe • Bangladesh • India • Indonesia • Nepal • Philippines

FOR A TOTAL AMOUNT OF ALMOST
350,000 euro

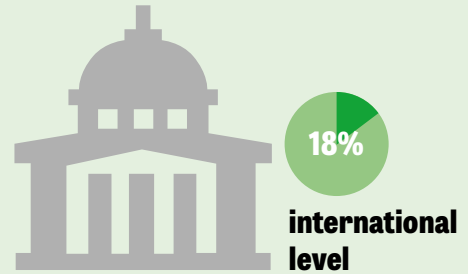
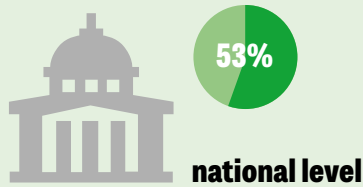
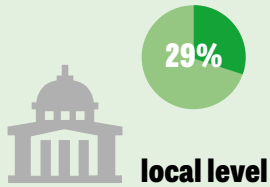


In 2020, Both ENDS and partners have achieved

51 policy changes, so that they prioritize people and the planet



Governance level of changed policies:

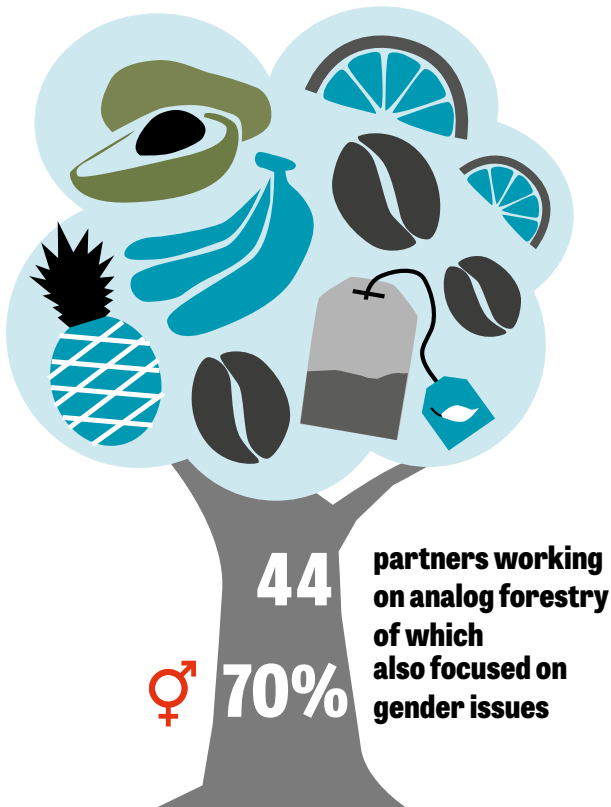


IN 2020, WE HAD:



46 partners working on inclusive water governance of which **80%** also focused on gender issues

39 partners working on agroecology of which **77%** also focused on gender issues



32 partners working on NTFP's of which **78%** also focused on gender issues



27 partners working on Farmer-Managed Natural Regeneration of which **26%** also focused on gender issues



1. OUR VISION, MISSION AND STRATEGY

In 2020, Both ENDS started implementing our new five-year strategy. It was developed in dialogue with our global network of partners who all share Both ENDS' vision for a world where the environment is protected and human rights are respected.

The full version can be [found on our website](#). Below is an abstract of our vision, mission and Theory of Change (ToC).

THE CHANGE WE WANT

OUR VISION

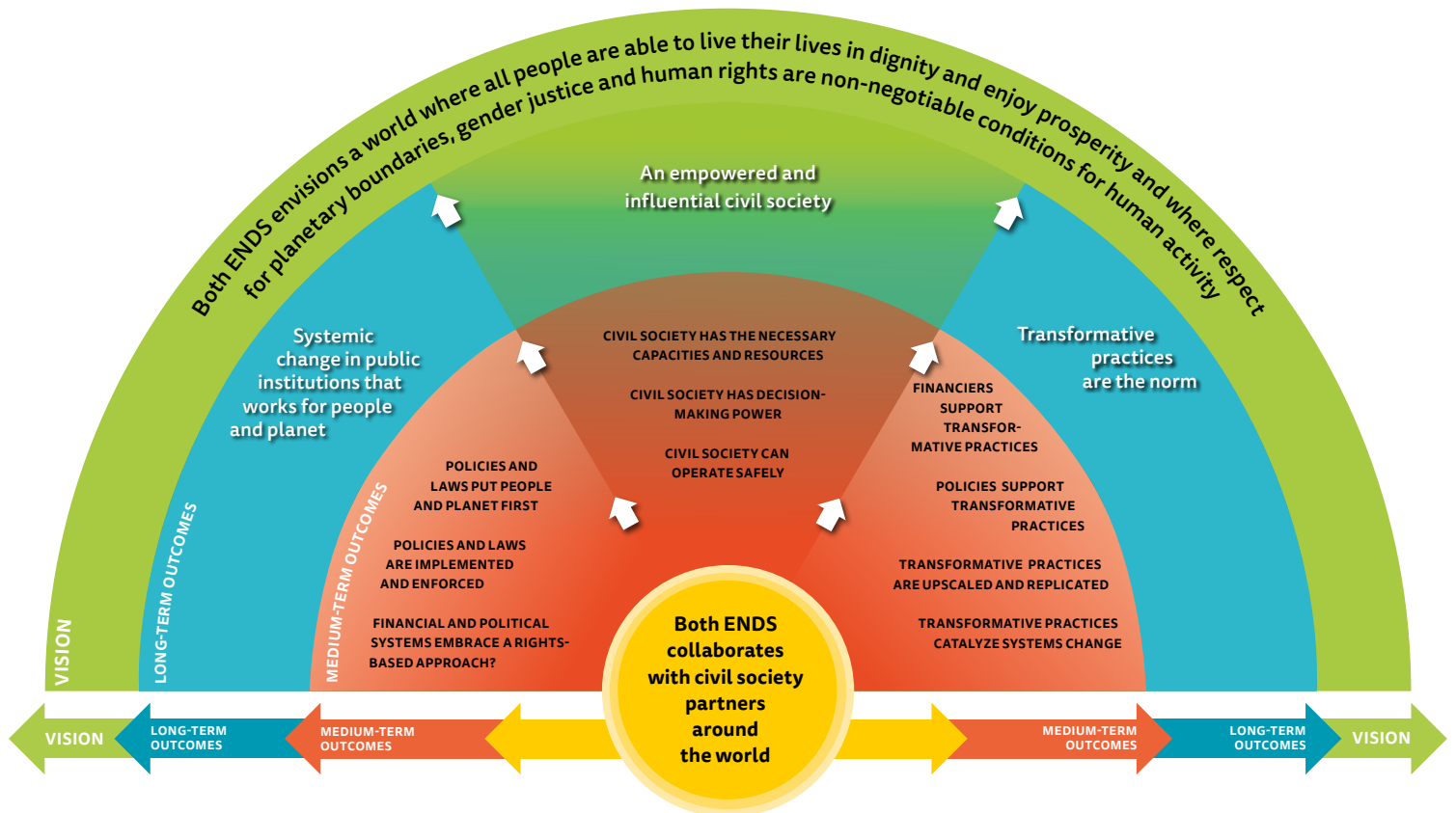
Both ENDS envisions a world where human rights are respected, gender justice is realised, and the environment is fostered and protected, thus assuring a life in dignity and prosperity for all, now and in the future.

OUR MISSION

Both ENDS strengthens civil society globally to gain critical influence over decisions and activities that affect people's rights and the environment, thus guaranteeing that society fosters and protects ecosystems while ensuring respect for all human rights, including the right to water, food and a safe living environment.

OUR ROAD TO IMPACT: WORKING WITH CIVIL SOCIETY

Building strong, trusting and mutual partnerships with organisations around the world is crucial to realising our vision. Our top priority is enabling and empowering civil society organisations (CSOs), especially in those countries most affected by global inequalities, to pursue the structural changes needed in their context and to amplify the voices of the communities they serve. We support civic actors from these countries to speak out in the face of injustice and inequality.



OUR PATHWAYS TO CHANGE

Both ENDS works with civil society partners along three strategic pathways that together lay the foundation for our vision to become reality. These pathways influence, strengthen and reinforce each other.

PATHWAY 1: AN EMPOWERED AND INFLUENTIAL CIVIL SOCIETY

Our goal is that civil society can work openly and safely, make their voices heard and influence decision-making on ecosystem challenges and matters of environmental justice and human rights. A strong civil society is indispensable to a healthy society. It checks the power of both state and corporate actors, holds decision-makers accountable, and defends the rights of those marginalised from positions of influence. A strong and independent civil society can advocate for fair and ecologically responsible policies as well as challenge structural inequalities in decision-making. It can also use accountability mechanisms to seek redress for the negative consequences of such inequitable decision-making, and instead promote, implement and upscale transformative practices.

PATHWAY 2: SYSTEMIC CHANGE IN PUBLIC INSTITUTIONS THAT PRIORITISES PEOPLE AND PLANET

Our goal is to achieve systemic change at all levels of social, political and economic institutions, to ensure that these unconditionally respect human rights and planetary boundaries. This requires policy coherence and consistent decision-making across all sectors - from trade, finance and energy to food production, agriculture, climate action and water management - and across all sections of society – from individual to family, farm, neighbourhood, city, province and national levels.

PATHWAY 3: TRANSFORMATIVE PRACTICES ARE THE NORM

Our goal is a massive upscaling and mainstreaming of bottom-up, planet-friendly practices, supported by favourable governance systems and availability of financial resources. There are many examples of successful community-led livelihood models based on collective participation, healthy ecosystems, gender justice and a vision of wellbeing beyond individual wealth. Approaches such as Regreening focus on ecosystem restoration led by forest communities or local farmers in the Sahel. These initiatives recognise and respect the interdependence between human prosperity and healthy ecosystems. They help to empower women, youth and other groups that often lack access to decision-making processes and tend to be excluded from land, water and forest management to assert their agency and rights to self-determination.

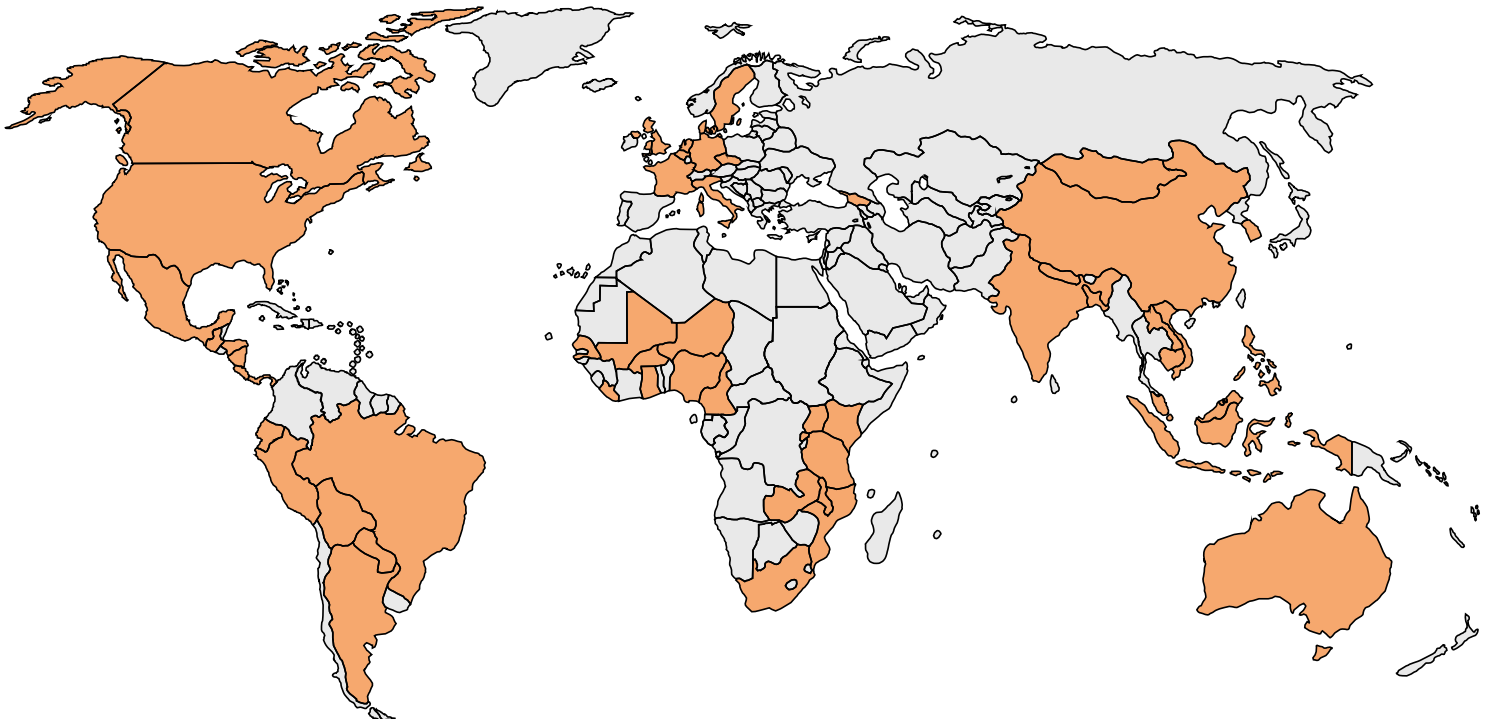
2. OUR STORIES IN 2020

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 annual report features some of our best stories from 2020, which together show the broad variety of our achievements along each one of the three pathways.

2.1 • STRONG CIVIL SOCIETY

Both ENDS works with civil society organisations around the world. We support them financially, but also engage in joint strategising, mutual capacity development and collective advocacy efforts. Our partner network embraces the whole world. The map below shows where our partners are situated; their activities might cover even more countries:

IN 2020, WE SUPPORTED
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FOR A TOTAL AMOUNT OF ALMOST
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SOLIDARITY IN THE FACE OF A GLOBAL PANDEMIC

Both ENDS collaborates with civil society organisations (CSOs) worldwide to pursue the structural changes they believe are needed and to amplify the voices of the communities they work with. Building strong, trusting relationships with our partners around the world is absolutely crucial to realising our vision. It is at the core of everything we do. So when the COVID-19 pandemic hit, we immediately responded by reaching out to partners to show our solidarity and to ask them about their challenges and needs.

At the local level, the impacts of COVID-19 and measures to address it were severe, particularly for women. They faced food shortages, loss of access to water, loss of income due to closing of markets, intensified pressure from family members and children at home, increased threats due to policing and militarisation. The standard work of Both ENDS's partners – communication and meeting with communities, organising, mobilising, monitoring and participating in decision-making processes – became incredibly difficult or impossible. More often than not, policy processes became even more inaccessible and secretive.

Lockdowns required people to stay at home, while companies were allowed to proceed with business as usual

Lockdowns required people to stay at home, while companies were allowed to proceed with business as usual. The voice of civil society was effectively muted in diverse policymaking forums, from local decisions about mining licenses to [negotiations of the World Trade Organization](#).

FLEXIBLE SUPPORT TO PARTNERS

In response to the COVID-19 crisis, Both ENDS assured partners of flexible and sustained support to carry on their vitally important work. When it was clear that the pandemic would endure, funds that had originally been allocated for meetings and travel were made available to partners to deal with the challenges brought on by the pandemic and lockdowns. Among other things, as part of the Global Alliance for Green and Gender Action (GAGGA), Both ENDS helped set up a one-time funding initiative, the [Autonomy and Resilience Fund](#), to address the urgent needs of women environmental defenders and their communities. In total, €255,000 was quickly distributed to 41 women-led community-based organisations and seven NGOs in 21 countries around the world for diverse initiatives, including many to strengthen local food and water systems, traditional medicine, and community well-being.

A grant to Colectivo CASA, a women's collective in Bolivia, supported the group to implement a community garden based on an ancient system of work sharing and exchange, known as 'Ayni'. The main objective of the garden was to foster solidarity production and exchange of products among women in the community, with the aim of safeguarding biodiversity and strengthening food sovereignty as a measure of resilience to

the crisis. The grant covered the costs of seeds, organic fertilizer, and rental of a tractor, as well as inputs for water harvesting. In addition, the grant supported an ancient ritual of thanks to promote solidarity, as well as respect and gratitude for Mother Earth and her fruits.

NEW WAYS OF SHARING INFORMATION

Although many 2020 activities had to be cancelled due to COVID-19, some activities simply took on a new form. A Southeast Asia Regional Coastal People's Assembly, organised in September by Solidaritas Perempuan with support from Both ENDS, consisted of three sessions over three weeks that combined both online and face-to-face group participation. The first session, '[How Small-Scale Fisheries Feed the World: A Reflection from the COVID-19 Crisis](#)', had some 75 participants online and was attended physically by another 70 participants in three villages in Indonesia. The unique format enabled broader participation from local fisherwomen. Moreover, a video recording of the sessions was converted into campaign material used for discussions with communities in other coastal areas.

One of the top priorities for our partners during the lockdowns was to maintain communication with communities. With flexible support from Both ENDS, partners could invest in digital infrastructure to stay in touch despite travel restrictions, and could continue to share vital information, for example through radio programmes and text message recordings. Similarly, for us at Both ENDS, good communication with partners was of utmost importance as the crisis unfolded. Our central message was: do what you need to do as an organisation and as an individual, and above all, take care of yourself and each other. 2020 proved to us that strong, long-term relationships and flexible support are not only the key ingredient for achieving the change we seek in the world, but also for enduring crisis.

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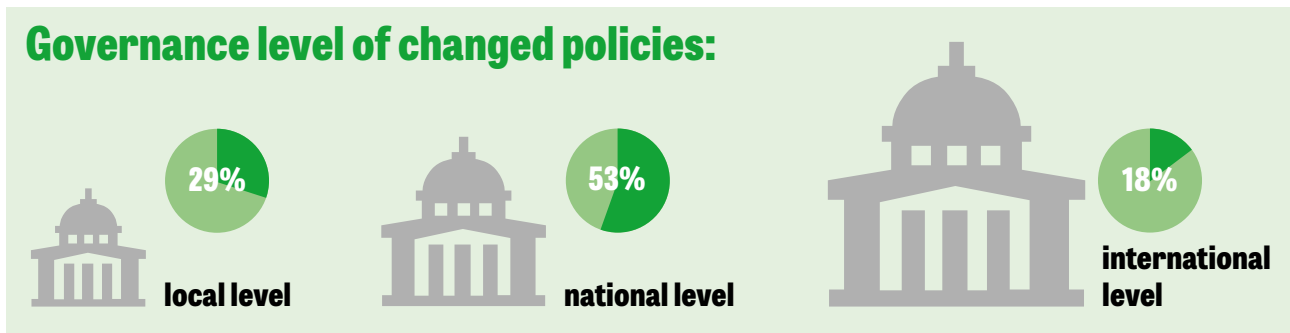
OTHER ACHIEVEMENTS IN THE FIELD OF STRONG CIVIL SOCIETY

- Together with five partners from Ghana, Togo, Nigeria and Uganda, we have published a report about the [impact of export credit agencies \(ECAs\) on a just energy transition](#) in these African countries. A huge effort and success, given the COVID-related difficulties that arose during the research period and the general lack of transparency of ECAs.
- After several years of close collaboration with our Asian and African partners in an informal network on inclusive land governance, we organized a follow-up skill-sharing workshop in Zambia and published a [guidebook on Inclusive Land Governance](#). These activities have fostered South-South linking and learning and helped partners in their daily work and lobby activities towards governments at different levels.
- Current and former grantees of the [Joke Waller-Hunter Initiative](#) continued to unite in an online platform where they meet, share ideas, work together and network with each other. In 2020, in over 100 grantees participated in 8 meet-ups and webinars where they could learn from each others experiences, and from several distinguished guest from the world of climate justice and sustainable development.

2.2 • SYSTEMIC CHANGE

In order for systems to prioritize people and the planet, Both ENDS and partners aim to change the system step by step, policy by policy. Where policies are already strong, they need to be implemented, and where they are absent, we advocate for new ones to be enacted, on all levels:

In 2020, Both ENDS and partners have achieved **51 policy changes, so that they prioritize people and the planet**



PROTECTING FORESTS: A GLOBAL FIGHT AT ALL LEVELS

Both ENDS works to bring about the systemic change needed to ensure unconditional respect for human rights and planetary boundaries. Systemic change entails dealing with issues at all levels, from the local to the global. Our aim is to help strengthen the power of local communities, while simultaneously working to tackle the key drivers behind social and environmental harm. Both ENDS plays a key role in drawing the links between practices and policies in the Netherlands and internationally to their impacts in communities across the world.

Systemic change is urgently needed to protect the Earth’s forests and the rights of forest peoples. Deforestation and forest degradation are driven by global demand for products like palm oil and soy. Tackling the problem requires not reduced demand and better policies and practices at international levels, but also improved recognition of community land rights – a key focus of our work with partners in 2020.

IMPROVED REGULATION OF THE PALM OIL INDUSTRY

In February, Both ENDS and the Forest Peoples Programme convened a meeting in Malaysia of representatives from some 25 environmental justice, human rights, women’s, youth and indigenous peoples’ organisations from countries across Latin America, Africa and South East Asia. All are working to address the negative impacts of the palm oil industry. In a [collective statement](#) that came out of the meeting, the groups highlighted the role of palm oil companies in land-grabbing and deforestation, with particular emphasis on the impacts of women, who play a vital role as custodians of indigenous culture and repositories of knowledge about forests, plants, nutrition, traditional medicine and the like. The groups called on governments of both palm oil-producing and consuming countries to improve regulation of the industry and ensure protection of human rights.

Some long-fought struggles of indigenous peoples and local communities resulted in important victories this year

Alongside pressing for regulation, Both ENDS uses its influence as a board member of the Roundtable for Sustainable Palm Oil (RSPO) to improve the sector's implementation of RSPO's strong global standards meant to diminish the harm of palm oil production. In 2020 we contributed to greater attention in the RSPO to the gender dimensions and gender-specific risks in relation to palm oil production, when RSPO finalised their practical guidance on gender inclusion and compliance.

LAND RIGHTS FOR PALM OIL AFFECTED COMMUNITIES

Both ENDS's partners work hard to support communities in their struggles to preserve and secure their land rights in the face of powerful economic and political actors, including palm oil companies. Some long-fought struggles of indigenous peoples and local communities resulted in important victories this year.

In the Peruvian Amazon, Both ENDS and several international organisations have been supporting FECONAU, a local organisation that represents a number of indigenous communities in their struggles against the spread of palm oil. Years ago a company illegally acquired large swathes of their territories, cut down the rainforest and planted palm oil, destroying not only vital primary forest but also the indigenous peoples' livelihoods, which depended on an intact ecosystem. After years of lobbying the local Santa Clara de Uchunya government, FECONAU succeeded in securing recognition of the indigenous peoples' rights to 1,500 hectares of the illegally grabbed land. [The community also achieved a significant victory in its struggle against a palm oil company](#) when the country's environmental regulator ordered the company to suspend its operations and pay a \$2.5 million fine for environmental damages.

In Liberia, our partners celebrated a hard-won victory when the government adopted a new Land Rights Act, which promises improved land security to indigenous peoples. The new law includes strong protections for community customary land rights and is considered one of the most progressive in Africa. The next step is to put the law into practice. Both ENDS's partners are currently supporting communities in preparing a land claim for one million hectares of village forest to protect it from being cleared to make way for monoculture palm oil plantations and other developments. A similar effort is underway in Kalimantan, Indonesia, where Both ENDS's local partner is supporting communities to secure their lands (50,000 hectares) under Indonesia's social forestry law using customary title provisions, such as *Hutan Adat* and *Hutan Desa*. Their claim is currently being processed by the District Authorities.

LONG-TERM ADVOCACY TO STOP EUROPE'S IMPORTED DEFORESTATION

The pressure on local communities' forests and land – in Peru, Liberia, Indonesia and many other countries – is directly linked to Northern demand for soy and palm oil. Both ENDS and our Southern partners have been advocating for years to push the European Union for strong legislation against 'imported deforestation' – deforestation caused by products imported to the EU.

In 2020 the EU finally began the process to draft such legislation by launching a public consultation. The [campaign #Together4Forests](#), led by several international NGOs and backed by more than 160 environmental groups, including Both ENDS, encouraged people to engage in the public consultation and to insist that the EU tackle the forest footprint of its consumption. More than a million European citizens responded by demanding a strong EU law to protect the world's forests and the rights of people who depend on them.

In the Netherlands, Dutch Minister of Agriculture Carola Schouten admitted that the response was a signal that cannot be ignored. Both ENDS, along with the other Dutch organisations involved in the campaign, [called on the Minister](#) to take the lead

in Brussels in pushing for strong legislation and to encourage other EU member states to join her. In this process, Both ENDS aims to create space for the voices of locally affected peoples, their concerns, experiences and solutions, and to ensure that European decision-makers hear the wake-up call and are inspired to act.

OTHER ACHIEVEMENTS IN THE FIELD OF SYSTEMS CHANGE

- After [intensive advocacy](#) by Both ENDS and a broad coalition of civil society organisations from the EU and MERCOSUR countries, [European Parliament adopted a resolution](#) against the EU-MERCOSUR treaty. This is an important sign that also the EU parliament finds the human rights and environmental standards in this treaty insufficient.
- After many years of advocacy by Both ENDS and partners, Dutch pension fund ABP in 2020 took the first steps toward divestment from fossil fuels by setting out exclusion criteria on coal and tar sand companies and to implement this policy change in its investments by 2025. Although Both ENDS [would have liked to see ABP go even further](#), this is a significant first step in the direction of a fossil free financial system.
- After joint lobby and advocacy by a network of Northern and Southern CSOs including Both ENDS and SEATINI, [the Energy Charter Treaty decided to halt its expansion](#) to include new member states until the currently ongoing modernization process will be concluded. This means those states will keep the freedom to develop their energy policies in the public interest and to proceed with the necessary energy transition.

In Liberia, our partners celebrated a hard-won victory when the government adopted a new Land Rights Act, which promises improved land security to indigenous peoples

2.3 TRANSFORMATIVE PRACTICES

According to Both ENDS and partners, transformative practices are the future. There are many of these bottom-up, planet-friendly practices. Below some numbers of a selection of practices that many of our partners work on. Also important is to take into account the gender aspect of these practices, in order for men and women to benefit equally:

39 partners working on agroecology of which **77%** also focused on gender issues



46 partners working on inclusive water governance of which **80%** also focused on gender issues



32 partners working on NTFP's of which **78%** also focused on gender issues



44 partners working on analog forestry of which **70%** also focused on gender issues



27 partners working on Farmer-Managed Natural Regeneration of which **26%** also focused on gender issues



About one in every six people, particularly women, directly rely on forests for their lives and livelihoods, especially for food

WOMEN'S RIGHTS AND NON-TIMBER FOREST PRODUCTS (NTFPS)

Forests are critical to the health of the planet and the well-being of people everywhere. About one in every six people, particularly women, directly rely on forests for their lives and livelihoods, especially for food. The disruption caused by the COVID-19 pandemic showed just how important local food production and short food value chains are, particularly during times of crisis. In India, where a lockdown sent millions of people back from the cities back to the countryside, wild foods and other non-timber forest products (NTFPs) proved essential to hungry migrants.

As a source of food, water and income, and for their cultural and spiritual meaning, forests and NTFPs help ensure community resilience. Both ENDS has a long history of collaboration with partners such as the Non-Timber Forest Products Exchange Programme (NTFP-EP) and Keystone Foundation, which support forest communities in promoting the NTFP concept for forest conservation and livelihood enhancement.

ADDRESSING THE GENDER DIMENSIONS OF NTFPS

Both ENDS aims to showcase and accelerate the massive upscaling of practices that are based on collective participation, healthy ecosystems, gender justice and a capacious vision of well-being. In recent years, Both ENDS, NTFP-EP and Keystone have collaborated as part of the Global Alliance for Green and Gender Action to strengthen and unify the women's rights and environmental justice movements.

NTFP-EP and Keystone are advancing understanding of the gendered aspects of harvesting, managing, trading and accessing NTFPs. [A new research report](#) on the topic looked at a variety of NTFPs in India – tamarind, yams, greens and wild honey to name a few – and explored the gendered division of activities, access and control over these resources. Among other things, the report showed that most processing of NTFPs is done by women and that women tend to have greater access and control over NTFPs that can be collected easily, like leaves and berries. In most cases, women did not have control over the income from NTFP sales, and their access to formal or distant markets was limited due to social norms that restrict their mobility.

Insights from the report will be used to improve the design of future NTFP-related programmes.

As part of the GAGGA programme, Keystone and NTFP-EP are already working to address some of these gaps. NTFP-EP and Keystone are providing small grants to strengthen women-led NTFP initiatives. For example, a grant from Keystone supported indigenous women's groups across India to develop common packaging and branding of honey. The new packaging not only helps provide better income but also establishes the women's rights over resources. It has become a powerful tool to promote solidarity of indigenous women across the country and their collaborative work on NTFPs.

In Indonesia, a grant from NTFP-EP made it possible for members of the Bangkit Bersama Women Group and Dara Kunci Women Group to participate in trainings that were held virtually, due to the pandemic. The training focused on organisational management, financial management, and online marketing to maximise the potential of the women's cashew nut harvest.

FUNDING THE NEXUS OF WOMEN'S RIGHTS AND TRANSFORMATIVE PRACTICES

NTFP-EP sees grantmaking as a tool which works best when coupled with capacity building activities. The group's community workshops and exchanges have been crucial for helping build the skills and confidence of women to self-organise, develop their own initiatives and strategies, and engage with government officials. NTFP-EP's involvement in GAGGA over the last five years has enabled the organisation to better operationalise its commitment to women's rights. In a new report, [Embedding gender justice in environmental action: where to start?](#), NTFP-EP and other partners shared experiences and recommendations for environmental organisations, and made the case for dedicated programming and funding for work at the nexus of gender and environmental justice.

Both ENDS and our partners aim to expand the policy space and funding for transformative practices like NTFPs. Research, advocacy and lobbying by NTFP-EP led to important progress on this front in 2020. At the behest of the Association of Southeast Asian Nations (ASEAN) Working Group on Forest Products Development, NTFP-EP led a consultative process to develop guidelines

on sustainable harvest and management of NTFP resources. In October 2020, the ASEAN Ministers on Agriculture and Forestry adopted the new ASEAN Guidelines for Sustainable Harvest and Resource Management Protocols for Selected Non-Timber Forest Products. The guidelines will serve as a primary reference for NTFP management protocols in the ASEAN region and help guarantee the sustainable management of NTFP resources.

OTHER ACHIEVEMENTS IN THE FIELD OF TRANSFORMATIVE PRACTICES

- The partners from the Wetlands without Borders programme have reached considerable success in the [promotion of agroecology](#) throughout the whole Rio de la Plata basin. Despite difficulties caused by the COVID-19 pandemic, they have reached more than a thousand people with agroecological trainings, supported 46 farmers in their agroecological activities and expanded the area under agroecological production by 22 hectares.
- The [Drynet Podcast Series “Good Food for a Better Normal”](#) explores some of the most pressing environmental challenges that relate to life on land, and the people who use the land to produce food. The COVID-19 crisis has clearly exposed the failure of modern food systems, and the podcast provided an opportunity for Drynet members and experts to share their visions on fair and sustainable food systems in a time it was impossible to meet.
- In Niger, a presidential decree has been adopted, which actively and exclusively [promotes Farmer-Managed Natural Regeneration \(FMNR\)](#) and recognizes the rights of farmers to their trees. This is the first of its kind in the world, and a huge win for our Nigerien partners in the Regreening the Sahel-programme.
- After an [Analog Forestry training](#) in March 2020, communities from two Liberian counties have gained more confidence they are not going to lose their land to palm oil plantations, due to a better understanding of their different options and of the value of their land.
- Government officials in Bangladesh [acknowledged Tidal River Management](#) as the only way to save Southwest coastal Bangladesh from climate shocks and sea level rise. This is an important paradigm shift, necessary for TRM to be implemented as an inclusive, community-based approach in the Bangladesh Delta Plan (BDP2100).

2.4 • ALL PROJECTS IN 2020

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: Abibiman Foundation (Ghana) • ACD (Panama) • AFIEGO Uganda • Caritas (Brazil) • CASA (Brazil) • Centre for Human Rights and Rehabilitation (Malawi) • CEFROHT (Uganda) • CIVICA (Malaysia) • CLEAN (Bangladesh) • EGI (Environmental Governance Institute - Uganda) • ELSAM (Indonesia) • EMG (South Africa) • Emrys Initiative (Malaysia) • FECONAU (Peru) • FED (Uganda) • Fórum Suape (Brazil) • GRAIN Fundació privada (Philippines) • Haki Madini (Tanzania) • 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) • Solidaritas Perempuan (Indonesia) • 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: AIDA (Mexico) • Aksi (Indonesia) • APIL (Burkina Faso) • CCIMCAT (Bolivia) • CEE Bankwatch (Czech Republic) • CENDEP (Cameroon) • Centro Terra Viva (Mozambique) • CIWWG (Cambodia) • Colectivo CASA (Bolivia) • Development Institute (Ghana) • Dhaatri (India) • Economic Justice Network (South Africa) • Ecoton (Indonesia) • ELSAM (Indonesia) • FIDES (Bolivia) • Fondo Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • Gemawan (Indonesia) • Global Greengrants Fund (USA) • GLVD (Laos) • Green Alternative (Georgia) • IAFN (Costa Rica) • Kalikasan (Philippines) • 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) • NTFP

Vietnam • ORCADE (Burkina Faso) • OFRANEH (Honduras) • OT Watch (Mongolia) • Plataforma Sauce (Paraguay) • Plurales (Argentina) • POPOL NA (Nicaragua) • PPK (Indonesia) • Prakriti (Nepal) • RRDC (Nigeria) • Sengwer (Kenya) • Solidaritas Perempuan (Indonesia) • Southern African Rural Women's Assembly (South Africa) • SPNKK (Philippines) • Tindzila Fund (Tanzania) • TuK (Indonesia) • Ulu Foundation (USA) • Utz-Che (Guatemala) • VSOW (Germany) • WATED (Tanzania) • Women Environmental Program (Nigeria) • WOMIN (South Africa) • Yanling Zhu (China) • YVE (Ghana) • Zambia Land Alliance (ZLA, Zambia)

OTHER PROJECTS:

AfriAlliance

FINANCED BY: IHE Delft

Aligning European Pension Divestment and Finance

FINANCED BY: KR Foundation (through Sustainable Energy)

PROJECT PARTNERS: Ansvarlid Fremtid Denmark • Fossilifria Pensioner Sweden • Fossilvrij NL • Fossil Free Berlin (Germany) • Re:Common (Italy)

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)

Amplifying the Global Alliance for Green and Gender Action

FINANCED BY: Dietel & Partners (through Mama Cash)

PROJECT PARTNERS: Global Greengrants Fund (USA)

Climate Justice in the Green Climate Fund

FINANCED BY: New Venture Fund

PROJECT PARTNERS: AIDA (Mexico) • Asian Peoples Movement on Debt and Development (APMDD, The Philippines) • Center for International Environmental Law (CIEL, USA) • Centre for 21st Century Issues (C21st, Nigeria) • Mongolian Women's Fund (MONES) • Tebtebba Foundation (The Philippines)

Communications, youth and awareness climate change

FINANCED BY: Private funder

Communities regreen the Sahel

FINANCED BY: DOB Ecology

PROJECT PARTNERS: CRESA (Niger) • IED Afrique (Senegal) • Peter Gubbels, independent consultant (Groundswell International, Ghana) • SPONG (Burkina Faso)

Demanding climate action emergency from EU pension funds

FINANCED BY: Wallace Global Fund

PROJECT PARTNERS: AFIEGO Uganda • Ansvarlid Fremtid Denmark • Fossilfria Pensioner Sweden • Fossilvrij NL • Fossil Free Berlin (Germany) • Re:Common (Italy)

DivestInvest Familiefondsen en Goede Doelen

FINANCED BY: Stichting DOEN

PROJECT PARTNERS: Foundation No. 5 (the Netherlands) • PYM (the Netherlands)

Duurzaam bosbeheer

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

Eco-cultural restoration

FINANCED BY: Stichting Otterfonds

PROJECT PARTNERS: SPNKK (Philippines)

Emergency Fund - Environmental defenders in the Brazilian Amazone

FINANCED BY: WWF Netherlands

PROJECT PARTNERS: Fundo Socioambiental CASA (Brazil)

Fish4Food

FINANCED BY: University of Amsterdam

Global campaign to make Export Credit Agencies (ECAs) climate proof

FINANCED BY: Open Society Initiative for Europe

PROJECT PARTNERS: Above Ground (Canada) • ECA-Watch (International) • Friends of the Earth (Japan) • JACSES (Japan) • Jubilee Australia (Australia) • Solutions For Our Climate (South Korea)

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

Making Export Credit Agencies (ECAs) climate proof: the role of Europe

FINANCED BY: Bulb Foundation

PROJECT PARTNERS: CEE Bankwatch (Czech Republic) • Swedish Society for Nature Conservation (Sweden) • Swedwatch (Sweden) • VedvarendeEnergi (Denmark)

Participation is Power: Ensuring women’s access to climate finance

FINANCED BY: Wallace Global Fund

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

Rich Forests

FINANCED BY: Stichting Otterfonds

Shifting Grounds

FINANCED BY: NWO-UDW (through TU Delft)

Small Grants Funds Study

FINANCED BY: DOB Ecology

Strengthening Grassroots Pension Fund Divest Invest Campaigns

FINANCED BY: Wallace Global Fund

PROJECT PARTNERS: Ansvarlid Fremtid Denmark • Fossilfria Pensioner Sweden • Fossilvrij NL • Fossil Free Berlin (Germany) • Re:Common (Italy)

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

FINANCED BY: Turing Foundation

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

Support for Asian NGOs

FINANCED BY: Private funder

Supporting Asian CSOs 3

FINANCED BY: Private funder

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

FINANCED BY: Anton Jurgens Fonds

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

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 GAIA (Brazil) • Probioma (Bolivia) • Rede Pantaneiros (Brazil) • Reesolbio (Brazil) • Sobrevivencia (Paraguay) • Sociedade Fé e Vida (Brazil) • Taller Ecologista (Argentina)

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

PROJECT PARTNERS: FED (Uganda) • JVE (Ghana) • Natvise (Netherlands) • Nature Care (Cameroon) • PHCC (India)

Young Environmental Leadership

FINANCED BY: Stichting Joke Waller-Hunter Initiative

NATIONAL POSTCODE LOTTERY

As a beneficiary, Both ENDS receives an annual amount of unearmarked support from the National Postcode Lottery. Both ENDS uses this support for two main purposes: (1) to cover unexpected organisational costs, and (2) to invest in innovation of the organisation in line with our corporate Strategy 2021-2025, most importantly the development of innovative propositions and accompanying funding.

3. ABOUT BOTH ENDS

3.1 OUR PEOPLE

BOTH ENDS MANAGEMENT

Danielle Hirsch, Director

BOTH ENDS STAFF

Zainab Abou Elkhair • Steven Baitali • Djanak Bindesrisingh • Karin van Boxtel • Chris Chancellor (as of July 2020) • Cindy Coltman • Annelieke Douma • Fiona Dragstra • Sonja Duimel (until December 2020) • Alexandra Elamri • Giacomo Galli • Karine Godthelp • Anneroos Goudsmit • Nathalie van Haren • Niels Hazekamp • Masja Helmer • Fernando Hernandez Espino • Maaïke Hendriks • Roos Hommes (until July 2020) • Burghard Ilge • Pieter Jansen • Anne de Jonghe • Yorick Maks (as of September 2020) • Marianne van Meer • Tamara Mohr • Yordanos Mulder (as of July 2020) • Lieke Mur (until September 2020) • Roos Nijpels • Tineke Obers (as of August 2020) • Anna van Ojik • Hanneke Post (until September 2020) • Madhu Ramnath • Michael Rice (until December 2020) • Marjolein van Rijn • Daan Robben • Eva Schmitz • Maaïke Schouten • Stefan Schüller • Sinde De Strijcker • Thijs Struijk • Leonie Truijens • Melvin van der Veen • Wiert Wiertsema • Paul Wolvekamp • Ikbâl Yilmaz (as of June 2020)

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

VOLUNTEERS & INTERNS

Tineke Cordesius • Nina Donkers • Hanna Fralikhina • Clara McDonnell • Yorick Maks • Esther Milberg • Stella Munninghoff • Leonie Nispeling • Ilsa Phillips • Nuni Madhu Ramnath

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 2020

In 2020, one of the Board Members left the board after 3,5 years. At the end of the year, the Board therefore consisted of six 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: none

İkrâm 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

Jurriaan Regouin, Board Member (until September 2020)

Senior 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

Manager HR, iHUB Alliantie

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 2020:

Irene Dankelman • Kiane de Kleijne • Ockeloen & 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.

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.

THE BOTH ENDS TEAM AND THE COVID-19 PANDEMIC

The corona pandemic brought many challenging issues. The Dutch government has since March 2020 strongly advised that all people should work from home as much as possible, as a measure to stop spreading the virus. This resulted in all Both ENDS staff working remotely, finding new ways to stay connected to each other and our partners, while also adapting to the new reality.

Since corona was and is affecting everyone on a personal and individual manner, the HR-department spoke to all staff on an individual basis. By doing this we tried to cater to individual needs as much as possible, while also continuing our work for as much as possible. According to specific needs, we sought the most suitable, individual regulations that worked for both the employee and the organisation.

As an employer Both ENDS is responsible for a healthy and safe home work environment. We took this responsibility seriously, invested in educating staff about a safe and healthy workplace at home and offered the possibility to invest in equipment.

In addition to the (social) support that the HR-department could give, Both ENDS started collaborating with Antares Foundation in 2020. Antares is an organisation that is specialised in psychosocial support and selfcare. All staff is encouraged to seek their professional support whenever they feel they need it. All consults are confidential.

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 Reintegratiebedrijf 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 & INCLUSION

Diversity and inclusion has been an active topic on the agenda since 2018. Both ENDS started a collaboration with ECHO, an expert organisation on diversity and inclusion. We continue to implement 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. We stay informed and educated through following people, organisations and webinars, and use the lessons learned by adjusting our selection procedure accordingly.

One of our aims is to have a diverse team, one that is a reflection of our diverse society. Two of the three people Both ENDS hired in 2020 have a culturally diverse background. We acknowledge that these are small steps and we still have a long way to go in order to have a proper representation of our society. We also acknowledge that there still is an under-representation of diversity in higher positions within the organisation.

After the tragic murder on George Floyd in the United States, a different kind of conversation ignited at Both ENDS. A space was created where staff could share thoughts and think about the bigger questions with regard to (institutional) racism, equity and the work of anti-racism. In 2021 the fruits of these conversations will be put into practice. For 2021 Both ENDS will schedule at least one workshop and/or presentation on diversity, inclusion and/or anti-racist work.

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 (CMT) trained to respond during emergencies. Due to the corona pandemic, all travels after March 2020 were initially postponed and later cancelled. Once travelling is back on the agenda, the CMT together with the organisation will discuss how to continue from there.

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.

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 an 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:

- 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;
- 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;
- Handling complaints about integrity and undesirable behaviour in a transparent, honest and fair manner, with a focus on the welfare of the reporter;
- 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.
- 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 2020 there were no complaints.

3.5 COMMUNICATIONS

Around the world, 2020 was dominated by the COVID-19 crisis, and that of course applied equally to Both ENDS’s external communication. Not only did we work at home for almost the whole year, but we were forced more than ever to make use of digital means of communication. However, remotely and without face-to-face contact and meetings, we proved able to achieve a great deal in the area of external communication, and the lessons we learned in doing so will also prove valuable in the future.

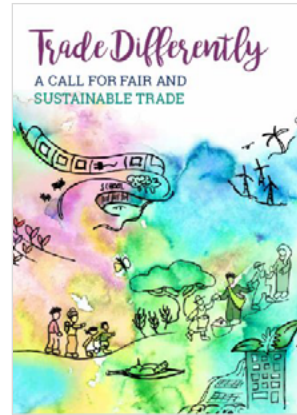
Both ENDS co-organised or took part in a number of events that were very successful, despite having to take place online. See for example a series of meetings on a [Just Transition](#), an event that called for a [fair trade system](#) and a debate about [the ties between Brazil and the Netherlands](#).

CORONA BLOGS

It was immediately clear that the COVID-19 crisis would have a very destructive impact on many of our partner organisations in different parts of the world, where strict lockdowns were imposed and where there was no financial safety net. We saw how some regimes took advantage of the crisis to announce a state of emergency and introduce controversial measures. And we saw how the world fell silent, how people were suddenly occupied with completely different matters, and how Western countries introduced widespread support packages. These developments were all food for thought and inspired our staff to write about them, together with our director or a partner from one of the heavily affected countries. That ultimately led to [a series of twelve blogs](#) under the name ‘Everything becomes fluid under pressure: behind the scenes in Corona time’.

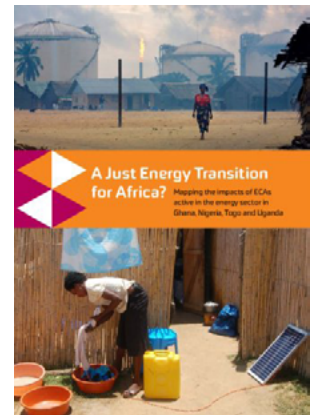
PUBLICATIONS

We also contributed to a number of publications that can be read on our website. Most are intended as support for our lobby activities, but are nevertheless accessible to a wider public. To promote that wider outreach, we arranged substantial publicity around the launch in the form of an online debate, a press release and/or a social media campaign.



TRADE DIFFERENTLY!
A CALL FOR FAIR AND SUSTAINABLE TRADE

[READ THIS BROCHURE](#)



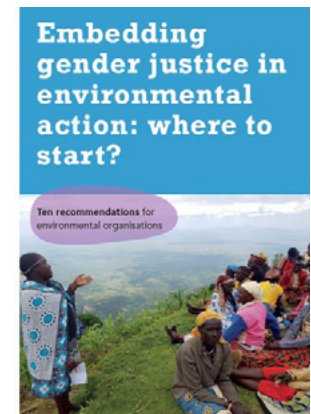
A JUST ENERGY TRANSITION FOR AFRICA

[READ THIS BROCHURE](#)



FUNDING DESTRUCTION OF THE AMAZON AND THE CERRADO-SAVANNAH

[READ THIS BROCHURE](#)



EMBEDDING GENDER JUSTICE IN ENVIRONMENTAL ACTION: WHERE TO START?

[READ THIS BROCHURE](#)

PRESS AND MEDIA

In 2020, Both ENDS published a record number of fourteen press releases. These were picked up by various media with varying degrees of success, depending on the subject. Smaller media, specialised in issues like energy, investment, hydraulic engineering and sustainability, proved keen to take up our press releases.

In the more prominent newspapers, we had to rely more on opinion pieces (four mentions) and articles by journalists (cited in seven articles in national newspapers). In addition, we were approached by journalists more frequently than ever before with questions about our specialised areas, which led to a Both ENDS staff member appearing in a radio programme on three occasions.

NEW COMMUNICATION STRATEGY

Because Both ENDS launched a new organisational strategy in 2020, it was also necessary to set out a new communication strategy to help achieve and support the new organisational goals. In the course of the year, step-by-step, the communication department – together with a number of operational staff members and the director – developed this new communication strategy, which provides a guiding framework for the 2021-2025 period. The strategy will be evaluated every year and, if necessary, modified.

SOCIAL MEDIA

Besides a new communication strategy, we have also implemented a social media strategy. The strategy was developed by an external consultant and is intended to ensure that Both ENDS's communication department makes efficient and effective use of social media and all the opportunities offered by the various platforms. One innovation is the opening of an Instagram account. The communication department started using the account in the second half of 2020, but the real impact will only become clear during 2021.

3.6 FUNDRAISING & ACQUISITION

The year 2020 was an important fundraising year for Both ENDS. Despite the unusual situation due to COVID-19, it was also a very successful year: [Both ENDS and partners managed to continue both of the Strategic Partnerships](#) in which we are engaged with the Dutch Ministry of Foreign Affairs: the Fair, Green and Global alliance, and the Global Alliance for Green and Gender Action. Both programmes were approved for the next five years (2021-2025) and finance the core of our work: advocacy activities together with our partners in situations where the rights, environments and livelihoods of local communities are at stake.

More fundraising successes were booked on top of this: DOB Ecology decided to extend its support to the 'Wetlands without Borders' programme in Latin America for another four years. We relaunched the relationship with Open Society Foundation for support to our programme on Export Credit Agencies, and at the same time engaged with a new donor, Bulb Foundation, who provided complementary support to this programme. Existing donor Wallace Global Fund extended its collaboration with Both ENDS with two years for work on divestment (pension funds) and climate finance. We welcomed a new donor on board for a project to promote agroecology policies and finance, a great opportunity to realise our strategic objective for the scaling of Transformative Practices.

We were not successful on all fronts, among the losses are: our proposal to the Dutch Ministry for the Drylands Sahel call ended 2nd (with only one grant awarded) and our proposal to the Dutch Embassy in Kenya for inclusive water governance ended only at the 4th place. In total, eight funding proposals were approved, and six were rejected in 2020.

A highlight among our donor engagement activities was the organisation by the GAGGA partners of the 'Round Table for Women, Inclusiveness and the Environment', taking place in January in Amsterdam as one of the few international conferences of that year. It was attended by a mix of policy-makers, private foundations and civil society organisations, who all openly shared

their programmes, lessons learnt and challenges to incorporate women better in environmental programming. We will build on this event to design further donor engagement activities by GAGGA in the next year.

All in all, despite 2020 being a strange year, we were able to either continue or expand donor relationships by building on the contacts of our existing network. It is uncertain whether we will still be able to do this next year, as the restrictions of the pandemic are expected to be prolonged well into 2021.

3.7 PLANNING, MONITORING, EVALUATION AND LEARNING

THE PMEL CYCLE

In 2020 the organisational Planning, Monitoring, Evaluation and Learning (PMEL) functioned well. The PMEL framework is adapted according to our new strategy and multiple sessions were organised to determine our new strategic goals for the next strategy phase. A new organisational dashboard is implemented in which we track our organisational strategic and process goals.

For our project and process PMEL cycle, 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 process and project team meetings, teams discuss the key indicators that are relevant to their process or project, set and monitor annual targets and consistently exchange on their personal contribution to the realisation of the planned outcomes and 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 clear place in the PMEL cycle; 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 2020 we were audited according to the ISO and Partos 9001:2015 standard and received extension of our certification. Our new integrity policy, formalised in 2019, is now part of our work with our partners and our internal organisational processes. 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.

Both ENDS uses 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. If improvements are identified as a result of a risk analysis, this is included in our continuous improvement process and appropriate follow-up is carried out.

Some examples of risks and responses:

RISK: Both ENDS has to let go of qualified employees due to decrease in funding, leading to gaps in knowledge and capacities in the remaining team.

Mitigation measure: The unearmarked support of the Postcode Lottery serves as a buffer for this unexpected situation.

RISK: Unsufficient funds can be raised due to lack of time within the Both ENDS team.

Mitigation measure: a new fundraising procedure, in which proposals are written in teams which are put together according to the RASCI-model.

RISK: Opinions or cooperations of Both ENDS puts pressure on relations with others and may lead to reputational damage.

Mitigation measure: Before publicising a precarious opinion or starting a new cooperation, the director and someone from the Content Team are consulted. Any decision will be communicated within the organisation.

RISK: The safety and security of our partners is not taken into account sufficiently.

Mitigation measures: Close contact with partners in risk areas, making agreements how to minimize risks by our actions and never publish anything about partners in risk areas without their permissions.

3.8 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 28% 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 50% of the operational costs (approximately 1,350,000 euro).

The result in 2020 is 561,417 euro. This result consists of 416,477 euro funding from the Dutch Postcode Lottery, which has been reserved for programme activities in a designated reserve. The remaining 144,940 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 and (inter)national funds. Projects may last one or several years. The strategic partnerships with the Ministry of Foreign Affairs started in 2016 and ran until end of year 2020. Both ENDS did not have substantial income with a non-recurrent character in 2020.

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 slightly below the goal.

FINANCIAL RATIOS

	2020	Goal 2020	2019
	Excl. FGG partners	Excl. FGG partners	Excl. FGG partners
Objectives ¹	90.6%	88.7%	89.4%
Generating funds ²	1.2%	1.9%	1.4%
Management and Administration ³	8.2%	9.4%	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 2020 was:

Value as per 31 December 2020

Equity	289,300
Bonds	847,004
Total	1,136,304

The investment result of 2020 is:

Received dividend	13,485
Exchange rate results	-12,303
Stock price results	43,125
Interest	-5,242
Expenses investments	-16,306
Total realised investment result	22,759

EVENTS AFTER THE BALANCE SHEET DATE

In Spring 2021 Both ENDS moved to a new office in Utrecht. A lease contract for the new office was signed for five years.





ANNUAL ACCOUNTS 2020

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).

■ Accounting period

The financial year coincides with the calendar year.

■ 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 'to be received from donor'.

■ 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 'pre-financed by donor'.

■ 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 2020 IN EURO

	31-12-2020	31-12-2019
ASSETS		
Fixed assets	33,787	8,165
Receivables		
Receivable Dutch Postcode Lottery	500,000	500,000
Receivable project contributions	636,371	1,064,292
Debtors and other receivables	43,250	33,437
Cash and cash equivalents	4,168,111	3,072,750
TOTAL ASSETS	5,381,518	4,678,644
LIABILITIES		
Reserve and funds		
Continuity reserve	765,734	620,794
Designated reserve	1,366,477	950,000
Current liabilities		
Project funds to be invested	1,067,077	1,582,868
Creditors	109,322	37,087
Staff expenses due	133,116	134,437
Accruals and deferred income	1,939,793	1,353,458
TOTAL LIABILITIES	5,381,518	4,678,644

STATEMENT OF INCOME AND EXPENDITURE BOTH ENDS

AS PER 31 DECEMBER 2020 IN EURO

	2020	Budget 2020	2019
INCOME			
Income from Individuals	4,174	5,000	4,399
Income from government subsidies			
Ministry of Foreign Affairs-DGIS Income for FG G Alliance members	10,119,238	9,750,000	10,369,822
Ministry of Foreign Affairs-DGIS	4,612,844	5,195,750	5,736,769
Income from lottery organisations	500,000	500,000	1,000,000
Income from affiliated non-profit organisations	49,654	60,000	55,523
Income from other non-profit organisations	3,305,974	2,463,750	3,456,505
TOTAL INCOME	18,591,883	17,974,500	20,623,018
EXPENDITURE			
FGG Alliance members	10,119,238	9,750,000	10,369,822
Alternatives	2,772,203	2,686,665	3,262,083
Lobby and Advocacy	4,171,741	4,574,591	5,047,716
Total spent on objectives	6,943,944	7,261,256	8,309,799
Fundraising expenses	130,003	177,000	109,198
Management and administration expenses	814,083	739,000	755,929
TOTAL EXPENSES	18,007,268	17,927,256	19,544,748
Balance of financial income and expenses	584,615	47,244	1,078,270
Financial income	-23,198	-15,000	-22,736
SURPLUS	561,417	32,244	1,055,534
Appropriate of:			
Continuity reserve	144,940	-217,756	105,534
Designated reserve	416,477	250,000	950,000

EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2020 IN EURO

FIXED ASSETS

2020	Inventory	Hardware	Software	Total
Purchase value	2,118	8,791	7,865	18,774
Accumulated depreciations	988	5,688	3,933	10,608
Balance as of 1 January	1,129	3,103	3,932	8,165
Investments 2020	-	36,559	-	36,559
Depreciations 2020	423	7,892	2,622	10,937
Balance as of 31 December	706	31,770	1,310	33,787
Cumulative:				
Purchase value	2,118	45,350	7,865	55,333
Accumulated depreciations	1,411	13,580	6,555	21,545
Balance as of 31 December	706	31,770	1,310	33,787

RECEIVABLES

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

Debtors and other receivables	2020	2019
Debtors	8,127	1,620
Receivable sums	16,103	13,456
Prepayments	19,020	18,360
Total	43,250	33,437

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

CASH AND CASH EQUIVALENTS

Liquid means	2020	2019
Cash	10	5,289
Current accounts Both ENDS	4,168,101	3,067,461
Total	4,168,111	3,072,750

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.

RESERVES AND FUNDS

continuity reserve	2020	2019
Value end 2019	620,794	515,260
Result 2020	144,940	105,534
Value continuity reserve 2020	765,734	620,794

EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2020 IN EURO

The continuity reserve 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 (€4,000,000 for Both ENDS). The current general reserve of Both ENDS is 28% 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 50% of the operational costs (€1,350,000).

Designated reserve	2020	2019
Opening balance	950,000	-
Result bookyear	416,477	950,000
End balance	1,366,477	950,000

In March 2019 Both ENDS became a beneficiary of the Dutch Postcode Lottery. 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. In 2020 €500,000 was received from the NPL. €33,000 was spent on project costs and €50,000 is added to the continuity reserve.

CURRENT LIABILITIES

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

Staff expenses due	2020	2019
Salaries and holiday allowance	78,471	77,977
Taxes and contributions	54,646	56,460
Total	133,116	134,437

Accruals and deferred income	2020	2019
Payable on contracts with partners	566,128	1,193,215
Prepayment Grant MoFa 2021	1,213,338	-
Reservations	160,327	160,243
Total	1,939,793	1,353,458

End 2020 Both ENDS received the first installment for 2021 and beyond from the Ministry of Foreign Affairs for the Fair, Green and Global alliance that is funded under the Strategic Partnership of the Ministry

OFF-BALANCE SHEET COMMITMENTS

- A grant of €61,000,466 was received from the Netherlands Ministry of Foreign Affairs for the FGG project, running from 2021 till 2025. And from FCAM (with the Ministry of Foreign Affairs as back donor) a grant of €13,788,891 was received, also for 2021 till 2025.
- A commitment to rent the office in Amsterdam till January 2021 for €7,348 per month.
- Other commitments are for the lease of a printer, contracted until 30 June 2024, costing €1,802 per year and for the outsourcing of ICT services, contracted until 2025, costs €17,700 per year.

EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2020 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 received 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.

	2020	2019
Income from government subsidies		
Ministry of Foreign Affairs - DGIS - Strategic Partnerships	4,612,844	5,736,769
Income from lottery organisations		
Dutch Postcode Lottery	500,000	1,000,000
Income from affiliated non-profit organisations		
Joke Waller - Hunter Initiative Foundation	49,654	55,523
Income from other non-profit organisations		
DOB Ecology Foudation	1,853,678	2,183,151
Non disclosable pool of funds	752,568	355,251
Anton Jurgens Foundation	211,500	206,160
Wallace Global Fund	77,273	66,976
Sierra Foundation	56,000	-
KR Foundation	46,638	106,152
Stichting MamaCash	46,368	5,663
Eurodad	39,464	-
Stichting School van Z.M. Koning Willem III en H.M. Koningin		
Emma der Nederlanden	33,064	13,754
Turing Foundation	32,795	18,286
Hivos	31,780	40,027
RON	22,300	-
Sustainable Energy Sweden	21,139	20,612
Charles Stewart Mott Foundation	17,522	76,385
CNV International	14,979	18,700
Wageningen University	12,656	40,445
CARI	11,966	-
Bulb Foundation	7,613	-
Stichting Otterfonds	7,295	6,608
OSIFE	5,075	-
UNESCO-IHE	2,528	-
ViaWater	1,775	-
New Venture Fund	-	141,000
Greenpeace Netherlands	-	53,396
Royal Haskoning DHV	-	6,000
WWF Netherlands	-	50,000
Open Society Institute Foundation	-	38,211
Stichting DOEN	-	8,045
Delft University of Technology	-	873
University of Amsterdam	-	810
Total income from other non-profit organisations	3,305,974	3,456,505
TOTAL	8,468,472	10,248,797

EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2020 IN EURO

Expenses spent on objectives

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

Due to the corona pandemic less activities could be undertaken as was budgeted for. Therefore this budget was not fully used.

	2020		Goal 2020	2019	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio fundraising / total income raised	0.7%	1.5%	2.2%	0.5%	1.1%

Management and administration expenses

The amount of expenses allocated to management and administration is about 10% higher than budgeted.

	2020		Goal 2020	2019	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio M&A / total income raised	4.4%	9.6%	9.0%	3.7%	7.4%

ALLOCATION OF SUPPORT COSTS

		SPENT ON OBJECTIVES		FUNDRAISING EXPENSES	MANAGEMENT AND ADMINISTRATION	TOTAL EXPENSES 2020	BUDGET 2020	2019
		Alternatives	Lobby and Advocacy					
FGG Alliance Members	10,119,238							
Direct project costs	10,119,238	2,264,943	2,900,198	21,901	-	15,306,280	14,980,750	16,818,404
Support costs								
Communication expenses		9,548	23,934	2,035	15,324	50,841	50,000	32,013
Staff expenses		440,392	1,103,925	93,852	706,768	2,344,937	2,444,123	2,394,280
Accommodation expenses		24,956	62,558	5,318	40,051	132,884	162,000	125,475
Office and general expenses		30,310	75,977	6,459	48,643	161,390	273,250	167,843
Depreciation		2,054	5,149	438	3,297	10,937	17,133	6,733
Total support cost		507,260	1,271,543	108,103	814,083	2,700,988	2,946,506	2,726,344
TOTAL	10,119,238	2,772,203	4,171,741	130,003	814,083	18,007,268	17,927,256	19,544,748

ALLOCATION OF SUPPORT COSTS

SUPPORT COSTS

The total support are about the same as in 2019, but €245,000 lower than budgetted. This mostly due to lower than expected staff costs and office and general costs. See below for further explanations.

Staff expenses	2020	Budget 2020	2019
Salaries	1,574,941	1,621,967	1,590,328
Social security costs	389,145	431,156	427,059
Pension expenses	264,877	265,000	236,630
Reimbursement travel	14,808	29,000	28,670
Training and courses	13,558	35,000	51,085
Other	87,608	62,000	60,508
Total Staff expenses	2,344,937	2,444,123	2,394,280

The expenditures on salaries are about €100,000 below budget. The budgets for travel expenses and training were less used than foreseen, due to the Corona pandemic. Salary and social security costs were lower due to an unforeseen temporary reduction in FTEs. In Other about €25,000 was used for coaching of staff members and about €42,000 for insurance costs.

Accommodation expenses	2020	Budget 2020	2019
Rent	88,317	90,000	88,382
Gas, electricity	20,939	28,000	21,220
Other	23,628	44,000	15,873
Total Accomodation expenses	132,884	162,000	125,475

The expenses for Other costs were lower than budgetted. This is because the moving into a new office was postponed to 2021. In this post €10,500 was spent for a consultant that advices on the office moving trajectory.

Office and general expenses	2020	Budget 2020	2019
Office costs	11,267	31,000	21,226
ICT and telephone	87,408	56,000	51,936
Accounting costs	13,007	18,000	12,605
Auditor's fees	16,793	15,000	16,643
Consultancy fees	78	6,000	18,876
Travelling and hotel expenses	341	2,000	1,766
Subscriptions and memberships	7,458	13,000	2,219
Strategy meeting	-	-	21,556
Research & development	-	40,000	-
Other	25,039	92,250	21,016
Total Office and general expenses	161,390	273,250	167,843

The expenses were about the same as in 2019, but about €100,000 less than budgetted. The budgets for Office costs, Consultancy, Travel and Memberships & Networks were less used due to the corona pandemic. Research and Development did not take place at all due to the same reason. The expenses on ICT were much higher than budgetted. This due to extra investments needed because of the corona pandemic and because of more investments in the ICT environment than was originally budgetted for.

BALANCE SHEET PROJECT OVERVIEW

PROJECT / FUNDERS	BUDGET			
	Duration	Total budget	Invested through 2019	Budget for 2020 and further
"Dialogue and Dissent" Strategic Partnerships 2016-2020 Ministry of Foreign Affairs				
Fair, Green and Global Alliance	2016-2020	10,897,057	8,455,854	2,441,203
Global Alliance for Green and Gender Action	2016-2020	14,009,781	11,838,140	2,171,641
Wetlands without Borders DOB Ecology	2017-2020	2,996,648	2,135,098	861,550
Communities regreen the Sahel DOB Ecology	2017-2020	2,850,276	1,858,148	992,128
Support for Asian NGOs Non disclosable pool of funds	2016-2019	2,720,518	2,373,286	347,232
Support for Asian NGOs Non disclosable pool of funds	2020-2021	310,826	-	310,826
Support for Asian NGOs Non disclosable pool of funds	2021-	190,595	-	190,595
Towards resilient agriculture systems and biodiversity conservation: non-timber forest products for sustainable income Anton Jurgens Foundation	2018-2019	478,375	311,241	167,134
Climate Justice in the Green Climate Fund New Venture Fund	2019-2021	490,000	141,000	349,000
Young Environmental Leadership Joke Waller-Hunter Initiative Foundation	2007-	1,564,207	1,514,553	49,654
International Financial Institutions Program Charles Stewart Mott Foundation	2017-2020	258,565	241,043	17,522
Communications, Capacity and Community Development Greenpeace Netherlands	2019	57,984	53,396	4,588
ISOAPER Wageningen University (EU)	2015-2020	186,028	173,372	12,656
All Eyes on the Amazon Hivos	2017-2020	150,000	78,784	71,216
International Cooperation to Decarbonize Export Credit Agencies KR Foundation	2019-2021	135,000	36,160	98,840
Aligning European Pension Divestment and Finance SustainableEnergy	2018-2019	98,217	77,078	21,139
Duurzaam bosbeheer CNV International	2019-2020	44,800	18,700	44,800
Strengthening livelihoods Liberia Turing	2018-2019	67,000	18,286	48,714
Participation is Power: Ensuring Women's Access to climate Finance Wallace Global Fund	2017-2019	68,232	45,608	22,624
Koningschool School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	2004-2020	276,193	243,129	33,064
Eco-cultural restoration Stichting Otterfonds	2018-2019	73,500	68,500	5,000
Green Deal Voedselbossen Haskoning DHV (Green Deal Voedselbossen)	2019-2020	6,000	6,000	-
Dietel MamaCash	2019-2020	61,376	5,663	55,713
AfriAlliance UNESCO-IHE	2016-2020	70,969	16,777	54,192
Afriwater Alliance ViaWater	2016-2019	8,993	7,218	1,775
Implementation NA Kenya Stichting Otterfonds	2016-2019	30,000	6,906	23,094
Towards resilient agriculture systems and biodiversity conservation: Tea farmers Cameroon Stichting Otterfonds	2016-2019	29,272	26,947	2,325
Demanding climate action emergency from EU pension funds Wallace Global Fund	2019-2021	66,050	-	66,050
AVACLIM CARI	2020-2022	35,200	-	35,200
Strengthening the institutional, operational and representational capacity Eurodad	2020-2021	49,759	-	49,759
Advocate Export Credit Agencies to stop supporting fossil fuel related investments and promote long-term environmental sustainability and social equity • OSIFE	2020-2022	316,290	-	316,290
Duurzame Doorbraak Voedselbosbouw Voedselbosbouw Nederland	2020-2021	4,000	-	4,000
Green and Inclusive Rijksdienst voor Ondernemend Nederland	2020	25,000	-	25,000
Making ECA's climate proof Bulb foundation	2020-2021	83,222	-	83,222
Community Tiger conservation through forest rights implementation Sierra foundation	2020	60,763	-	60,763
WGF II advocacy divest invest Wallace Global	2020-2021	104,576	-	104,576
TOTAL		38,875,272	29,750,887	9,143,085

INVESTMENTS AND FINANCIAL COVER 2020								BALANCE SHEET SITUATION WITH FUNDERS As per 31-12-2020	
Staff & overhead	Direct project costs		Financial cover	Budget for coming years	Total budget	Total invested grants	Total Received	Pre financed by donor	To be received from donor
	Various project costs	Third party funds							
1,748,516	324,785	367,902	2,441,203	-	10,897,057	10,897,057	10,805,168	-	91,889
469,816	70,767	1,631,057	2,171,641	-	14,009,781	14,009,781	13,946,790	-	62,991
136,655	16,573	708,323	861,550	-	2,996,648	2,996,648	3,111,835	115,187	-
114,931	28,667	848,530	992,128	-	2,850,276	2,850,276	2,864,001	13,725	-
28,035	957	316,240	345,232	2,000	2,720,518	2,718,518	2,667,092	-	51,426
21,785	839	197,712	220,336	90,490	310,826	220,336	248,138	27,802	-
-	-	187,000	187,000	3,595	190,595	187,000	190,595	3,595	-
24,102	9,597	121,822	155,521	11,613	478,375	466,762	443,225	-	23,537
27,563	17	28,399	55,979	293,021	490,000	196,979	478,230	281,251	-
-	544	49,110	49,654	-	1,564,207	1,564,207	1,260,875	-	303,332
17,522	-	-	17,522	-	258,565	258,565	258,565	-	-
-	-	-	-	4,588	57,984	53,396	57,984	4,588	-
12,656	-	-	12,656	-	186,028	186,028	147,647	-	38,381
30,800	980	-	31,780	39,436	150,000	110,564	142,360	31,796	-
44,014	2,624	-	46,638	52,203	135,000	82,798	120,404	37,606	-
15,954	5,185	-	21,139	-	98,217	98,217	98,217	-	-
11,479	3,500	-	14,979	29,821	44,800	33,679	25,244	-	8,435
1,488	12,181	19,126	32,795	15,919	67,000	51,081	50,000	-	1,081
11,717	9,930	978	22,624	-	68,232	68,232	68,232	-	-
2,882	118	30,064	33,064	-	276,193	276,193	273,193	-	3,000
4,932	68	-	5,000	-	73,500	73,500	43,500	-	30,000
-	-	-	-	-	6,000	6,000	6,000	-	-
-	46,368	-	46,368	9,345	61,376	52,031	61,376	9,345	-
1,966	562	-	2,528	51,664	70,969	19,305	36,604	17,299	-
1,775	-	-	1,775	-	8,993	8,993	8,993	-	-
-	-	-	-	23,094	30,000	6,906	15,000	8,094	-
2,295	-	-	2,295	30	29,272	29,242	29,272	30	-
19,556	130	34,963	54,649	11,401	66,050	54,649	66,050	11,401	-
11,966	-	-	11,966	-	35,200	11,966	15,840	3,874	-
39,464	-	-	39,464	-	49,759	39,464	44,783	5,319	-
5,075	-	-	5,075	311,215	316,290	5,075	316,290	311,215	-
-	-	-	-	4,000	4,000	-	-	-	-
22,300	-	-	22,300	2,700	25,000	22,300	-	-	22,300
7,613	-	-	7,613	75,610	83,222	7,613	83,222	75,610	-
-	-	56,000	56,000	4,763	60,763	56,000	60,763	4,763	-
-	-	-	-	104,576	104,576	-	104,576	104,576	-
2,836,854	534,391	4,597,227	7,968,472	1,141,085	38,875,272	37,719,358	38,150,064	1,067,077	636,371

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 2020 was €89,000 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 2020
Part time percentage	95%
Former senior official	No
Notional employment relationship	No

Individual WNT-maximum (based on part-time percentage)	179,550
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Remuneration

Remuneration	89,198
Taxable expense allowances	-
Provision post-employment benefits	10,122
<i>Subtotal</i>	99,320
Undue payments	-
TOTAL REMUNERATION 2020	99,320

Data 2019

Period	1/1 – 31/12 2019
Part-time percentage	95%
Remuneration	86,695
Taxable expense allowances	-
Provision post-employment benefits	9,149
Total Remuneration 2019	95,844

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 €762 per year.

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

Board members

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

REMUNERATION OF NON SENIOR OFFICIALS

In addition to the above person there are no persons who in 2020 received a salary above the individual maximum WNT remuneration. There are no severance payments paid in 2020 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 29.6 FTE in 2020 (32.0 in 2019).

Because a number of staff left during 2020 and were only replaced after some time the average FTE of 2020 dropped in comparison with 2019.

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
- Non-Timber Forest Products – Exchange Programme (NTEP-EP)
- Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden
- IUCN Nederlands Comité (IUCN NL)
- Netherlands Water Partnership
- Counter Balance
- Forest Peoples Program
- Roundtable on Sustainable Palm Oil (RSPO)
- Het Groene Bureau B.V. (a.k.a. Groene Generatie)

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' transactions with these organisations amounted to:

	2020		2019	
	Grants received	Grants provided	Grants received	Grants provided
• CASA Socio-Environmental Fund	-	6,000	-	396,660
• Joke Waller-Hunter Initiative Foundation	49,654	-	55,523	-
• MVO Platform	-	-	-	5,000
• Non-Timber Forest Products - Exchange Programme (NTEP-EP)	-	3,000	-	262,000
• Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	39,249	-	18,700	-
• IUCN Nederlands Comité (IUCN NL)	-	412	-	-
• Netherlands Water Partnership	-	1,500	-	-
• Counter Balance	-	1,000	-	-
• Forest Peoples Program	-	19,500	-	-
• Roundtable on Sustainable Palm Oil (RSPO)	-	2,000	-	-
• Het Groene Bureau B.V. (a.k.a. Groene Generatie)	-	33,767	-	-

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

AS PER 31 DECEMBER 2020 IN EURO

	2020	2019
ASSETS		
Tangible fixed assets	33,787	8,165
Financial fixed assets	1,136,304	1,115,300
Receivables		
Receivable Dutch Postcode Lottery	500,000	500,000
Receivable project contributions	307,582	809,613
Debtors and other receivables	43,250	33,441
Liquid means	4,196,139	3,099,022
TOTAL ASSETS	<u>6,217,062</u>	<u>5,565,540</u>
LIABILITIES		
Reserves and funds		
Continuity reserve Both ENDS	765,734	620,794
Designated reserve Both ENDS	1,366,477	950,000
General reserve JHWi	835,544	886,897
Short-term debts		
Project funds to be invested	1,067,077	1,582,868
Creditors	109,322	37,087
Staff expenses due	133,116	134,437
Accruals and deferred income	1,939,793	1,353,458
TOTAL LIABILITIES	<u>6,217,062</u>	<u>5,565,540</u>

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2020 IN EURO

	2020	Budget 2020	2019
INCOME			
Income from Individuals	4,174	5,000	4,399
Income from government subsidies			
• Ministry of Foreign Affairs-DGIS Income for FG G Alliance members	10,119,238	9,750,000	10,369,822
• Ministry of Foreign Affairs-DGIS	4,612,844	5,195,750	5,736,769
Income from lottery organisations	500,000	500,000	1,000,000
Income from other non-profit organisations	3,305,974	2,463,750	3,456,505
Other revenue	22,757	-	-
TOTAL INCOME	18,564,987	17,914,500	20,567,495
EXPENSES			
FG G Alliance members	10,119,238	9,750,000	10,369,822
Alternatives	2,772,203	2,686,665	3,262,083
Lobby and Advocacy	4,171,741	4,574,591	5,047,716
Total spent on objectives	6,943,944	7,261,256	8,309,799
Fundraising expenses	130,003	177,000	109,198
Management and administration expenses	814,083	739,000	755,929
TOTAL EXPENSES	18,007,268	17,927,256	19,544,748
Balance of financial income and expenses	557,719	-12,756	1,022,747
Financial income	-23,198	-15,000	52,211
SURPLUS	534,521	-27,756	1,074,958
Appropriate of:			
Continuity reserve Both ENDS	144,940		105,534
Designated reserve Both ENDS	416,477		950,000
General reserve Joke Waller-Hunter Initiative	-26,897		19,424

EXPLANATORY NOTES ON THE CONSOLIDATED ANNUAL ACCOUNTS

AS PER 31 DECEMBER 2020 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 2020:

	Purchase value	Total unrealised investment result	Value as per 31 December 2020
Equity	213,699	75,601	289,300
Bonds	829,232	17,772	847,004
Total	1,042,931	93,373	1,136,304
Received dividend			13,485
Exchange rate results			-12,303
Stock price results			43,125
Interest			-5,242
Expenses investments			-16,306
Total realised investment result			22,759

ANNUAL REPORT JOKE WALLER - HUNTER INITIATIVE FOUNDATION

BALANCE SHEET

AS PER 31 DECEMBER 2020 IN EURO

	2020	2019
ASSETS		
Receivables		
Debtors and other receivables	-	4
Financial fixed assets	1,136,304	1,115,300
Liquid means	28,029	26,272
TOTAL ASSETS	<u>1,164,333</u>	<u>1,141,576</u>
LIABILITIES		
Reserves and funds		
General reserve	835,544	886,897
Short-term debts		
Accruals and deferred income	328,789	254,679
TOTAL LIABILITIES	<u>1,164,333</u>	<u>1,141,576</u>
 Statement of Revenue and Expenditure		
	2020	2019
REVENUE		
Interest and dividend		
Unrealised investment result	3,840	13,561
Investment expenses	35,223	72,930
Donaties	-16,306	-13,036
TOTAL REVENUE	<u>22,757</u>	<u>73,454</u>
EXPENSES		
Expenses on objectives		
Young Environmental Leadership	49,654	54,030
RESULT	<u>-26,897</u>	<u>19,424</u>
Appropriate of General reserve	-26,897	19,424

	2021
REVENUE	
Income Individuals	2,000
Income from Government subsidies	
Ministry of Foreign Affairs-DGIS Income for FGG Alliance members	10,089,582
Ministry of Foreign Affairs-DGIS	4,743,946
Income lottery organisations	500,000
Income from affiliated non-profit organisations	50,000
Income from other non-profit organisations	2,518,250
Other income	
TOTAL REVENUE	17,903, 779
EXPENSES	
FGG Alliance members	10,089,582
Alternatives	2,441,121
Lobby and Advocay	4,541,290
Total spent on objectives	6,982,411
Fundraising expenses	139,404
Management and administration expenses	826,476
TOTAL EXPENSES	18,037,874
Balance of financial income and expenses	-134,095
Financial income	-25,000
SURPLUS	-159,095

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 2020 included in the annual report

Our opinion

We have audited the financial statements 2020 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 2020 and of its result for 2020 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 2020;
2. statement of income and expenditure for 2020; 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.

Oranje Nassaulaan 1
1075 AH Amsterdam
Postbus 53028
1007 RA Amsterdam

Telefoon 020 571 23 45
E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374865

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 dissolve 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, 15 July 2021

Dubois & Co. Registeraccountants

Signed on original by:
A.P. Buteijn RA



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Both ENDS Foundation

Nobelstraat 4
3512 EN Utrecht
The Netherlands
Telephone +31 85 06 05 058
E-mail info@bothends.org
Web www.bothends.org

Joke Waller-Hunter Initiative Foundation

Nobelstraat 4
3512 EN Utrecht
The Netherlands
Telephone +31 85 06 05 058
E-mail jwh@bothends.org
Web www.bothends.org