

TREATIES
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COUNTRIES



 **Both ENDS**
Connecting people for change

ANNUAL REPORT 2013



WHAT
PROTECT
SPRINGS
FROM THE
earth



COVER
FOR WHAT?



This annual report presents an account of Both ENDS' work in 2013, done in collaboration with a large number of civil society organisations (CSOs) from developing countries, the Netherlands and elsewhere. These CSOs serve a wide range of constituencies and it is only through partnership with them that we are able to pursue our mission. We feel privileged to share their agenda and to join forces with the people in these organisations.

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COMMITTING TO CHANGE, THERE AND HERE

OVER THE PAST YEAR, WE HAVE ON A NUMBER OF LEVELS MORE THAN LIVED UP TO OUR NAME: BOTH ENDS. ON ONE END OF THE SPECTRUM, WE SUPPORTED NUMEROUS LOCAL GROUPS IN THE SOUTH IN THEIR STRUGGLE AGAINST ENVIRONMENTAL DEGRADATION, DROUGHT, FOOD SCARCITY AND VIOLATIONS OF THEIR RIGHTS. WE BROUGHT THEM INTO CONTACT WITH OTHER ORGANISATIONS, NATIONAL GOVERNMENTS AND INTERNATIONAL GOVERNING BODIES AS WELL AS WITH EXPERTS AND SCIENTISTS. ON THE OTHER END, WE REMINDED POLICYMAKERS AND INVESTORS IN THE NORTH OF THEIR RESPONSIBILITY TO IMPROVE THEIR POLICIES AND PRACTICES. WE SHOWED THE DAMAGE INFLICTED BY THE TRADE POLICIES OF WEALTHY NATIONS – AND INCREASINGLY OF EMERGING ECONOMIES – ON LARGE GROUPS OF PEOPLE IN DEVELOPING COUNTRIES. AT THE SAME TIME, WE DEMONSTRATED HOW THINGS CAN BE DONE DIFFERENTLY AND WHERE THAT IS ALREADY HAPPENING.

We launched our new concept “Rich Forests”, which links up businesses that want to invest in sustainable production with initiatives in the area of forest management. At the board meetings of the UN’s Green Climate Fund we, together with organisations from Argentina, Indonesia, Ghana and the Philippines, argued for the direct financing of local communities that are struggling hard to deal with the effects of climate change. We have also expanded the implementation of the ‘Negotiated Approach’ together with organisations in East and West Africa. This approach, which we developed together with various Asian and Latin American organisations, promotes participatory water management.



COMMITTING TO CHANGE, THERE AND HERE

Thanks to an exchange visit with the Chinese organisation Green Watershed we have greatly increased our knowledge of China's financial sector and the role it plays in the region. This collaboration has supported our efforts to closely monitor Chinese banks. We continue to urge them to both be transparent about and comply with their own regulations, just as we have been doing for years with other financial institutions such as the World Bank and the Asian, African and European development banks.

Closer to home, in 2013, we focused on the policies of Dutch actors such as FMO, Atradius DSB and the ABP pension fund. We demonstrated that the policies of these institutions have serious repercussions for local

communities in, for example, Brazil, Panama and India and denounced a number of concrete abuses. That these issues are also topical in the Netherlands is evident from the fact that we managed to raise a considerable amount of media attention about this. Our experience over a period of many years in monitoring trade and investments became extra topical with the introduction of the new Dutch Trade & Aid Policy. Together with other members of the Fair, Green and Global Alliance we continue to bring up and publicise the reality of our partners in order to inspire the government to really start seeking a balance between trade and aid. Clearly, without strong local governance and without respect for human rights and the environment, trade can never hope to contribute to sustainable poverty reduction.



FLEXIBLE AND PROFESSIONAL

Both ENDS sees solutions and opportunities and is capable of quickly adjusting in a society that has become increasingly business-oriented. The professionalisation process, which the organisation initiated in 2012, was completed when it received ISO certification. Our ISO system reflects our results-oriented work strategy, which allows staff members to develop a high level of autonomy. Both ENDS stays on course by utilising 'results indicators', which are part of the ISO certified quality system. Moreover, we have also taken great steps towards the development of new strategic partnerships, fundraising strategies and communication.

COMMUNICATIONS

Important steps have thus been taken, but Both ENDS needs to become even more visible in the Netherlands. Now that in political and public debates the role of our country's financial policy is increasingly acknowledged, and the importance emphasised of making value chains more sustainable given the limits of our planet, Both ENDS should seize the opportunity and start contributing more to the public debate. We have further professionalised our external communications. Our colleagues have been given the task to make the organisation more visible in the Netherlands and, at the same time, to spotlight the realities and achievements of our Southern network. That is why we have opted for telling clear, evocative and personal stories that are directly related to current Dutch discussions on trade, taxation and sustainable development.



COMMITTING TO CHANGE, THERE AND HERE

Our goal is to make sure the efforts of our entire worldwide network receive the attention they deserve from decision makers in governments, businesses, pension funds, major donors and a broader public committed to sustainable and fair development. To contribute to this goal, our website has become better organised, more accessible and more interesting to visit thanks to the use of videos and other visual material.

LOOKING AHEAD

Organisations like Both ENDS are among the few international stakeholders that genuinely care about the social and environmental issues that threaten the livelihoods of local people living in remote areas. These

people, who are easily ignored and forgotten by the rest of the world, feel the effects of our trade policies and are consistently thwarted in their struggle for access to land, water and natural resources. They put up a constant fight to quench the global thirst for profit and growth. For our partners and us this is all the more reason to continue to support these forgotten peoples in their struggle for survival. All that we achieved in 2013 would have been impossible without the enormous dedication of our staff. They work tirelessly, even as it grows increasingly difficult to find funders and partners for the kind of work that Both ENDS engages in, to support local communities and their initiatives for a better future.

Daniëlle Hirsch, Director Both ENDS



THE BOARD'S REVIEW AND PREVIEW

WHAT 2013 HAS BROUGHT US

IN 2013, THE BOARD FOCUSED ON THREE CHALLENGES: SECURING A STRONG FINANCIAL FOUNDATION FOR THE ORGANISATION; INVESTIGATING AND ESTABLISHING VARIOUS STRATEGIC PARTNERSHIPS WITH RESEARCH INSTITUTES, EUROPEAN NGOS AND COMPANIES; AND FURTHER DEVELOPING EXTERNAL COMMUNICATIONS.

The impact of the financial crisis is felt across society and also has its effects on civil society organisations (CSOs). Research reveals that, despite the growth of private funds, there is ever less funding available for organisations that engage with the themes that reflect the mission of Both ENDS and many of our Southern partners. Apparently, many funders consider these issues either too abstract or too political. Issues such as international trade and investment, the development

of local, sustainable alternatives and the support for local organisations in their struggle to gain or maintain control of their own lives, seem to get less and less attention from the international development community. This is why it is encouraging that the Dutch Minister for Foreign Trade and Development Cooperation has placed these issues at the heart of her policies.

The financial results for 2013 were negative and thus the organisation's total assets decreased. Both the board and the management realise that Both ENDS has a budget that is simply too tight for its size and that therefore the organisation needs to both increase its financial reserves and broaden its mix of financial resources. Thus, in 2013, Both ENDS, with the board's help, fully deployed its new fundraising strategies. It is essential that the newly acquired contacts with



THE BOARD'S REVIEW AND PREVIEW

various funders will lead to actual increases in funding. As external communications plays a crucial role in the strengthening of the organisation, especially in the area of fundraising, communications will be increasingly anchored and integrated into the daily work of all staff members in 2014.

SUPPORTING THE PARTNERS

In 2013, the proportion of Both ENDS' total budget that was spent on goals increased, just as it did in 2012. In 2013, 87% of the organisation's assets was spent on its goals; the remaining 13% was used for internal expenses and overhead such as office rent, salaries, IT and communications. More than €2.6 million was thereby spent on the organisation's partners, which was about €1 million more than the previous year. Our partners used the resources for a broad variety of purposes. In Brazil, a platform was established to give the local

people in Suape (Recife) a voice against harbour expansion efforts that threaten their livelihood. In Indonesia, Both ENDS saw to it that a link was established between the local Heineken brewery and local organisations to ensure that beer production will become more sustainable. In Latin America, a soy observatory was formed to collect information from all of the soy-producing countries and ensure the proper monitoring of developments. In Central Asia, numerous small-scale organisations were trained in how to best tell their stories beyond their country's own borders, in order to gain more support for their cause. In Panama, indigenous groups were supported in their struggles against the construction of a dam that was in part financed by the Dutch development bank, FMO. Local groups from 12 Brazilian cities where the soccer World Championship is taking place in the summer of 2014, received a small grant to enable them to reveal the negative consequences they are experiencing from the event.



The above-mentioned examples represent only a small selection of all of the impressive work that our partners have been able to do with support from Both ENDS. However, the organisation must now take a significant step forward to ensure that these efforts can be continued. The board thus supports the organisation in its efforts to introduce itself to and liaise with private donors and knowledge institutes. In addition, the board is searching for ways to establish more strategic partnerships with the private sector. In 2013, Both ENDS hired a Public Relations Officer in an effort to actively acquire a higher profile among both US and European donors. Thus, new relations were established and several funders showed interest in the themes that Both ENDS works on. This effort was made possible because of a one-off donation from the Nationale Postcode Loterij (Dutch Postcode Lottery). Moreover, Both ENDS

continued to expand its network of strategic partners in the Netherlands, Europe and the US, including civil society organisations and research institutes.

2014 AND AHEAD

An important element in the strategy to further strengthen Both ENDS' global network is the international Advisory Council that will be established in 2014. It will consist of a number of leading people from the environmental movement and the scientific, political and business worlds, and will support Both ENDS in its efforts to promote its name and expand its network among private donors and other audiences. Council members will offer their expertise relevant to the organisation's activities and act as advisors.



THE BOARD'S REVIEW AND PREVIEW

At the same time, we need to also look a little further into the future to determine where Both ENDS wants to go after 2015. In 2014 the board, along with the entire Both ENDS organisation and with the input of a number of its partners, will come up with a strategy for the coming years. 2014 is also the year in which we will evaluate which partnerships in the Netherlands will still be feasible after 2015 and what kind of new significant coalitions can possibly be formed.

In 2014, Both ENDS expects to reap the benefits of the promising new contacts it established in 2013, in the form of new funding possibilities as well innovative partnerships. An intense level of cooperation with civil society organisations, research and knowledge institutes in the South will follow, as well as in Europe and the US. To that end, the organisation is already part of a strong, global network. Both ENDS shall, in 2014, also focus on the acquisition of new funds from various EU programs with both established and new partners, and the building of strategic partnerships with the Ministry of Foreign Affairs.

Lara van Druten, Chair of the board



WHY DO WE DO WHAT WE DO?

People all over the world are becoming increasingly aware of the fact that we are approaching the limits of our earth's ecosystem. They realise that this development is a major cause of poverty and threatens to leave millions of people powerless in the face of various global crises, not least climate change. Despite this awareness and despite the actions already taken to reduce the harm that our current economic production and consumption systems cause, a sustainable world remains, alas, a distant reality.

Many people in many countries have united in an effort to turn the tide and improve their lives. Civil society organisations such as farmers' associations, women's organisations and trade unions are engaged in developing sustainable solutions to cope with the effects of climate change, land and ecosystem degradation. Because Both ENDS believes that many small steps in the right direction will eventually lead to a truly fair and green world, we support these local, sustainable initiatives in various ways and from a variety of angles.

Our activities and efforts focus on sustainable water management, land use and capital flows because these form the pillars for global sustainable production and fair and green economies. The income that rural communities earn often comes from the land they work on, the forests they live in and the water they use for fishing and irrigation. Their access to, and control over, their land and water resources determine their quality of life. Access to these resources is currently seriously threatened by various international capital flows. Examples include investments in large infrastructure projects, large-scale agriculture or mining projects, as well as the enactment of particular financial policies and trade agreements. We help local communities to pursue their own ideas, priorities and proposals in negotiations with local authorities. Meanwhile, on the international level, we continue to challenge the rules and regulations that threaten to impede their implementation.

HOW DO WE DO WHAT WE DO?

● We support local initiatives, for instance, by assisting in the gathering of necessary information and supporting fundraising efforts. We also develop and extend strategic networks and launch joint initiatives and projects.

● We engage in joint efforts to replicate successful initiatives in other areas, reaching out to individual experts, organisations, institutions and companies that are interested in increasing the positive impact of these initiatives.

● We identify and propose policies that promote sustainable development, which are linked to our partners' agendas and ensure their implementation and effective application.



● We provide Southern civil society with a platform to engage with policymakers in the Netherlands, Europe and globally.

● We challenge the rules and regulations that institutionalise non-sustainable development and inequities.



INFORMATION ABOUT THE BOARD

The Both ENDS board monitors financial matters and the administration and implementation of the organisation's work and offers guidance where necessary: new budgets, policy frameworks, annual plans and strategy plans are all first approved by the board. Meanwhile, the board also critically scrutinises the organisation's work methods. The board does this by observing and sharing opportunities, trends and networks from outside the organisation in order to increase the organisation's effectiveness. The board regularly evaluates its own activities and adjusts them where necessary.

In 2009, Both ENDS redefined the general profile of its board. It was decided that the board should consist of six to eight people, half of them men and half of them women. However, this goal has not been very easy to realise: the board currently consists of three women and two men. At least one member must have relevant work experience in developing countries and at least two members must have worked in the area of sustainable development. Moreover, the board must have one member each from the following sectors: academia, the business world, (new) media, the government and someone with political connections. Unfortunately, the current board does not have a member from the government.

ABOUT BOTH ENDS

Board members must display an affinity for development cooperation and sustainable development, must be analytical and results-oriented, and be able to be involved with the organisation from a distance as well as bring in a relevant network that can be utilised by Both ENDS. There are additional criteria for the chair and treasurer, which are firmly established in the statutes. When there is a vacancy for a position on the board, Both ENDS' management together with the board will draw up a list of possible candidates, from which they will eventually choose one.

The board members do not receive any remuneration for serving on the board. Their advisory expertise on initiatives, legal questions, accounting, management and other strategic issues strengthens the organisation's foundation. The board meets four times a year and receives all of the relevant information on the organisation's financial status, how the tasks are being executed and any other developments in the 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.

The board also appoints the organisation's Director, who, in turn, is responsible for the appointment of the team leaders. The board reviews and evaluates the Director's accomplishments and conducts an appraisal interview with him or her at least once a year.

The board of the Both ENDS Foundation consists of the same members as the board of the Joke Waller-Hunter Initiative. These joint foundations together publish a consolidated annual account.

BACKGROUND OF THE BOTH ENDS BOARD

● **Lara van Druten** has been the board's Chair since 2010. She is a senior executive with a substantial track record in sustainability, innovation and change management in both the private and public sectors. She is currently the managing partner of a new clean-tech, social venture called The Waste Transformers. Van Druten previously served as the Operational Division Director of the French multinational Altran, where she led the company's sustainability business practices. Her projects have received numerous awards and she was a nominee for Innovator of the Year by the Dutch government.

● **Ruud Schuurs**, board secretary since 2010, is an independent advisor on corporate responsibility and sustainability. He works with organisations that create conditions that allow people to strive toward increased sustainable development themselves. He focuses on strategy, organisation and leadership development. Schuurs worked as a CSR manager for Nuon and together with his team developed an innovative policy that focused on sustainability within the organisational structure. In 2008, he opted for a career as an independent advisor with the motto “Adviseur in Beweging” (Advisor on the Move).

● **Juultje van der Wijk**, board treasurer since 2013, is an economist who entered the banking sector in the mid -1990s after having worked for several years for the Dutch government in the area of development cooperation in Central America. She is currently the Global Head Transaction Services Sales at ING Commercial Banking. Prior to this, she worked in commodity finance and mining finance, often in the emerging markets area. She has always been involved in the process of approving corporate or project financing requests.

● **Ton Dietz** has been a board member since 2010. He is the Director of the African Studies Centre and Professor on African Development at Leiden University. He is also a visiting professor at the department of Geography, Planology and International Development Studies at the University of Amsterdam. In the past, Dietz has served on numerous boards including the NWO-WOTRO (Science for Global Development) and the CoCooN (Conflict and Cooperation over Natural Resources) program at the NWO (Netherlands Organisation for Scientific Research) for many years. He was also one of the initiators of DPRN (Development Policy Review Network), the Worldconnectors and The Broker.

● **Jacqueline Duerinck** has been a board member since 2010. She has built a career as a communications advisor for Rabobank, among others. Her areas of expertise are business communications, brand positioning, internal and online communications, and project management. She is currently employed as a freelance communications advisor on large, long-term assignments for various clients. Duerinck also serves in several advisory functions such as “Internet and social media” advisor at Women on Wings and the Members Council at the Rabobank Utrecht.

ABOUT BOTH ENDS

STAFF AND HUMAN RESOURCES

Since Both ENDS is a professional organisation with experienced and skilled employees, we pay particular 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 goals we established in our Strategy2015.

At the beginning of each year, the employees and their team leaders come up with a work plan to define the organisation's expectations as well as personal development objectives for the coming year. The management team evaluates these work plans and ensures that they are in line with Both ENDS' strategy. There are several moments each year when employees and management review recent outcomes. If necessary, they adjust their plans so that employees can work more efficiently and to the best of their abilities.

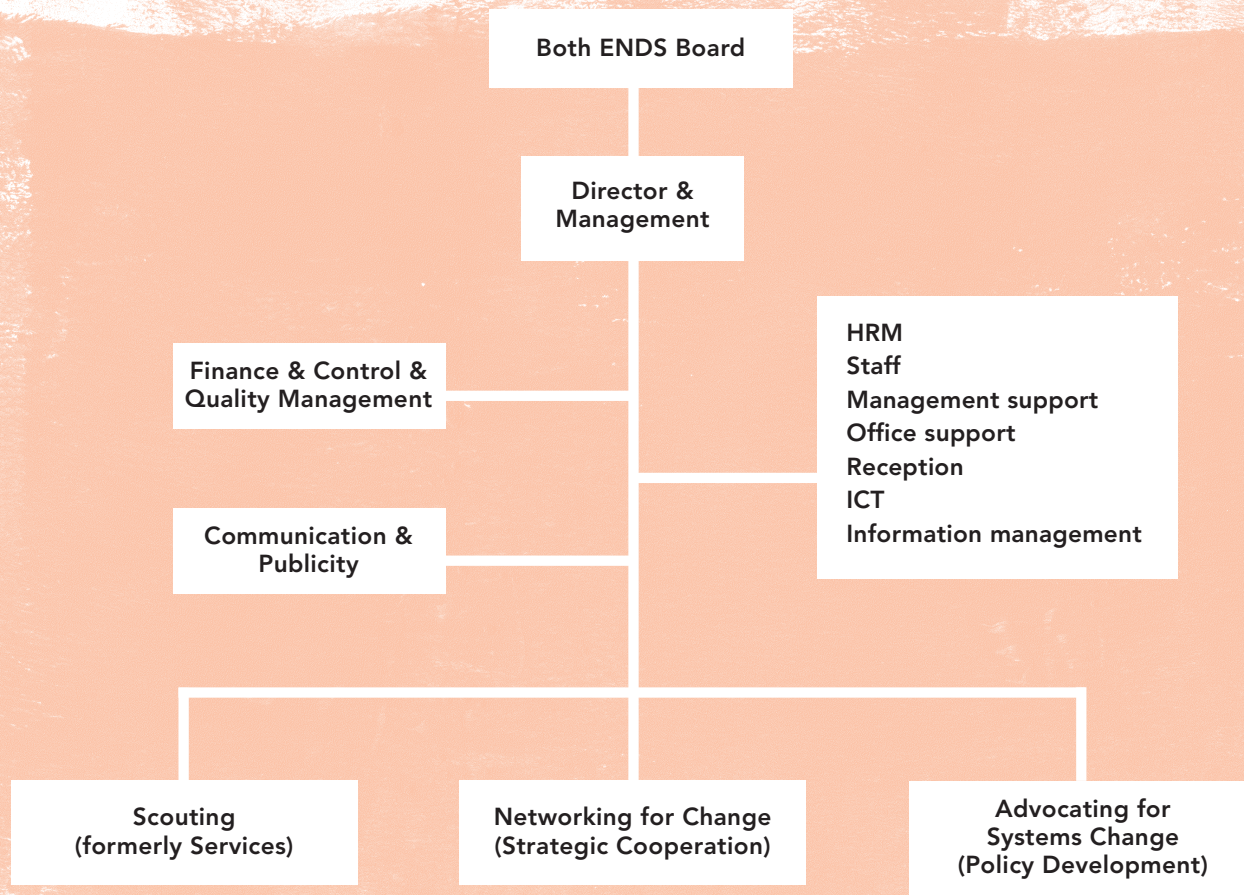
VOLUNTEERS AND INTERNS

In addition to our employees, a number of Both ENDS' staff members work via Dienst Werk en Inkomen (DWI), formerly known as Pantar. New colleagues receive an extensive introduction to Both ENDS. The progress and development of staff members that come to Both ENDS via DWI are reviewed according to DWI protocols. Both ENDS also works with volunteers and interns. Prior to their employment, these interns and volunteers sign an agreement with Both ENDS that establishes the results that can be expected of them during their term of employment. Each of them is matched

to the most suitable colleague at Both ENDS to handle his or her coaching. We have had a great deal of success coaching trainees and volunteers over the years. Many of them have subsequently found employment within the international development sector, in academia or with the government.



BOTH ENDS ORGANISATIONAL CHART 2013



ABOUT BOTH ENDS

BOTH ENDS BOARD

Lara van Druten, Chair • Ton Dietz • Jacqueline Duerinck • Ruud Schuurs, Secretary • Juultje van der Wijk, Treasurer

BOTH ENDS MANAGEMENT

Daniëlle Hirsch, Director • Paul Wolvekamp, Deputy Director • Anneroos Goudsmit • Tamara Mohr • Lieke Mur

BOTH ENDS STAFF

Steven Baitali • Sanderijn van Beek • Ruud van den Bercken • Djanak Bindesrisingh • Thirza Bronner (as of June 2013) • Cindy Coltman (as of April 2013) • Tineke Cordesius • Izabella Dias • Mehmet Doganc (as of September 2013) • Annelieke Douma • Anouk Franck • Nathalie van Haren • Masja Helmer • Maaïke Hendriks • Martien Hoogland • Burghard Ilge • Pieter Jansen • Remi Kempers • Huub Kistermann • Gijsbert Koeter • Marianne van Meer • Christa Nooy • Roos Nijpels (as of March 2013) • Madhu Ramnath • Lieke Ruijschoot • Huub Scheele • Eva Schmitz • Tobias Schmitz (until April 2013) • André van der Vlugt • Desirée Vonk • Marie José van der Werff ten Bosch • Leonie Wezendonk • Wiert Wiertsema • Karen Witsenburg

COMPLAINTS MECHANISM

THE RELATIONSHIPS THAT BOTH ENDS DEVELOPS WITH OTHER PARTIES SUCH AS PARTNERS AND DONORS ARE VERY IMPORTANT TO US AND WE STRIVE TO TREAT OUR CONTACTS WITH THE UTMOST COURTESY AND RESPECT. WE VALUE THEIR CRITICISM, COMMENTS AND SUGGESTIONS. COMPLAINTS ARE FORWARDED DIRECTLY TO THE COMPLAINT COORDINATOR-HR MANAGER. THE MANAGEMENT DECIDES HOW THE COMPLAINT WILL BE HANDLED AND INFORMS COMPLAINANTS IN WRITING OF THE INQUIRY'S RESULTS, DECISIONS TAKEN AND ANY CONCLUSIONS MADE. IF AFTER THIS PROCESS THE COMPLAINANT IS STILL NOT SATISFIED, HE OR SHE CAN REPORT THIS TO THE INDEPENDENT REVIEW COMMITTEE, WHICH IS COMPOSED OF VARIOUS CIVIL SOCIETY ORGANISATIONS WORKING IN THE FIELD OF NATURE, THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT.



In 2013, Both ENDS received two complaints, which were handled according to protocol. In the first case, Both ENDS was accused of supporting an organisation that employed a co-worker who was engaged in corrupt and criminal activities. Both ENDS did indeed support this organisation, ELAC, and knew the accused co-worker well. ELAC supports the rights of local peoples by informing them about how they can resist illegal logging practices. The complainant is himself a logger and appeared to have a conflict with ELAC because the organisation had limited his logging opportunities. Research showed that there was no evidence of illegal activities. Ultimately, Both ENDS informed the complainant within the prescribed response time that it did not feel responsible for any damages demanded because Both ENDS's funding (€5,000 in total) had been provided to another branch of ELAC.

In the other case, Samata, an Indian partner organisation of Both ENDS, was accused of fraudulent trade practices. As evidence, the complainant, another Indian NGO, presented a statement by an accountant who was supposedly involved in a Samata project that had been completed and had been financed by the TATA Welfare Trust.

ABOUT BOTH ENDS

Both ENDS had not been involved with this particular project. The accountant's own statement revealed that the administration of the project was somewhat chaotic, but ultimately there was no evidence of fraudulent practices, nor had the accountant mentioned such wrongdoings. Nonetheless, Both ENDS used the standard complaint procedure and fully investigated the complaint. Moreover, Both ENDS also decided to invest in the counselling of Samata on its financial practices.

SOCIALLY RESPONSIBLE BUSINESS

Both ENDS takes corporate social responsibility very seriously and strives to be as sustainable as possible. All our employees must be able to perform their tasks without harming the environment, and the organisation does the maximum it can reasonably do to accomplish this. Both ENDS is a co-signer of the "Code of conduct of civil society organisations concerning nature, environment and sustainable development", which is, in part, reflected in the following measures:

- In October 2008, we installed solar panels on the roof of our office, which now generate some of our own electricity. We use externally supplied renewable

energy for our other electricity needs. We use energy-saving light bulbs and staff tries to use as little electricity and water as possible.

- Paper, glass and ink cartridges are collected separately for recycling. In 2014, we will also start separating plastic.
- We copy and print everything two-sided and on recycled paper.
- Our cleaning products are eco-friendly and have an eco-label. Our new, ISO 14001-certified cleaning company uses the same products.
- Our daily lunch is completely organic and vegetarian.
- Over half of our employees cycle to work. The others use public transport. The organisation also offers options to periodically work from home.
- The nature of our work requires travel, including air travel. Whenever possible, we try to use conference calls and other ways of communication to avoid unnecessary travel.
- We strive for a high level of diversity among our staff, which has resulted in a good balance of ages, nationalities and the sexes. There are also a fair number of people with minor disabilities who work for Both ENDS.

THANK YOU!



Both ENDS and our partners benefit from the generous financial support offered by our financiers for which we express our great appreciation.

We would also like to thank:

Paul Arlman • Irene Dankelman • Douwe Jan Joustra
• Kirkman Company • Sjef Langeveld • Jolanda Marks
Psychotherapie & Coaching Amsterdam • Raet • Frits
Schlingemann • Techsoup

Our volunteers and interns in 2013:

David Aparici Plaza • Daniel Beizsley • Hannah van der Bles
• Yu Chen • Paul Gravemaker • Anne van Groningen • Roos
Haasnoot • Jeroen van der Heijden • Steyn Hoogakker •
Tara van Kraalingen • Peter Mandera • Jose Marchena •
Willemijn Rooijmans • Jaap Roorda • Marije Rosing • Nynke
Schaap • Lauren Schmeisser • Wytse Sonnema • Mark Xavier
• Louise Wijsman • Rhys Williams • Roy Winter • Emile
Yesodharan • Peter Zomer

And finally we wish to express our gratitude to the members of the board for dedicating their time and expertise to support Both ENDS and help advance its mission.



RICH FORESTS

A forest is much more than just a collection of trees: it is a unique world of plants, animals and microorganisms that maintains its own delicate balance. Forests are crucial to the livelihoods of 1.2 billion people in developing countries. Forests are where they pick fruits, nuts and berries, harvest honey and resin, gather herbs used as medicine, find construction materials for their houses and collect firewood. Local communities across the world have been doing this for centuries, but their livelihoods are increasingly threatened by large-scale industries, agricultural and infrastructural projects that are encroaching upon their lands. Large tracks of forest land have already disappeared. This is not only disastrous for the world's

biodiversity and climate, but also for local communities who are rapidly losing their essential resources and means of living.

RESTORATION OF DEGRADED LAND

But what if degraded land could be restored to its original state? Even better, what if the restored forests would be designed in such a way that not only animals and plants feel at home, but also local people can create sustainable livelihoods through the use and sale of forest products? Since the 1980s, our partners in various places around the world have shown that this is feasible. They created food forests, in which crops that do well in a particular forest are cultivated in between the trees, yielding products that can be sold such as bananas, papayas, coffee beans, tea leaves, herbs, spices and rattan.

START-UP CAPITAL

Transforming monocultures into diverse forests takes time and costs money. Even though people can immediately start earning some money by cultivating annual crops, the perennial crops take a number of years before their yield turns a profit. Thus, just like with any other enterprise, start-up capital (for investments in seeds, nurseries and natural compost) is needed. In May 2013, we launched our 'Rich Forests' initiative in order to draw the attention of international investors and businesses to the successes and potential of food forests. This initiative is an alliance of Both ENDS and two international networks. Since the 1980s, the organisations that are part of these networks have been successful in transforming degraded lands into productive food forests (Analog Forestry) as well as in sustainably

cultivating and harvesting non-timber forest products (NTFPs). Our objective is to help local producers improve the production and marketing of forest products and to link them to social entrepreneurs and investors.

SOLID FOUNDATION

In 2013, Rich Forests laid a strong foundation for its future activities. We published the book 'Rich Forests: *The future of forested landscapes and their communities*' and produced a short informative film on Analog Forestry. Both were well received and used also by stakeholders outside Both ENDS, such as by the Round Table on Sustainable Palm Oil. Additionally, Rich Forests welcomed volunteers, developed a website and in May 2013 organised a meeting with experts and businesses to

introduce them to our initiative. We approached social (donor) organisations, universities, private funders, banks and other agencies both in the Netherlands and abroad to bring Rich Forests to their attention. In 2014, Rich Forests will continue to expand and strengthen its network. We will also publish a second book that presents case studies of on-going projects and successful examples of how people make a living in the forest while maintaining or restoring its biodiversity. Based on this year's activities and achievements, in 2014 Rich Forests will pursue its mission of 'Matchmaking for Green Ventures', which entails linking entrepreneurs and investors to viable initiatives in food forests and non-timber forest products.



Kabir Dickinson, project officer International Analog Forestry Network (IAFN)

“Being part of Rich Forests for us means that we can reach new potential for the restoration of the earth’s life support systems. Through Rich Forests, producers who restore and manage forests can reach value-added markets and be part of a vibrant global community of analog forestry practitioners who are taking part in the restoration of forest ecosystems. By connecting sustainable forest enterprises around the world, Rich Forests plays a vital role in ensuring that their important work can continue and prosper.”

NAME OF PROJECT: Rich Forests **FINANCED BY:** Cordaid **PROJECT PARTNERS / NETWORKS:** IAFN (International), NTFP-EP (Phillipines) **DUTCH PROJECT PARTNERS:** Sustainville, Landgoed Welna, Food Forestry Netherlands, Business Bees & Trees (the Netherlands).

OTHER LAND-RELATED PROJECTS WE WORKED ON IN 2013:

NAME OF PROGRAMME: Communities of Change **FINANCED BY:** Ministry of Foreign Affairs (DGIS) **ALLIANCE PARTNER:** Cordaid **PROJECT PARTNERS:** IBON-Europe (Belgium), CENDEP (Cameroon), IAFN, FANCA (Costa Rica), Development Institute (Ghana), Keystone (India), Sawit Watch, Jaringan Madu Hutan, Telapak (Indonesia), KOAN (Kenya), ASTM (Luxembourg), Aedes, ANPE (Peru), NTFP-Task Force, IBON, Anthrowatch, Samdhana, Lasiwwai (Philippines), LEAT (Tanzania), AgriProFocus, SNV, Hivos, Oxfam Novib (the Netherlands), NAPE (Uganda), Forest Peoples Programme (UK), CBD (Vietnam).

NAME OF PROJECT: Biomass Dispute Settlement Facility **FINANCED BY:** Oxfam Novib **PROJECT PARTNERS:** Oxfam Novib (the Netherlands) and international and local experts.

NAME OF PROJECT: RSPO Dispute Settlement Facility **FINANCED BY:** Ministry of Foreign Affairs (DGIS) – Ecosystem Alliance, DOEN Foundation, Oxfam Novib (the Netherlands) **PROJECT PARTNERS:** Sawit Watch (Indonesia), Malay University-UPUM (Malaysia), Aidenvironment, Oxfam Novib (Netherlands), FPP (UK), members DSF Advisory Group, RSPO (international), various local parties.

NAME OF PROJECT: Assessing the socio-economic implications of industrial biofuel plantations **FINANCED BY:** NWO-WOTRO Science for Global Development **PROJECT PARTNERS:** Africad, University of British Columbia (Canada), Hoarec, Institute of Local and Regional Development Studies, Addis Ababa University (Ethiopia), Kwame Nkrumah University of Science and Technology, RECA (Ghana).

NAME OF PROJECT: Initiatief voor een Groener Niger phase 2 **FINANCED BY:** Turing Foundation **PROJECT PARTNERS:** CRESA (Niger), VU-CIS (the Netherlands).

NAME OF PROJECT: The Dutch Soy Coalition **SUPPORTED BY:** Both ENDS, IUCN NL, Milieudefensie, Oxfam Novib, Solidaridad, Stichting Natuur & Milieu, Wetlands International, WWF Netherlands, **PROJECT PARTNERS:** Among others: ICV, ISA, Reporter Brasil, Casa Comun (Brazil), FARN, Fundación Pro Yungas, Fundación Humedales, (Argentina), Probioma (Bolivia), Guyra Paraguay (Paraguay).

NAME OF NETWORK: 'Drynet: a springboard to promote resilience in the drylands' **FINANCED BY:** Swiss Agency for Development and Cooperation, **PROJECT PARTNERS:** Probioma (Bolivia), CAREC (Central Asia), OLCA (Chile), CARI (France), LPPS (India), CENESTA (Iran), GRET (Madagascar), GCOZA Mali (Mali), TENMIYA (Mauritania), DCG (Norway), SCOPE (Pakistan), ENDA (Senegal), EMG (South Africa), TEMA (Turkey).

CAPITAL FLOWS

MONITORING PUBLIC CAPITAL FLOWS

Intensive trade and investment transactions take place all over the world in agriculture, industry and infrastructure. This is encouraged by international policy, based on the assumption that all investments benefit development. Investments are thought to generate employment, boost local economies and contribute to poverty reduction. But is this always the case? Reality shows that not everyone profits from trade and investment and that very little attention is paid to the social and environmental consequences of international capital flows on local communities.

SUSTAINABLE AND FAIR TRADE AND INVESTMENTS

Trade and investment can have a significantly positive effect on prosperity and on poverty reduction without causing environmental damage. However, certain conditions need to be met. First, fair trade and investments must take into account local people and their habitats. They must ensure that communities maintain access to and control over their natural resources and have a say in the management of these resources. Second, investors must be made to abide by strict social and environmental regulations. And third, transparency in international trade and investment policies must be ensured so that the relevant people and institutions can be held accountable for any eventual damage.

SUSTAINABLE AND FAIR DEVELOPMENT FINANCING

Public financial institutions and development banks such as the World Bank, the European Investment Bank (EIB) and the Dutch development bank (FMO), regularly invest in projects that fail to meet their own social and environmental guidelines. Their funds, basically public tax revenues, are meant to be invested in projects that serve the public interest in developing countries and emerging markets. However, the reality is that these investments often barely contribute to poverty alleviation or sustainable development – and may at times achieve the opposite instead.



DUTCH PUBLIC REVENUES

For years, Both ENDS has been involved in the monitoring of national and international financial institutions that manage public revenues. In 2013, Both ENDS continued to insist that the FMO withdraw from a project that involves the construction of the controversial Barro Blanco Dam in Panama. The project leads to the displacement of the indigenous people, who are not adequately compensated for the land they stand to lose.

Together with other members of the Fair, Green and Global Alliance, we also filed a complaint at the Dutch National Contact Point for the OECD guidelines, against ABP pension funds' investments in POSCO, a South Korean steel company. This led to a joint agreement between

CAPITAL FLOWS

ABP and Both ENDS and SOMO on behalf of the FGG-Alliance, which entailed that the human rights violations found at a massive project of POSCO in India must be addressed more proactively. Internationally, our complaint led to an acknowledgement that also institutional investors with a minority share in a company are expected to hold this company accountable for its actions if it fails to live up to OECD guidelines for international enterprises.

EXPORT CREDIT AGENCIES

Export Credit Agencies (ECAs) occupy a special place in the world of public capital flows. On behalf of national governments, ECAs offer credit guarantees or insurances to exporters and investors to limit their financial risks when doing business in developing countries

and emerging markets. However, despite OECD agreements and EU regulations, deals and projects guaranteed by ECAs are regularly associated with acute environmental destruction, human rights violations and corruption. The Dutch ECA, Atradius Dutch State Business (DSB), which managed a portfolio of €16.6 billion in 2012, has insured hundreds of company transactions worldwide in recent years. Both ENDS closely monitors the activities of Atradius DSB, reminds the agency of its social responsibilities and exposes any controversial investments that it is involved in.

INSURANCE FOR DREDGING THE SUAPE HARBOUR

In 2013, we urged Atradius DSB to review its insurance policy

with the Dutch dredging company Van Oord. The company is involved in two projects in Suape Harbour in Pernambuco State in north-eastern Brazil. Van Oord's dredging activities to create a new shipyard and an access channel between the harbour and the sea have caused major problems for the local people and threaten the natural resources they depend on. Atradius DSB acknowledges these concerns, but states that the Suape Port Authority is solely responsible for any incurred damage. Moreover, Atradius DSB has thrown its support behind Van Oord in its dispute with the Suape Port Authority over an outstanding bill of nearly €40 million for dredging activities that remain unfinished.

Both ENDS supported the establishment of 'Fórum Suape, espaço socioambiental', a forum



of local CSOs and concerned individuals that supports the Suape communities in their pursuit of alternative social and environmentally friendly developments in the region. The forum has also facilitated the filing of a legal claim regarding the non-compliance with environmental guidelines by Van Oord, which resulted in the Suape Port Authority receiving a substantial fine. The Dutch press reported on Van Oord's activities and the involvement of Atradius DSB on several occasions.

EXPORT CREDIT AGENCIES AND TAX EVASION

In 2013, Both ENDS released its report 'Cover for What?', which reveals that Atradius DSB does not adequately screen its customers and their business partners on their money laundering and tax evasion activities. Both ENDS investigated

Heitor Scalabrini of Fórum Suape:

“Both ENDS has been and still is of great importance to Fórum Suape, because they supported the official registration of the forum, contributed to strategic planning in skill-sharing meetings and helped us in fund raising efforts. In short, Both ENDS is a very important partner in the activities of Fórum Suape.”

three cases of companies that received export credits from Atradius DSB and which maintain business relationships with dubious third parties, including shell companies registered in tax havens. Atradius DSB's lack of due diligence is not in the best interest of Dutch government policies aimed at fighting money laundering and tax evasion practices. Meanwhile, numerous other ECAs in various OECD countries similarly lack due diligence in this area. Both ENDS presented its report at an OECD Export Credit Group (ECG) consultation meeting in Paris.

NAME OF PROGRAMME: Fair, Green and Global Alliance **FINANCED BY:** Ministry of Foreign Affairs (DGIS) **ALLIANCE PARTNERS:** ActionAid Netherlands, Clean Clothes Campaign, Friends of the Earth International (FoEI) and FoE Europe (FOEE), Milieudefensie, SOMO and TNI (the Netherlands) **PROJECT PARTNERS:** Fórum Suape Espaço Socioambiental (Brazil), ILSA (Colombia), Development Institute (Ghana), Lok Shakti Abhiyan, Madhyam (India), Mining Zone People's Solidarity Group (India /USA), M-10 (Panama), Lumière Synergie pour le Développement (Senegal), JVE (Togo / Benin), NAPE (Uganda), Seatini (Zimbabwe).

CAPITAL FLOWS



GREEN CLIMATE FUND

One of the most pressing challenges that humanity faces in the 21st century is the continuous rise in Earth's average temperature. We must reduce our CO₂ emissions to prevent further global warming, and at the same time deal with the impact that climate change already has in many vulnerable regions. The causes of climate change can mostly be found in the Northern Hemisphere, but its effects – recurring drought or the opposite, extreme rainfall and flooding – mostly occur in the Southern Hemisphere/South. The people in the countries most adversely affected seldom have the means to protect their communities against these changing or extreme weather conditions.

CLIMATE FUND

In 2010, the UN established the Green Climate Fund (GCF) to contribute to the goals set by the international community to combat climate change. This fund, which by the year 2020 may have an annual budget of \$100 billion at its disposal, is earmarked for projects that combat climate change (mitigation) and address its effects (adaptation) especially in developing countries. In 2012, the Fund's board was installed, consisting of 12 members from the North and 12 from the South. The Board will decide on the detailed design features of the Fund in order for it to become operational in 2014 or 2015. In 2013, they met three times to discuss amongst others funding sources, safeguards and criteria that projects must meet in order to be considered for funding.

WILL THE MONEY TRICKLE DOWN?

The richer Northern countries tend to prefer a funding structure that is as efficient as possible by using established finance channels and implementing agencies such as the World Bank. They hope to use subsidies to prompt the private sector into investing in climate projects in order to meet the countries' climate obligations. Developing countries, meanwhile, focus on quick resource mobilisations and what is called 'direct access': national governments being able to directly access and decide on the use of the GCF funds. This way they can determine how to best spend the money in their own countries. Key question to Both ENDS and our partners is whether the GCF funds will actually trickle down to the people hit hardest by the effects of climate change. Will the average poor farmer in Kenya who sees

his or her crops fail as a result of increased drought benefit from these funds?

PRACTICAL, INNOVATIVE AND SUSTAINABLE

It has been shown that the very communities that are directly impacted by climatic changes often come up with practical and innovative solutions that best suit their realities at the local level. They have valuable knowledge of their area's specific conditions and know what works and what does not. They work on small-scale irrigation, on erosion prevention measures, or the conversion to drought-resistant crops. They also offer sustainable solutions for reducing CO₂ emissions. These local communities should therefore not only benefit from the GCF, but should also have a say in the decision-making process on how the funds are spent and by whom.

CAPITAL FLOWS

DIRECT ACCESS

In 2013, Both ENDS, together with partner organisations from Ghana, the Philippines, Argentina, India and Indonesia set out to convince the GCF board members that the Fund will not reach its stated goals when local groups are not part of the decision-making processes and when local projects cannot be supported by the GCF funds. Jointly we advocate for multi-stakeholder participation in national priority setting discussions, transparency of GCF operations and direct access to the future funds. We developed a joint policy paper and engaged in constructive dialogue with individual board members during and in between the three

2013 board meetings. We also successfully supported the Southern partners to actively participate in the board meetings and civil society meetings, which otherwise consist mostly of Northern or international groups.

Ken Kinney, executive director of Development Institute (DI), Ghana:

“The largest change this project has brought about for DI, is that it significantly enhanced the capacity of our staff to carry out climate related advocacy.”

An official of the Environmental Protection Agency (Ghana) in a consultation with DI:

“The issue of climate change financing is crucial but our decision makers are yet to grasp the essence and I expect CSOs to continue this advocacy”

NAME OF PROJECT: Exploring local access to the Green Climate Fund **FINANCED BY:**

Climate and Development Knowledge Network **PROJECT PARTNERS:** M'Biguá (Argentina), DI (Ghana), Keystone Foundation (India), Aksi! (Indonesia), Samdhana institute / KIN (Philippines).

OTHER CAPITAL-RELATED PROJECTS WE WORKED ON IN 2013:

NAME OF PROJECT: European ECA Campaign
FINANCED BY: FERN **PROJECT PARTNERS:** FERN, ECA Watch network (international).

NAME OF PROJECT: Development Finance for Equitable growth: enhancing dialogue between EU civil society and decision makers **FINANCED BY:** European Commission
PROJECT PARTNERS: Eurodad (international).

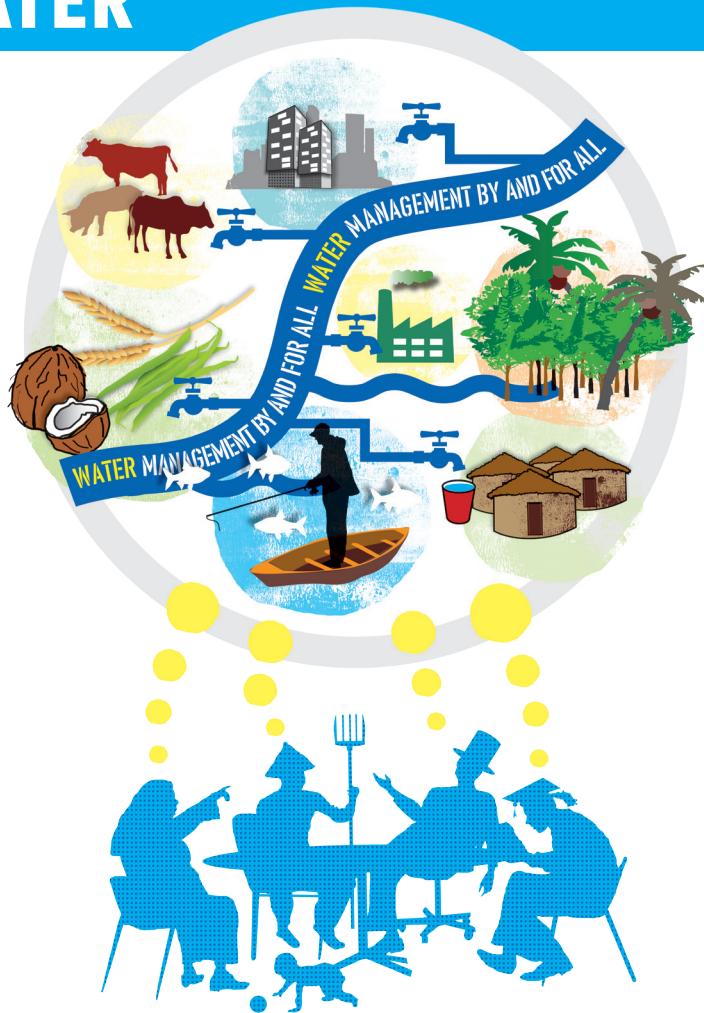
NAME OF PROJECT: Enhancing the European Investment Bank **FINANCED BY:** European Commission (EACEA) **PROJECT PARTNERS:** Za Zemiata (Bulgaria), CEE Bankwatch (Eastern Europe), Les Amis de la Terre (France), Urgewald (Germany), Campagna per la Riforma della Banca Mondiale (Italy).

NAME OF PROJECT: 'Multilateral Financial Institutions and Export Credit Agencies Program' **FINANCED BY:** Charles Stewart Mott Foundation **PROJECT PARTNERS:** CEE Bankwatch (Eastern Europe), NGO Forum on ADB (international).

NAME OF PROJECT: Democratising Energy for Development **FINANCED BY:** European Commission **PROJECT PARTNER:** CEE Bankwatch Network (Eastern Europe).

NAME OF PROJECT: Research and Analysis on Private Finance, Aid and Links to the other Finance Flows **FINANCED BY:** Eurodad
PROJECT PARTNERS: Counter Balance (Belgium), CCFD (France), Urgewald (Germany), Jubilee South (Philippines), Bretton Woods Project (UK).





NEGOTIATING FAIR SHARES OF WATER

Rivers truly are our lifelines. They serve as a habitat for millions of plant and animal species, carry nutrients to floodplains, and provide water that people use for drinking, washing, fishing and irrigating their crops. Rivers are also important for transportation, for industrial production processes and for producing hydropower. It is not surprising that water usage can lead to conflicts between different stakeholders or even between countries. How can we share this common but precious resource in a fair and sustainable way? Who decides what is best and for whom? And based on what?

MASTER PLAN

Some river basins and watersheds are not governed at all. Others are managed in a highly centralised and technocratic way. Engineers based in capital cities draw up water management master plans based on aggregate data and assumptions about local realities and people's water needs. Local communities that need water for farming, animal husbandry, fishing and household use are generally very knowledgeable about managing their own natural resources in a sustainable way. These communities are however at best asked to approve the plans that policymakers already developed without first being consulted about their real needs and ideas.

DEMOCRATIC MODEL WITH INDIAN ORIGINS

Over the past two decades, Both ENDS has worked on an alternative approach that makes 'Integrated Water Resources Management' a more bottom-up process. This alternative, called the 'Negotiated Approach' (NA), evolved from a number of positive examples in places from India and Indonesia to Peru, Brazil, and Costa Rica. Contrary to the usual top-down approach, the NA empowers local communities to be pro-actively involved in the management of a catchment area and the distribution of the available water. The goal is to create a fair and transparent process providing all stakeholders a say in each phase of the management cycle: from planning and implementation to monitoring and evaluation. In early 2013, Both ENDS produced a short film about

the Negotiated Approach that featured its 'godfather', Professor Vijay Paranjpye. The film reveals the Indian origins of this democratic water management approach and the benefits it has had for local communities in other parts of the world too. The film has been used to introduce the NA to civil society organisations, as well as to convince policymakers and donors of its potential.

NEGOTIATED APPROACH IN AFRICA

Successes with the Negotiated Approach in Asia and South America prompted Both ENDS to introduce the method to various partner organisations working in river basins in Ghana, Kenya, Uganda, Togo and Benin. This inspired our partner organisation *Jeunes Volontaires pour l'Environnement* in Benin and Togo to start consulting extensively with the communities in the Mono River basin to assess their needs, ideas and ambitions. JVE also engaged in a dialogue with the trans-boundary Mono Basin Authority (MBA), which is currently being set up.

Development programmes in the Mono River basin have mostly been driven by national energy interests of Togo and Benin. Local communities rarely participate in these programmes and dialogue

between the various stakeholders is lacking. JVE is reversing this trend. They have established the 'Mono Basin Citizen platform' and are now officially part of the negotiation process for the formation of the Mono Basin Authority. JVE calls in particular for the organisation of stakeholder involvement and is gaining the support of mayors and politicians.

In 2014, Both ENDS will continue to promote the Negotiated Approach in Africa and elsewhere. It will support civil society organisations with the implementation of the approach as well as promote its potential benefits to government officials, financial institutions and companies on national, regional and international levels.





Sena Alouka, executive director of JVE Togo

“Both ENDS is a key partner in the implementation of the Negotiated Approach in the Mono River Basin, contributing to community empowerment. Together, we strengthen citizen participation towards the sustainable management of the Mono Basin.”

NAME OF PROJECT: Strengthening the Negotiated Approach **FINANCED BY:** Ministry of Foreign Affairs (DGIS) - Ecosystem Alliance and FGG Alliance **PROJECT PARTNERS:** BEES (Benin), DI (Ghana), Gomukh (India), ELCI, Nature Kenya (Kenya), Wetlands International (the Netherlands), Nile Basin Discourse (Nile Basin), JVE (Togo/Benin), Forum Civil, Wetlands International Africa (Senegal), NAPE, AFIEGO (Uganda).

OTHER WATER-RELATED PROJECTS WE WORKED ON IN 2013:

NAME OF PROGRAMME: Ecosystem Alliance

FINANCED BY: Ministry of Foreign Affairs (DGIS) **ALLIANCE PARTNERS:** Wetlands International and IUCN Netherlands

PROJECT PARTNERS: Taller Ecologista (Argentina), newTree (Burkina Faso), Prerak, Samata, WTI, LIFE, Keystone, RCDC, NCF (India), Telapak (Indonesia) and many others.

NAME OF PROJECT: ‘Promotion of the Human Right to Water and Sanitation’ **FINANCED**

BY: Simavi **PROJECT PARTNERS:** Development Organisation of the Rural Poor (DORP) (Bangladesh), LAMBASSA ICA (Benin), National Association for Women’s Action in Development (NAWAD) (Uganda).

VARIOUS

THE POWER OF SMALL GRANTS

Trade, investments, large-scale agriculture, mining... they can have major consequences for local people who often have no means to influence these developments. Large hydro dams suddenly block a river, new industries pollute the water, oil palm plantations cause the eviction of local residents and small producers see their market taken over by large companies and multinationals. All around the world, small environmental and human rights organisations support people in their struggle to protect their livelihoods when such developments put them at risk.



PEBBLES IN A POND

Local organisations are close to the people they work with. Their projects are often small, but practical and responsive to local realities. One effective small-scale initiative can have a positive impact on society as a whole, like a pebble that causes ripples in a pond. Grassroots organisations are indispensable in keeping the earth a liveable place. Ironically, because they do not need large sums of money to get things done, they are often invisible to funds and donors that tend to direct their funding to large, often international, organisations or projects.



AN UNTOLD STORY

To ensure that development money reaches local organisations, 'small grants funds' have been established. Through their large local networks, these local funds know where development money is needed most and spent most effectively. Small grants funds operate as mediators between large donors and small local organisations. They distribute the funds raised from international funds and donors – a few thousand dollars each – to local organisations. Both ENDS is convinced of the added value of small grants funds

and works with several of them. In 2012, we started our project 'An Untold Story', which allows five existing small grants funds from different parts of the world to increase the visibility of their work and of the groups they support.

GOLD, GRAVEL AND SOCHI

In 2013 the results of the project started to show. Our partner CEE Bankwatch organised a storytelling workshop for a large number of organisations from the Caucasus and Central Asia that often work under very difficult circumstances and repressive regimes. The workshop focused on how to raise awareness and capture the interest of the international media, without jeopardising one's own organisation and work. 'Tree of Life' from Kyrgyzstan, for example, used the funds of the Untold Stories project to continue its struggle

Mark Fodor, executive director of CEE Bankwatch

"We are looking at our 'untold stories' as a tool for outreach to a broader audience, beyond media, decision makers or our traditional institutional donors. These stories will clearly be most beneficial for us in approaching individuals, be it through campaign calls to action or fundraising appeals. This project already proved to be beneficial in terms of the network's ability to develop its communications to donors. It also helped to bring issues to an international stage while boosting our members' national campaigns. This for example resulted in the prestigious Goldman Environmental Prize Award for one of EWNC's activists who published about the Winter Olympics in Sochi."

against the open-pit Kumtor gold mine which is operated by Canadian company Centerra Gold. Through participating in state commissions, parliamentarian working groups and through direct advocacy with members of the Parliament, Tree of Life largely contributed to the decision of the Kyrgyz Parliament to renegotiate the contract with Centerra Gold, taking environmental

matters into account. Another group, the Environmental Watch on North Caucasus (EWNC), used the project to monitor the social and environmental damage caused by the Winter Olympics in Sochi. EWNC's activities in this project also put a halt to illegal gravel mining in the Shakhi River, which was affecting a compact settlement of Adygea and Shapsugi indigenous people.



DAMAGE CAUSED BY THE WORLD CUP

Our partner CASA from Brazil, also a small grants fund, launched 'The World Cup in my Backyard' to support local groups that are affected by the preparations for the 2014 World Cup. The project started with a storytelling workshop to help these groups and organisations to tell the public in

Maria Amália Souza, executive director of Socio-Environmental Fund CASA

"Both ENDS has been a partner from the very beginning of our work, opening doors to European donors, and truly and profoundly understanding the nature of our work. The lottery project was the most publicly visible program we have ever run. CASA has greatly improved its communications skills as a result of its goal to disseminate 'the Untold Story' of how mega sports events like the World Cup 2014 - that should be a fun event - leaves behind a trail of suffering, displacements, human rights abuses of every kind and serious environmental destruction."

Brazil and worldwide about the dark side of the popular international event and to suggest solutions for the problems it causes. A group of youngsters from São Paulo produced a video about the removal of a community in São Paulo City because of the World Cup. In Porto Alegre (RS), negotiations initiated by a community with various stakeholders resulted in

the preservation of a piece of 72 hectares of land the community uses for the cultivation of indigenous crops. Through dialogue, the community of Lauro Vieira Chaves (Fortaleza) prevented being evicted to remote areas' CASA created a website to publish these and other stories on and managed to get national and international media attention.

SOUTH AFRICAN STORIES

Our South African partner Environmental Monitoring Group (EMG) used the An Untold Story project to capture and visualise the capacity, empowerment and determination among the groups it works with. EMG commissioned writers, photographers, illustrators and web experts to help the groups portray their work and to teach them about interviewing stakeholders, engaging with the media, taking photographs, writing, website design, use of social media and fundraising.

NON TIMBER FOREST PRODUCTS

Our partner NTFP-EP used the small grants funds to support a number of their grantees in different Asian countries to strengthen their communication and raise local awareness about their cause. In the Philippines, for example, around 15,000 small forest tribes still exist. In order to survive, the rights of these tribes to land, water, health care, education and social protection need to be safeguarded. In 2012 and 2013, NTFP-EP organised cultural revival festivals which brought together hundreds of representatives of these tribes, which had a very positive influence on the self-esteem of these people. The events gave them a chance to unite and share their experiences and helped to increase their awareness about the importance of their cultural heritage - including healthy indigenous

food. At the same time the festivals strengthened the commitment from national and local governments to support their development agenda, already resulting in the recognition of land rights of one of the tribes.

NAME OF PROJECT: 'Een ongehoord verhaal'

FINANCED BY: De Nationale Postcode Loterij **PROJECT PARTNERS:** CASA (Brazil), CEE Bankwatch (Eastern Europe), Both ENDS / JWHi (the Netherlands), NTFP-EP/ Keystone Foundation (Philippines/India), EMG (South Africa).

BOTH ENDS MANAGES TWO SMALL GRANTS FUNDS:

NAME: Young Environmental Leadership

FINANCED BY: JWH Initiative.

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



ANNUAL ACCOUNTS 2013

BALANCE SHEET

AS PER 31 DECEMBER 2013 IN EURO

	2013	2012
ASSETS		
Tangible fixed assets	5.260	10.708
Receivables		
Receivable project contributions	482.750	504.988
Debtors and other receivables	223.696	458.768
Liquid means	1.455.618	1.061.481
TOTAL ASSETS	2.167.324	2.035.945
LIABILITIES		
Reserve and funds		
General reserve	311.080	349.027
Short-term debts		
Project funds to be invested	990.753	1.212.971
Creditors	107.306	45.488
Staff expenses due	111.152	93.807
Accruals and deferred income	647.033	334.652
TOTAL LIABILITIES	2.167.324	2.035.945



STATEMENT OF REVENUE AND EXPENDITURE

IN EURO

	2013	Budget 2013	2012
REVENUE			
Income fundraising			
Joke Waller-Hunter Initiative Foundation	186.961	217.000	182.731
Charles Stewart Mott Foundation	107.500		119.304
Other	130.049	98.380	129.930
Revenue activities third parties			
Dutch Postcode Lottery	438.167	435.000	411.814
Government grants and others			
Ministry of Foreign Affairs - DGIS Income for FGG Alliance members	4.421.455	4.858.202	4.834.691
Ministry of Foreign Affairs - DGIS	3.237.494	2.190.000	2.059.168
Dutch Postcode Lottery (NPL)	379.711	350.000	159.949
Climate and Development Knowledge Network	202.180		
Oxfam Novib	108.959		
Other	143.208	265.750	770.922
To be raised		650.883	
Other revenue	9.534	8.000	18.538
TOTAL REVENUE	9.384.050	9.073.215	8.687.047

	2013	Budget 2013	2012
EXPENSES			
FGG Alliance members	4.421.455	4.858.202	4.834.691
Water			
Direct costs	406.941	300.000	290.402
Support costs	274.724	346.123	260.903
Land Use			
Direct costs	1.981.742	1.150.000	1.154.872
Support costs	600.721	715.135	540.510
Capital Flows			
Direct costs	389.013	250.000	204.352
Support costs	416.483	361.317	361.233
Other			
Direct costs	172.958	341.130	384.499
Support costs	94.992	124.491	118.838
Costs of generating funds			
Income fundraising	56.020	53.347	34.867
Government grants	56.020	53.347	32.235
Management and administration	532.097	480.123	469.928
TOTAL EXPENSES	9.421.997	9.033.215	8.687.329
RESULT	-37.947	40.000	-282
Appropriate of:			
General reserve	-37.947	40.000	-282

PRINCIPLES OF VALIDATION AND APPROPRIATION OF THE RESULT

Although the Stichting Both ENDS and Stichting Joke Waller-Hunter initiative are no fundraising organisations, decided is to formulate the annual account conform the 'Richtlijn Verslaggeving Fondsenwervende Instellingen (richtlijn 650), as published under responsibility of the 'Raad voor de Jaarverslaggeving'.

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 expected term. For office equipment and investments on the building the depreciation is 20 percent per year, while for hardware and software the depreciation is 33 percent per year.

Foreign currencies ■ 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 date of the transaction. Any exchange rate differences are accounted for in the result.

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

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

Other assets and liabilities ■ All other assets and liabilities are valued at nominal value.

Third party funding ■ Third party funding is part of the direct project costs. These costs concern funding that is used directly for the financing of activities of 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 revenue and expenditure at the moment the contracts are signed, and appear in the balance sheet as a short-term debt.

Allocation of support costs ■ The organisation works on 4 themes: activities on water, land use and capital flows, and some other activities (public awareness, leadership program). To support these activities the organisation provides support costs. All support costs are accounted to the activities based on the spent project 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.

EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2013 IN EURO

FIXED ASSETS

	Office equipment and building		Hardware and software	
	2013	2012	2013	2012
Value end previous financial year	4.433	10.610	6.276	9.387
Purchases	369	0	4.056	2.013
Depreciation	-4.343	-6.177	-5.531	-5.124
VALUE END FINANCIAL YEAR	459	4.433	4.801	6.276

FLOATING ASSETS

Receivable project contributions • In this item a reservation is made for an amount to be received from M.A.I.S., Italy. The payment of this project contribution is unsecure because of the financial problems that this organisation has.

Debtors and other receivables	2013	2012
Debtors	37.223	1.478
Deposit office rent	19.003	19.003
Receivable sums	17.570	21.174
Prepayments	44.554	9.223
Advances partners	105.346	407.890
TOTAL	223.696	458.768

Advance payments for expenses 2013 are made to partners, working with Both ENDS in the Ecosystem Alliance.

Liquid means	2013	2012
Cash	996	1.150
Current accounts Both ENDS	1.454.622	1.060.331
TOTAL	1.455.618	1.061.481

Liquid assets increased, caused by the prepayment of the Ministry of Foreign Affairs for the new project 'Upholding Human Rights, bridging the gender – environmental divide'.

EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2013 IN EURO

RESERVES AND FUNDS

Overview general reserve

Value end 2012	349.027
Result 2013	-37.947
VALUE END 2013	311.080

The general reserve is a continuity reserve and has been drawn up to cover risks in the short-term to ensure that Both ENDS can also meet its obligations in the future.

For the determination of the size of the general reserve, Both ENDS follows the guideline of the Dutch Fundraising Institutions Association (VFI). The guidelines allow a maximum reservation of 1,5 times the costs of the operational organisation. The current general reserve is 15% of the costs of operational organisation. Both ENDS strives to slowly raise the general reserve to 500.000 euro (approximately 25%).

SHORT TERM DEBTS

Staff expenses due	2013	2012
Salaries and holiday allowance	56.489	55.080
Taxes and contributions	54.662	38.728
TOTAL	111.152	93.807

STATED COMMITMENTS NOT IN THE BALANCE SHEET

- Both ENDS has committed to the rent of its office until 2014. The rent paid in 2013 was 109.442 euro.
- Both ENDS has contracts with partners for 462.515 euro. The contracts provided for these payments, depend on the continuity of the MFS-II programs.

EXPLANATORY NOTES ON THE STATEMENT OF REVENUE AND EXPENDITURE

AS PER 31 DECEMBER 2013 IN EURO

LEAD APPLICANT FAIR, GREEN AND GLOBAL

Both ENDS is lead applicant of the MFS-II Fair, Green and Global Alliance. The Alliance has been granted a 5-year subsidy (2011-2015) by the Dutch Ministry of Foreign Affairs. Since Both ENDS is responsible for this program, the whole subsidy is included in the Both ENDS statement of revenue and expenses.

EXPENSES - RATIOS

	2013		2012	
	Incl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Objectives ¹	93,2%	87,1%	93.8%	86,1%
Generating funds ²	1,2%	2,2%	0,8%	1,7%
Management and Administration ³	5,6%	10,6%	5,4%	12,2%

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.

EXPENSES ON OBJECTIVES

Direct project costs • In 2013, as a result of the reorganisation of Cordaid, it was agreed that Both ENDS would continue the Rich Forests project without Cordaid. In this context, an additional amount of MSF-II subsidy was shifted to Both ENDS. Therefore the expenditures on the Target Land Use have risen sharply.

Support costs • The support costs on objectives are accounted to the objectives based on spent project time. The support costs on Sustainable Land Use raised, since more funding on this objective increased the relative share of spent time.

EXPLANATORY NOTES ON THE STATEMENT OF REVENUE AND EXPENDITURE

AS PER 31 DECEMBER 2013 IN EURO

COST OF GENERATING FUNDS

Expenses on generating funds have raised because of an increase in Both ENDS' fundraising efforts, such as drawing up a large proposal for the Human Rights Fund of the Ministry of Foreign Affairs.

SUPPORT COSTS	2013	Budget 2013	2012	
Staff expenses				
Salaries	1.262.579	1.241.273	1.094.579	
Social security costs	198.057	190.000	189.196	
Pension expenses	186.417	190.000	169.650	
Reimbursement travel	21.823	22.000	21.318	
Training and courses	15.836	20.000	15.459	
Other	43.081	48.000	40.817	
Accommodation costs				
Rent	109.442	112.000	107.898	
Gas, electricity	22.881	22.000	16.960	
Other	16.240	19.000	15.977	
Publicity and communication	19.307	25.000	20.165	
Office costs	56.658	73.000	57.943	
Organisation costs				
Auditor	10.116	14.000	9.453	
Depreciation	9.874	10.210	11.302	
Other	13.437	81.000	37.907	
Travelling and hotel expenses	1.179	4.000	3.888	
Miscellaneous expenses	35.923	62.400	3.370	
TOTAL	2.022.850	2.133.883	1.815.882	<ul style="list-style-type: none"> • Salary costs were substantially higher in 2013 than in 2012. This is caused by some sabbatical and pregnancy leaves in 2012. • The pension costs increased, caused by a raise of the premiums to be paid. • In the budget some items were added for internal organisational improvements, the expenses on these items were very limited.

OTHER INFORMATION

Salary board • The members of the board do not receive payment for their duties.

	Salary Director / Daniëlle Hirsch, Director	Paul Wolvekamp Deputy director
Terms of employment:		
Hours	38/32	38/30
Part time percentage	100	80
Period	1/1 - 31/12	1/1 – 31/12
Salary		
Gross salary	69.138	46.264
Holiday allowance	5.439	3.592
Year-end salary / bonus		
Total salary	75.016	49.856
Social securities paid by Both ENDS	5.339	5.074
Taxable allowances		
Pension expenses paid by Both ENDS	8.759	7.396
Other allowances		
TOTAL REMUNERATION 2013	89.114	62.326
Total remuneration 2012	91.318	44.413

The total remuneration of Daniëlle Hirsch decreased, caused by • The salary raise of 2011, which was paid in 2012. • Per 1-12-2013 Daniëlle Hirsch works 32 hours a week.
The total remuneration of Paul Wolvekamp increased because of a sabbatical leave in 2012.

RELATED PARTY TRANSACTIONS

The board of Both ENDS is similar to the board of the Joke Waller-Hunter Initiative Foundation.

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

- CASA Socio-Environmental Fund, Brazil. • CEE Bankwatch • Eurodad
- Forest Peoples Program • Non Timber Forest Products – Exchange Programme (NTFP-EP) • NWO-WOTRO – CoCooN

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 the Both ENDS transactions with these organisations amounted to:

	2013		2012	
	Grants received	Grants provided	Grants received	Grants provided
JWHI Foundation	186.961		182.731	
CASA Socio-Environmental Fund		72.500		74.191
CEE Bankwatch Network	25.976	72.500	18.647	70.789
Eurodad	9.025	5.000	4.972	5.000
Forest Peoples Program		178.686		
Non Timber Forest Products - Exchange Programme (NTFP-EP)		727.700		147.700
NWO-WOTRO - CoCooN	5.339		8.485	

Project / Funders	Budget		
	Total budget	Invested through 2012	Budget for 2013 and further
MFS-II Alliances 2011-2015 Ministry of Foreign Affairs (DGIS)			
Fair, Green and Global Alliance	1.200.722	771.666	429.056
Communities of Change Alliance - Cordaid	2.015.604	1.209.012	806.592
Rich Forests - Cordaid	1.980.000		1.980.000
Ecosystem Alliance - IUCN NL	3.048.187	1.620.249	1.427.938
Young Environmental Leadership Joke Waller - Hunter Initiative	1.121.364	934.403	186.961
Development finance for equitable growth: enhancing dialogue between EU civil society and decision makers	31.125	4.972	26.153
Enhancing the European Investment Bank CEE Bankwatch Network (EU)	5.872		5.872
Democratising energy for development CEE Bankwatch Network (EU)	66.972		66.972
Ongehoord verhaal Dutch Postcode Lottery (NPL)	1.000.000	411.814	588.186
Creating Coherence. Trade for Development: Development Aid for Trade M.A.I.S. (EU)	103.284	103.284	
Sustainable biofuel production in West Kalimantan Global Sustainable Biomass Fund (Ministry of Foreign Affairs)	262.352	267.078	-4.726
Biomass Dispute Settlement Facility Oxfam Novib	100.000		100.000
Adaptive Water Management at the Local Scale (ADAPTS) Institute for Environmental Studies (IVM) VU University Amsterdam	292.567	284.277	8.290
Exploring local access to the Green Climate Fund Climate and Development Knowledge Network	206.915		206.915
Upholding Human Rights, bridging the gender - environmental divide Human Rights Fund (Ministry of Foreign Affairs)	2.000.000		2.000.000

2013					As per 1-1-2014	Through 2013 For substantiation			As per 31-12-2013 Balance sheet	
Staff & overhead	Various project costs	Third party funds	Financial cover		Budget for coming years	Total budget	Total invested grants	Received	Project money to be invested	Project money to be received
326.206	51.898	50.952	429.056			1.200.722	1.200.722	1.135.166		65.556
420.023	23.294	186.508	629.825		176.767	2.015.604	1.838.837	2.015.604	176.767	
80.000	51.630	703.482	835.112		1.144.888	1.980.000	835.112	990.000	154.888	
490.000	41.326	816.901	1.348.227		79.711	3.048.187	2.968.476	3.048.187	79.711	
55.899	5.137	125.925	186.961			1.121.364	1.121.364	937.203		184.161
5.802	423		6.225		19.928	31.125	11.197	9.056		2.141
5.286	19		5.305			5.872	5.305			5.305
17.516	3.155		20.671			66.972	20.671	15.140		5.531
165.000	13.879	259.288	438.167		150.019	1.000.000	849.981	1.000.000	150.019	
						103.284	103.284	66.238		37.046
	31.347	-36.073	4.726-			262.352	262.352	90.392		171.960
71.543	2.302	26.155	100.000			100.000	100.000	100.000		
8.290			8.290			292.567	292.567	292.567		
75.496	21.084	105.600	202.180		4.735	206.915	202.180	163.530		38.650
						2.000.000		250.000	250.000	

PROJECT / FUNDERS

Project / Funders	Budget		
	Total budget	Invested through 2013	Budget for 2013 and further
Initiatief voor een 'groener' Niger, phase 2 Turing Foundation	70.000	62.405	7.595
Drynet: A Springboard to promote resilience in the drylands Swiss Agency for Development and Cooperation, PSO	1.263.159	785.340	477.819
Multilateral Financial Institutions and Export Credit Agencies Program Charles Stewart Mott Foundation, Oxfam Australia	215.000		215.000
Transitie naar groene en eerlijke economie Cordaid	15.000		15.000
Zuidelijke visionairs aan het woord Cordaid	38.196	38.196	
Promotion of the human right to water and sanitation Simavi	265.500	180.500	85.000
Koningsschool School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	98.677	66.819	31.858
RSPO Dispute Settlement facility DOEN	171.058	97.490	73.568
The Dutch Soy Coalition Milieudefensie, Oxfam Novib, Solidaridad, WWF Netherlands	542.219	511.028	31.191
European ECA Campaign FERN	13.481		13.481
To go with the flow ICCO	26.762	23.061	3.701
CoCooN NWO-WOTRO Science for Global Development	13.470		13.470
Steungroep integratie Milieu en Duurzaamhed VNG International	2.400		2.400
Research and analysis on Private Finance, Aid and Links to the other Finance Flows Eurodad	13.500		13.500
TOTAL	16.183.386	7.371.594	8.811.792

2013					As per 1-1-2014	Through 2013 For substantiation			As per 31-12-2013 Balance sheet	
Staff & overhead	Various project costs	Third party funds	Financial cover		Budget for coming years	Total budget	Total invested grants	Received	Project money to be invested	Project money to be received
7.595			7.595			70.000	70.000	65.000		5.000
46.705	52.434	280.572	379.711	98.108	1.263.159	1.165.051	1.201.506	36.455		
102.727	4.773		107.500	107.500	215.000	107.500	201.374	93.874		
	2.178		2.178	12.822	15.000	2.178	15.000	12.822		
						38.196	38.196	38.196		
53.233	8.024	23.743	85.000		265.500	265.500	265.500			
6.945		20.960	27.905	3.953	98.677	94.724	98.677	3.953		
3.948	1.643	67.977	73.568		171.058	171.058	171.058			
19.469	1.990		21.459	9.732	542.219	532.487	542.219	9.732		
11.376	2.105		13.481		13.481	13.481	13.481			
				3.701	26.762	23.061	26.762	3.701		
5.316	23		5.339	8.131	13.470	5.339	13.470	8.131		
2.400			2.400		2.400	2.400				2.400
2.800			2.800	10.700	13.500	2.800	13.500	10.700		
1.983.575	318.664	2.631.990	4.934.229	1.830.695	16.183.386	12.305.823	12.778.826	990.753		517.750

ALLOCATION OF SUPPORT COSTS

ACTIVITIES					
	FGG Alliance members	Water	Land Use	Capital Flows	Other
Direct project expenses	4.421.455	406.941	1.981.742	389.013	172.958
<i>Support costs</i>					
Staff expenses		234.652	513.099	355.734	81.136
Accommodation costs		20.176	44.118	30.588	6.976
Publicity and communication		2.622	5.734	3.975	907
Office costs		7.695	16.826	11.665	2.661
Organisation costs		4.540	9.927	6.882	1.570
Travelling and hotel expenses		160	350	243	55
Miscellaneous expenses		4.879	10.668	7.396	1.687
<i>Subtotal support costs</i>	0	274.724	600.722	416.483	94.992
TOTAL EXPENSES	4.421.455	681.665	2.582.464	805.496	267.950

COSTS OF GENERATING FUNDS		MANAGEMENT AND ADMINISTRATION	TOTAL	BUDGET 2013	2012
Income fundraising	Government grants				
4.103	4.103		7.380.315	6.952.679	6.871.447
44.344	44.344	454.484	1.727.793	1.711.273	1.531.019
3.813	3.813	39.078	148.563	153.000	140.835
496	496	5.079	19.307	25.000	20.165
1.454	1.454	14.904	56.658	73.000	57.943
858	858	8.793	33.427	105.210	58.662
30	30	310	1.179	4.000	3.888
922	922	9.449	35.923	62.400	3.370
51.917	51.917	532.097	2.022.850	2.133.883	1.815.882
56.020	56.020	532.097	9.403.165	9.086.562	8.687.329

	Actual 2013	Actual 2012
Ministry of Foreign Affairs - DGIS - MFS	3.242.220	1.982.704
Non - MFS Income		
Dutch Postcode Lottery (NPL)	438.167	411.814
Swiss Agency for Development and Cooperation	379.711	433.135
Climate and Development Knowledge Network	202.180	
Joke Waller - Hunter Initiative Foundation	186.961	182.731
Charles Stewart Mott Foundation	107.500	119.304
Stichting DOEN	73.568	5.770
Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	27.905	8.570
CEE Bankwatch Network	25.976	18.647
FERN	13.481	11.970
Eurodad	9.025	4.972
Turing Foundation	7.595	67.370
WWF Netherlands	7.500	15.000
NWO-WOTRO Science for Global Development	5.339	8.485
VNG International	2.400	9.600
Ministry of Infrastructure and the Environment (formerly VROM)		28.509
University of Amsterdam		16.250
Alterra		10.220
PBL Netherlands Environmental Assessment Agency		5.439
Stichting Hans van Eck		5.000
Subtotal Non - MFS Income	1.487.308	1.362.786

	Actual 2013	Actual 2012
MFS - related Income		
Oxfam Novib	108.959	67.886
Simavi	85.000	85.000
Institute for Environmental Studies (IVM) VU University Amsterdam	8.290	
Milieudefensie	2.500	4.500
Solidaridad	2.500	2.500
Cordaid	2.178	30.384
Ministry of Foreign Affairs - Global Sustainable Biomass Fund	-4.726	51.786
PSO		159.949
ETC		51.176
Ministry of Foreign Affairs - DGIS - Public - Private Partnerships (PPPs)		24.678
ICCO		5.969
IUCN National Committee of the Netherlands (IUCN NL)		2.500
Stichting Natuur & Milieu		2.000
Subtotal MFS - related Income	204.701	488.328
TOTAL PROJECT GRANTS	4.934.229	3.833.818

BUDGET 2014

REVENUE

Ministry of Foreign Affairs - DGIS Income for FGG Alliance members	4.860.000
Cordaid	650.000
Ministry of Foreign Affairs - DGIS	2.207.000
Charles Stewart Mott Foundation	115.000
Dutch Postcode Lottery	75.000
Joke Waller-Hunter Initiative Foundation	90.000
Other	226.865
 To be raised	 578.814
 Other revenue	 8.000
TOTAL REVENUE	8.810.679

EXPENSES

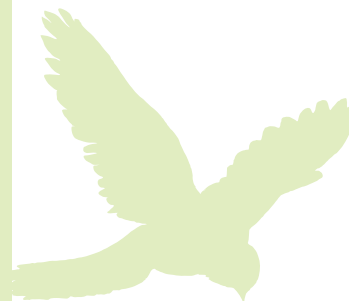
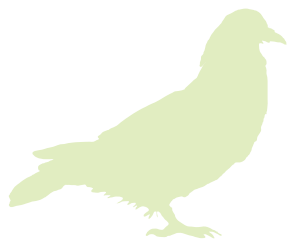
FGG Alliance partners	4.860.000
Water	
Direct costs	341.900
Support costs	376.332
Land Use	
Direct costs	1.168.700
Support costs	705.404
Capital Flows	
Direct costs	176.530
Support costs	428.732
Other	
Direct costs	75.750
Support costs	46.686
 Costs of generating funds	 107.390
 Management and administration	 483.255
TOTAL EXPENSES	8.770.679

RESULT	40.000
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CONSOLIDATED BALANCE SHEET STICHTING BOTH ENDS AND STICHTING JOKE WALLER-HUNTER INITIATIVE

AS PER 31 DECEMBER 2013 IN EURO

	2013	2012
ASSETS		
Tangible fixed assets	5.260	10.708
Financial fixed assets	1.193.700	1.327.553
Receivables		
Receivable project contributions	298.589	322.257
Debtors and other receivables	223.973	459.071
Liquid means	1.547.857	1.112.233
TOTAL ASSETS	3.269.379	3.231.822
LIABILITIES		
Reserves and funds		
General reserve Both ENDS	311.080	349.027
General reserve JWHi	1.101.881	1.195.877
Short-term debts		
Project funds to be invested	990.753	1.212.971
Creditors	107.306	45.488
Staff expenses due	111.152	93.807
Accruals and deferred income	647.033	334.652
TOTAL LIABILITIES	3.269.205	3.231.822



CONSOLIDATED STATEMENT OF REVENUE AND EXPENDITURE

	2013	Budget 2013	2012
REVENUE			
Income fundraising			
Charles Stewart Mott Foundation	107.500		119.304
Donations	2.800		
Other	130.049	98.380	129.930
Revenue activities third parties			
Dutch Postcode Lottery	438.167	435.000	411.814
Government grants and others			
Ministry of Foreign Affairs - DGIS Income for FGG Alliance members	4.421.455	4.858.202	4.834.691
Ministry of Foreign Affairs - DGIS	3.237.494	2.190.000	2.059.168
Dutch Postcode Lottery (NPL)	379.711	350.000	159.949
Climate and Development Knowledge Network	202.180		
Other	143.208	265.750	
Oxfam Novib	108.959		
 To be raised		650.883	
 Unrealised investment result	62.113	50.000	64.822
Interest Joke Waller-Hunter Initiative	39.428	30.000	46.993
Investment expenses	-11.202	-15.000	-14.353
 Other revenue Both ENDS	9.534	8.000	18.538
TOTAL REVENUE	9.290.228	8.921.215	8.601.778

	2013	Budget 2013	2012
EXPENSES			
FGG Alliance members	4.421.455	4.858.202	4.834.691
Water			
Direct costs	406.941	300.000	290.402
Support costs	274.724	346.123	260.903
Land Use			
Direct costs	1.981.742	1.150.000	1.154.872
Support costs	600.721	715.135	540.510
Capital Flows			
Direct costs	389.013	250.000	204.352
Support costs	416.483	361.317	361.233
Other			
Direct costs	172.958	341.130	384.499
Support costs	94.992	124.491	118.838
Expenses acquisition			
Income fundraising	56.020	53.347	34.867
Revenue activities third parties	56.020	53.347	32.235
Management and administration	532.097	480.123	469.928
TOTAL EXPENSES	9.421.997	9.033.215	8.687.329
RESULT	-131.769	-112.000	-85.551
Appropriate of:			
General reserve Both ENDS	-37.947	40.000	-282
General reserve Joke Waller-Hunter Initiative	-93.822	-152.000	-85.269

EXPLANATORY NOTES ON THE CONSOLIDATED ANNUAL ACCOUNTS



A consolidated annual account is made with the Joke Waller-Hunter Initiative Foundation. This is because both foundations have the same board. Both ENDS can claim expenses for the Young Environmental Leadership Programme until a maximum decided by the board of the Joke Waller-Hunter Initiative Foundation.

The investments made with the assets of the Joke Waller-Hunter Initiative are based on a defensive strategy and performed by Triodos Bank. The investment portfolio as per 31 December 2013:

	Purchase value	Unrealised investment result	Value as per 31 December 2013
Equity	279.617	113.587	393.204
Bonds	752.771	47.726	800.496
Total			1.193.700
Received dividend			40.116
Interest			1.170
Expenses investments			-11.202
Total investment result			30.084



INDEPENDENT AUDITORS REPORT

To: the Management of Stichting Both ENDS, Amsterdam.

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

Board's responsibility

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

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

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Kvk nummer 34374865

In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by board, as well as evaluating the overall presentation of the financial statements.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Both ENDS, Amsterdam, as at December 31, 2013 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising institutions".

Amsterdam, 30 april 2014

Dubois & Co, Registeraccountants

Signed on original by:
M. Karmán RA

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DIVERSITY
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GET
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INVESTMENT
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COUNTRIES
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FINE FOREST
FOODS AND
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FOR ALL
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Connecting people for change

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