



# ANNUAL REPORT

22



**Both ENDS**  
Connecting people for change

# ANNUAL REPORT

22



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We started 2022 with ideas and energy. We were relieved that the pandemic seemed nearly under control. We were excited about having made strides in increasing support for transformative practices, like agroecology, which strengthens community resilience and contributes to stable supplies of food in times of crisis. And we were buoyed by the crucial breakthrough at the UN climate talks in Glasgow, where a large group of wealthy countries, including the Netherlands, and key international financial institutions, pledged to end public funding for new fossil projects abroad by the end of 2022. This was an enormous victory for Both ENDS and our many partners and allies worldwide, who have been working together for decades for fossil free public finance. And then the next crisis hit.

In February, the geopolitical context suddenly and profoundly shifted when Russia expanded its occupation of Ukraine into a full-scale war. As in case of the Covid crisis, we again saw how a sudden shock to the global economic system has direct and severe consequences on people's access to energy and food, as well as on civic space and human rights. Along with many others, we've been warning for years about the risks of our dependence on fossil fuels and industrial agriculture, and the danger of long and unsustainable global supply chains dominated by a few companies.

## **SECURITY DEPENDS ON A JUST TRANSITION**

We have talked about these problems again and again, and our experience in 2022 confirms that it's critically important to continue to do so. Everywhere we go, in every conversation we have, Both ENDS highlights the systemic character of the many crises we are facing and the consequences for people and planet. Together with diverse civil society organisations, social movements, scientists, parliamentarians and policymakers, Both ENDS continues to work and advocate for a just transition. In this, we are inspired by the many people we collaborate with, such as [those in Uganda](#) who, despite very difficult circumstances, are tirelessly advocating for a socially just, sustainable energy strategy. They are raising awareness and advocating for community-driven clean energy solutions, such as off-grid solar energy.

As yet another global food crisis loomed in 2022, we also continued to advocate and work for food system transformation. Worldwide, there are countless examples of [local food producers](#) engaged in socially just and ecologically sustainable food production. During the Covid pandemic, we saw confirmation of what we already knew: these holistic practices are best suited to ensure food and nutrition security, and to strengthen economic, climate and community resilience. They deserve much more support, both in terms of policy and funding.

In dialogue with a variety of actors, including Dutch policymakers, international financial institutions, banks and funders, we continued to urge relevant actors to take effective action to prevent hunger by supporting and investing in local food producers, especially women, and agroecological practices. Although there is more work to be done, our message is increasingly being heard. There is growing recognition by policymakers in the Netherlands, in Europe, and at the international level that investing in people's food security requires investing in people.

As part of the GAGGA Alliance, we are drawing attention to the leading role of women in implementing effective and sustainable measures to adapt to and mitigate climate change, and calling for more recognition, political support and funding for their work. We were pleased to make great headway in 2022, including in fruitful

dialogue with a number of donors. In our efforts to mobilise more resources, GAGGA was delighted to receive two new grants. A generous extra project grant from the Dutch Postcode Lottery focuses on flexible funding to strengthen community-driven, women-led systems of resilience and autonomy, building on an initiative launched during the pandemic. A three-year grant from the Ford Foundation enables GAGGA to provide flexible financial support to women and girl environmental human rights defenders to address structural violence.

### EXAMINATION OF POWER

As a Dutch organisation based in one of the world's wealthiest countries, Both ENDS aims to be continually alert to how we hold and use our power, both in the context of our relationships with partners in the Global South and with each other. We recognise that power relations are a constant factor in our work, and we want to improve our understanding and awareness of what this means, while ensuring that we are maximising our efforts to share power. To that end, we embarked on a new, ongoing learning process in 2022 focused on 'Examination of Power'.

The principle of shared power is at the core of our theory of change and of Both ENDS as an organisation. In recent years, much work has been done to make Both ENDS more united, strategic, and inclusive. Our self-organised organisational system has solidified: staff members have a clear understanding of what they can expect from the organisation and from each other, and what is expected of them. We have found new ways to enable people to grow within the organisation, with more staff members engaged in external communications, outreach, and partnership building. Of course, an organisation's health is always a work in progress, and we continue to keep strengthening the organisation collectively.

### DOING WHAT WE DO BEST

Without a doubt, the best part of 2022 was being able to resume our regular work – to connect in person with our partners, and to facilitate their engagement in important dialogues and decision-making processes. At an event in November, we brought together over 150 people – including staff

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of Dutch pension funds, asset fund managers, and policymakers – to see the remarkable documentary *The Illusion of Abundance*, which tells the stories of three women environmental human rights defenders fighting at great risk to defend communities against corporate misconduct. After the screening, Carolina de Moura, a GAGGA partner from Brazil and one of three women defenders featured in the film, told the audience about her efforts to hold the mining company Vale accountable for human rights and environmental abuses, including the Brumadinho dam collapse. She insisted on the urgent need to stop investment in such companies and projects. Listening to Carolina, it is painfully clear that we have an important job to do. We can — and we must – transform global value chains.

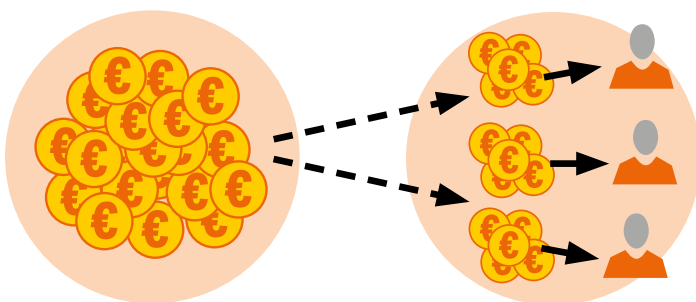
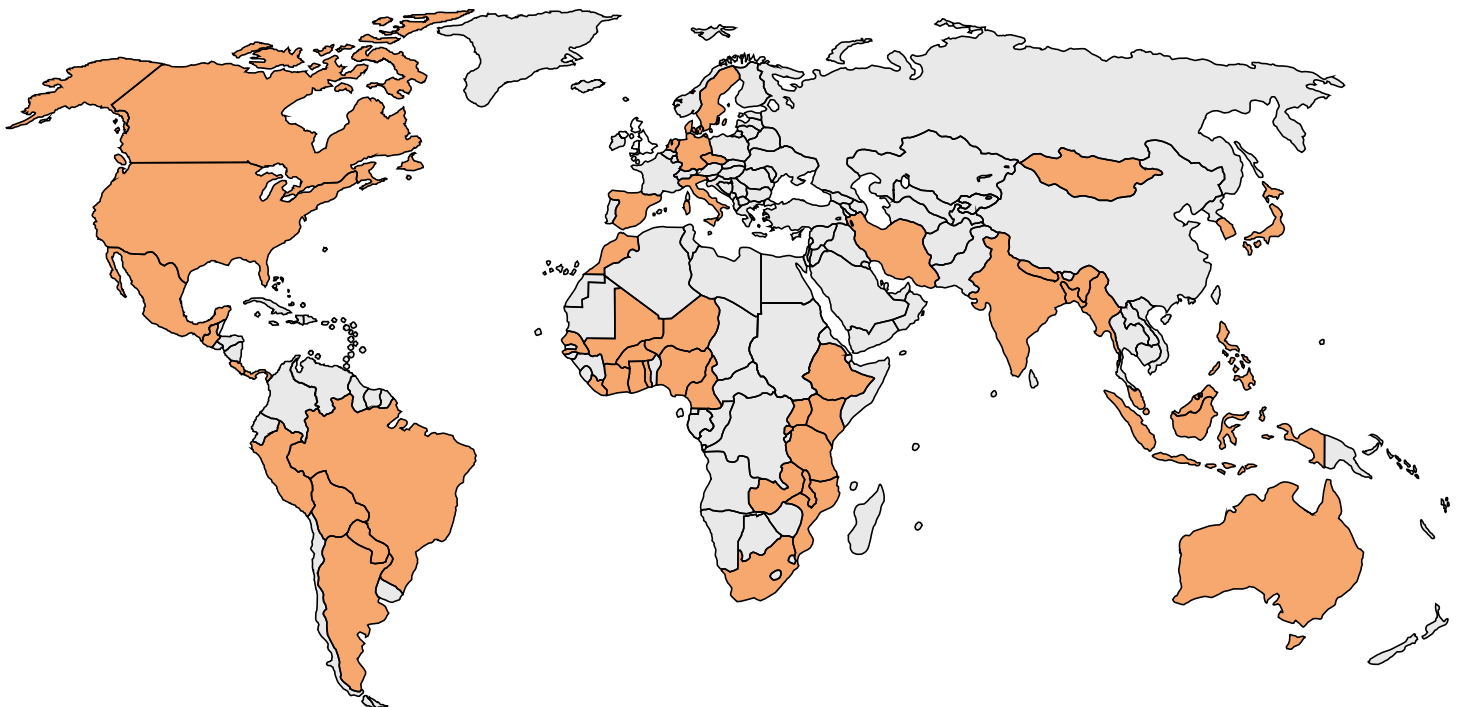
Ensuring that people like Carolina can take centre stage and make their voices heard is one of the things Both ENDS does best. It is our job to use our power by sharing our power – to connect people, to connect issues, to challenge decision-makers to do better, to show a way forward. Looking ahead, we aim to develop new relationships to ensure our financial stability, and that of our partners worldwide who, together with us, are creating space, power and momentum at both ends of the globe, in both North and the South, to change our broken system once and for all.

*Danielle Hirsch, Director*  
*Paul Engel, Chair of the Board*

**2022 AT A GLANCE:**

**In 2022, we had a work relation with a total of **579** partner organisations**

**and gave direct financial support to **193** partner organisations in **49** countries**

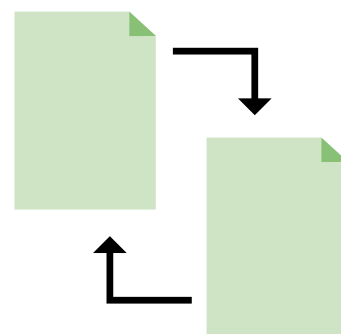


**In 2022, we regranted a total amount of **€ 5.7 MILLION** to our partner organisations**

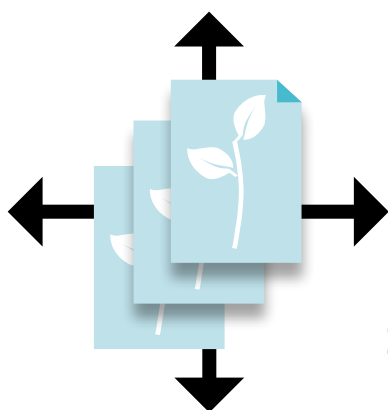
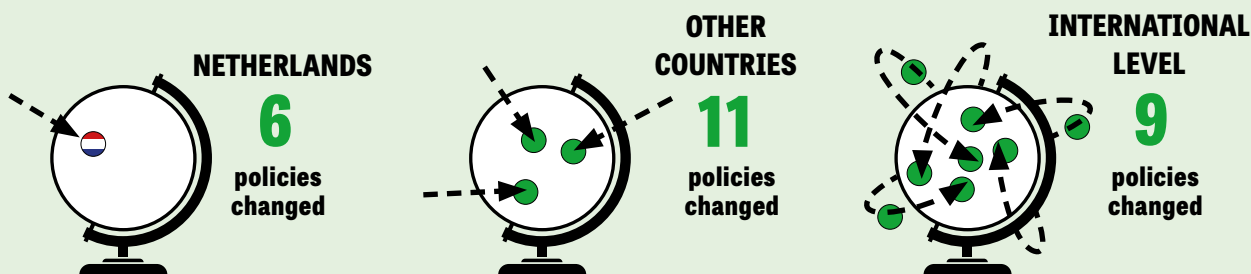
**of which **€ 1.6 MILLION** was distributed to individuals and grassroots organisations via **12** small grants funds**

In 2022, we were involved in a total of **83** policy influencing processes on topics like trade, agriculture, finance, water and human rights

in 2022, we achieved a total of **26** policy changes in favour of people and the planet



### PLACE OF CHANGED POLICIES:



In 2022, our advocacy work has led to **10** adopted policies at local, national and international levels that enable the upscaling of transformative practices

In 2022, a total of **60** partner organisations worked on one or more transformative practices

Since 2020, local partners implemented sustainable land use practices (like FMNR and Analog Forestry) on

**121,320 HECTARES**



# 1. OUR VISION, MISSION AND STRATEGY

Both ENDS 2020-2025 strategy was developed in dialogue with our global network of partners who all share Both ENDS' vision for a world in which 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

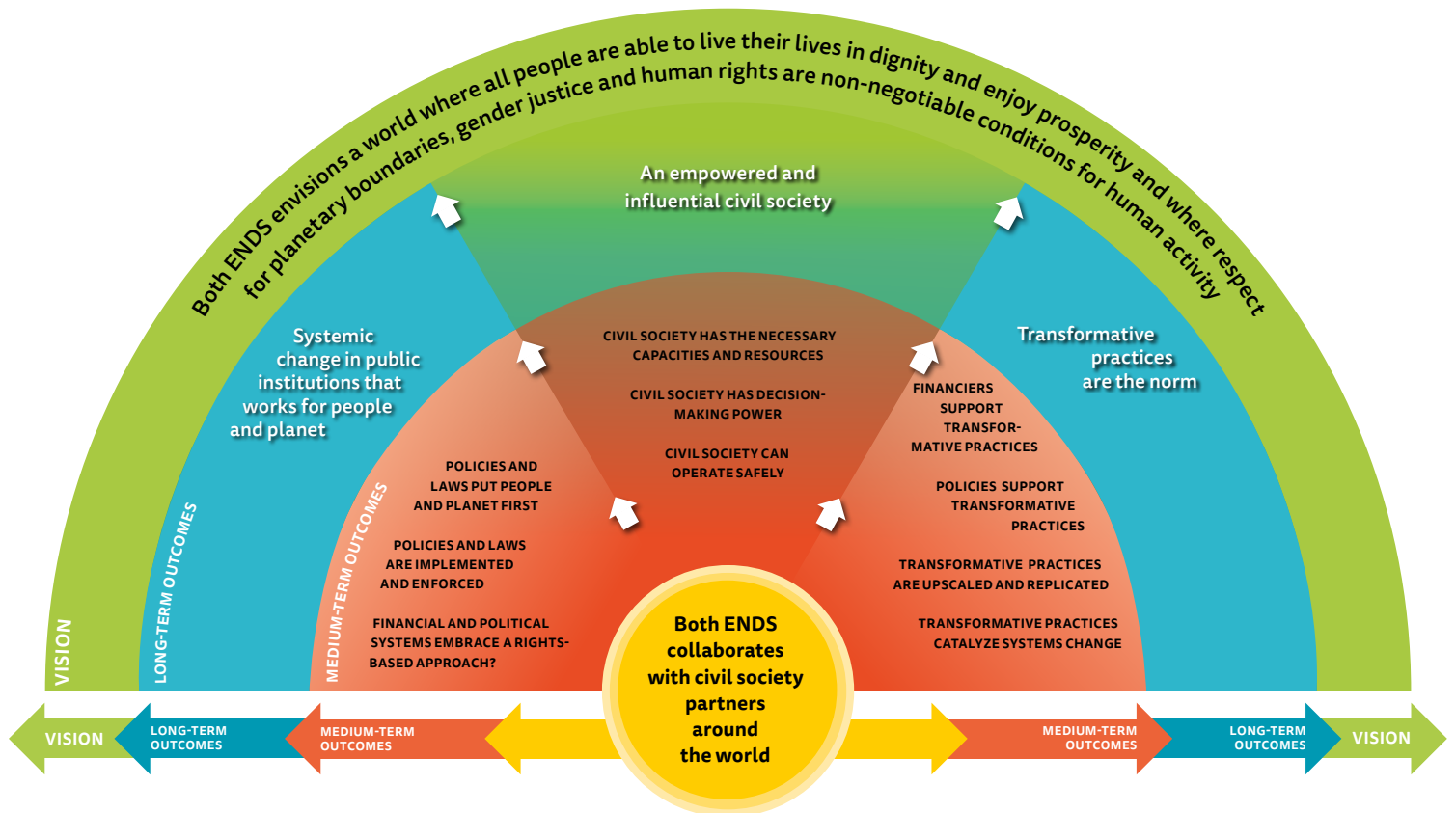
Both ENDS envisions a world where human rights are respected, gender justice is realised, and the environment is fostered and protected, thus assuring a life in dignity and prosperity for all, now and in the future.

### 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**

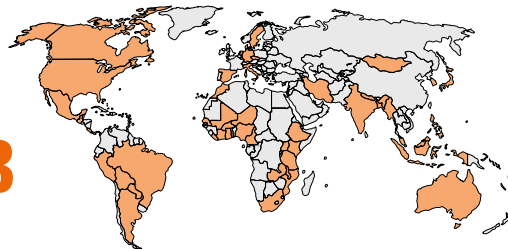
Our goal is a massive upscaling and mainstreaming of bottom-up, planet-friendly practices, supported by favourable governance systems and availability of financial resources. There are many examples of successful community-led livelihood models based on collective participation, healthy ecosystems, gender justice and a vision of wellbeing beyond individual wealth. Approaches such as Farmer Managed Natural Rgeneration 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 2022

### 2.1 • An empowered and influential civil society

In 2022, we had a work relation with a total of **579** partner organisations

and gave direct financial support to **193** partner organisations in **49** countries



Both ENDS cooperates with many partner organisations around the world to strengthen civil society, advocate for green and fair policies and support transformative practices. This cooperation entails much more than only financial support; we strategise together and each take our own role in our joint efforts for just and sustainable societies. The story about our work with partners in Uganda is a good example of how we do that.

#### JOINING VOICES AND STRENGTHS TO ADVANCE ADVOCACY AND SECURITY IN A HOSTILE ENVIRONMENT

In many countries around the world, environmental justice organisations are working under increasingly difficult circumstances. Many countries have enacted new laws and regulations to limit the activities and funding of civil society groups. Surveillance and harassment by government authorities, including the police and the military, has intensified. From one minute to the next, organisations' offices may be raided or their bank accounts frozen or staff held in custody.

Uganda is one of many countries where the situation for environmental organisations has deteriorated. Despite the severe impacts of climate change in the country, including drought and flooding, the Ugandan government and foreign investors are heavily investing in oil, gas and large-scale hydropower projects that violate the rights of Ugandan communities and devastate ecosystems. Efforts to contest harmful policies and projects have been met harshly. Both ENDS's partners have faced harassment for their indispensable work to promote human rights, environmental justice, and a just energy transition in line with the Paris climate agreement.

In 2021, Uganda's National NGO Bureau ordered 54 civil society organisations to halt operations. The list included Africa Institute for Energy Governance (AFIEGO), a long-term partner of Both ENDS, which works to promote community-based renewable energy solutions, such as off-grid solar power. The same year, AFIEGO's offices

were raided and staff members unlawfully arrested (and later released). Thanks to national and international pressure, AFIEGO was removed from the government blacklist. But environmental justice work in Uganda remains dangerous.

### A PROACTIVE APPROACH

As such incidents become increasingly common, Both ENDS has taken steps to develop a more systematic and proactive approach to supporting partners in addressing safety and security issues. Among other things, flexible financial resources and strong networks are important for enabling partners working in hostile contexts to safely carry out their work. To that end, in 2022, we successfully mobilised resources to support six Ugandan organisations – diverse partners of Both ENDS – to strengthen collaboration, increase their visibility, and carry out joint advocacy towards a green and sustainable future.

In addition to AFIEGO, the project involves Environment Governance Institute (EGI), Friends with Environment in Development (FED), the Center for Food and Adequate Living Rights (known as CEFROHT), Southern and Eastern Africa Trade Information and Negotiations Institute – Uganda (SEATINI) and Witness Radio Uganda, a network of human rights investigative journalists, lawyers, and social workers using legal aid support and media to promote and protect economic, social and cultural rights and development in Uganda.

An important element of the project is stimulation of information sharing and mutual support around safety and security issues. In 2022, project partners organised a safety and security training where they exchanged best practices on measures to reduce risk to staff and other environmental and human rights defenders working with communities in Uganda’s oil and gas regions. The partners share up-to-date intelligence about potential security risks in the regions where they work. CEFROHT, which specialises in litigation, has provided legal support to project partners when staff were illegally detained during a field visit.

### SHARING EXPERTISE

The six partners have different strengths, approaches and strategies, from expertise in human rights law, to lobbying, to working directly with communities who have been displaced by large,

## Together, the groups are defending displaced communities, promoting clean energy and livelihoods for communities, as well as promoting agroecology and the right to food.

destructive energy projects. The collaboration has facilitated exchange of expertise and helped strengthen their work. Together, the groups are defending displaced communities, promoting clean energy and livelihoods for communities, as well as promoting agroecology and the right to food. FED, for example, which works with people affected by the Karuma hydropower dam project, has linked up with AFIEGO to enhance efforts to bring solar power to the communities. Witness Radio and CEFROHT are training journalists and lawyers on key issues related to human rights and fossil fuel and large hydropower development. Meanwhile, SEATINI is raising awareness about harmful trade and investment agreements like the Energy Charter Treaty, which threatens Uganda’s ability to transition to just and clean energy.

The collaboration in Uganda has also strengthened collaboration within Both ENDS; the project brings together staff who specialise in different topics – climate change, financial flows, trade and investment agreements – and enables them to see with greater clarity how these interlinked issues are playing out in Uganda and how best to support the diverse partners they work with. The Uganda collaboration, which launched in 2022, is already showing positive results. Environment Governance Institute reports that its engagement in local-to-global and global-to-local partnerships as part of the project has helped enhance the group’s safety.

### AMPLIFYING UGANDAN VOICES IN THE NETHERLANDS

One of the key problems that Both ENDS’s Ugandan partners are addressing is the planned 1,445 km long East African Crude Oil Pipeline (EACOP), a project of TotalEnergies and the Chinese National Offshore Oil Cooperation (CNOOC). Preparations for construction of the pipeline are already causing human rights violations

and serious environmental pollution, and much more is to come if the project continues. It is estimated that over 100,000 people across Uganda and Tanzania will lose the land they rely on for their livelihoods, and many will be forcibly removed from their homes to make way for the pipeline. With the pipeline set to run through several nature reserves and wildlife habitats, and alongside Lake Victoria, the African continent's largest freshwater reserve, the environmental and safety impacts and risks are enormous.

Both ENDS is playing its part in the global effort to stop EACOP. It has helped convene an ad hoc coalition of organisations in the Netherlands – including our Fair, Green and Global Alliance partners Milieudefensie, SOMO and TNI – that are working together to raise awareness and put pressure on TotalEnergies to stop the project. In September, during TotalEnergies' 'Investors Day', Both ENDS and allies protested under the #StopEACOP banner at the company's office in The Hague, while others participated in similar actions in Paris and New York. The action brought public attention to the project with an [article](#) in the *Volkskrant*.

We have also called on Dutch pension funds, which have some €2.1 billion invested in TotalEnergies, to use their power to stop the project or divest from TotalEnergies. In meetings with the funds' asset managers, Both ENDS, together with a Ugandan activist, urged the investors to ensure respect for human rights and environmental sustainability in their investments. Concrete action from the five investors has yet to be seen, but they did commit to raising the issue with TotalEnergies. At least one asset management company has shown what should be done: in April, the Dutch company ACTIAM announced that it had pulled out of all investments from TotalEnergies and placed the company on an exclusion list over concerns about the EACOP project. We will continue to appeal to other investors to follow their lead.

### OTHER ACHIEVEMENTS IN THE FIELD OF CIVIL SOCIETY:

At the Climate conference (COP27) in Egypt, Both ENDS was able to do what we stand for: [connecting people for change](#). By bringing partners together, and by facilitating exchanges between our partners and policymakers, we achieved to give our partners a podium on which to make their voices heard.

As a response to the demands of our partner Forum Suape in Brazil, the license for Dutch dredging company Van Oord in Port Suape was limited to the winter period. This will drastically lower the impact of the dredging works on the livelihoods of the local community. This decision came after another breakthrough in Suape, when a controversial dam in the Rio Tatuoca that was destroying the mangroves and the aquatic life in the area was [partially dismantled](#), enabling the ecosystem to slowly recuperate. Together with Fórum Suape, Both ENDS has been working for almost ten years to protect the rights of local communities in and around Suape.

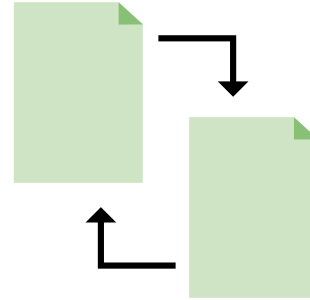
In 2022, Both ENDS and the Land Portal Foundation started a series of webinars, called "Whose Land? Inclusive Pathways to Land Governance". The [four-part webinar series](#) provided a platform for different stakeholders engaged in land governance to exchange on the importance of inclusivity and meaningful participation of all relevant actors in both formal and informal land governance processes. In total 1614 people participated in the webinars.

**In meetings with pension funds' asset managers, Both ENDS, together with a Ugandan activist, urged the investors to ensure respect for human rights and environmental sustainability in their investments.**

**2.2 • Systemic change in public institutions that prioritises people and planet**

In 2022, we were involved in a total of **83** policy influencing processes on topics like trade, agriculture, finance, water and human rights

in 2022, we achieved a total of **26** policy changes in favour of people and the planet



Influencing policies often is a matter of patience. It might take years until change finally materialises. This is why Both ENDS and partners are involved in such a large number of policy influencing processes, but achieved “only” 26 positive changes in 2022. One of those successes comes from Mozambique, where we supported Forum Mulher in their aim for better land rights for women.

**WOMEN’S LAND RIGHTS IN MOZAMBIQUE**

For rural and peasant women in Mozambique, land is life. Land is crucial for women’s livelihoods, their health and well-being. Land nourishes bodies and spirits. The Mozambique Constitution, National Land Policy and Land Law affirm the rights of all Mozambican people to the use and enjoyment of land, and recognise land as a universal means of wealth creation and social welfare. In practice, however, many regulations and procedures discriminate against women. Despite being the country’s largest producers of the food that sustains Mozambican families, few women can rest assured that their right to use and enjoy land is guaranteed.

Fortunately, a network of Mozambican women’s rights organisations, Forum Mulher, is gaining ground in its effort to improve respect for women’s land rights. In 2022, with support from Both ENDS, the network raised public awareness and mobilised rural women to effectively make their voices heard during the government’s formal review of the legislative framework for land governance.

**RURAL WOMEN’S POLITICAL DECLARATION**

When Mozambique’s Land Policy Review Commission shared its new draft land policy in April, Forum Mulher held meetings with rural and peasant women across the country to discuss the draft and gather women’s concerns and demands. From there, Forum Mulher organised a three-day National Conference of Rural Women involving

some 50 rural women peasants and activists from around the country to develop a shared strategy in relation to the review process. Women activists and land experts from Brazil, Portugal, Kenya, Argentina and South Africa also joined the retreat to share their own experiences of advocacy to influence land policy and advance gender and women's rights in their countries.

On the last day of the conference, the women hand-delivered their political declaration to the Deputy Minister of Land. Among other things, the declaration highlighted the need for an inclusive legal framework for land that focuses on gender equality and a participatory and democratic consultation process. The declaration insisted that communities and women be central in decision-making process regarding the management and administration of land and that family farming, the work of a large majority of women, be recognised, valued and protected.

#### **ENGAGEMENT IN THE REVIEW PROCESS**

Forum Mulher also met directly with the Minister of Land, urging her to address the severe lack of representation of (rural) women in the Land Policy Review Commission, which included nine men and just one woman. As a result of the meeting, the Minister recommended that the Commission involve Forum Mulher and rural women in its working group meetings. Forum Mulher provided necessary financial support (travel, food and accommodation) and training to rural women representatives so that they could fully engage in the meetings, which were held over multiple days. In the Commission's final meetings, a delegation of rural women, activists and lawyers made a final push to ensure consideration of gender issues and women's rights.

#### **RECOGNITION OF WOMEN IN NEW LAND POLICY**

As a result of the women's participation in the process, the Commission's final document on the revision of the National Land Policy of Mozambique, submitted to the Council of Ministers, contains articles on the importance of prioritising and valuing rural peasant women in land policy and law. It emphasises the importance of ensuring women's participation in decision-making at community and family level, as well as the need

to consult them about possible large-scale land allocations to investors and the government. The policy further recognises that women play a key role in the management of natural resources and biodiversity and that they should be involved in the design of policies and laws.

For Forum Mulher, important work lies ahead, as the government proceeds to the next step of revising the Land Law. Forum Mulher will continue to ensure that rural women in Mozambique are mobilised and supported to engage in the process and effectively ensure that their rights are guaranteed.

**The revision of Mozambique's Land Policy now contains articles on the importance of prioritising and valuing rural peasant women in land policy and law.**

#### **FOSTERING AWARENESS GLOBALLY AND IN THE NETHERLANDS**

For its part, Both ENDS is fostering learning about women's land rights among its network of partners as well as policymakers, building on recent [documentation](#) of successful strategies and practices to advance inclusive land governance. Together with Land Portal, in 2022 Both ENDS organised a series of webinars on Inclusive Land Governance, where participants exchanged knowledge and perspectives about inclusion in land governance initiatives, what it means in practice, and how it can be better embedded in the programming and policies. The series, which attracted the participation of hundreds of

participants worldwide, included one webinar specifically dedicated to transformative approaches for [women's land rights](#).

In the Dutch context, Both ENDS also worked to inform incoming Ministers and members of parliament about the importance of land rights, particularly in relation to the topics of food and agriculture, and Dutch business and investment abroad. In June, at a Parliamentary roundtable on the topic, Both ENDS urged policymakers to guarantee (women's) land rights in Dutch foreign policy and in all public financial flows, and the importance of adopting legislation, known as mandatory human rights due diligence, to ensure that the private sector does the same. Both ENDS also called on the Dutch government to invest in community-driven, inclusive and environmentally sustainable agricultural around the world.

**Both ENDS is fostering learning about women's land rights among its network of partners as well as policymakers, building on recent documentation of successful strategies and practices to advance inclusive land governance.**

### **OTHER ACHIEVEMENTS IN THE FIELD OF SYSTEMIC CHANGE:**

The Netherlands finally decided to [withdraw from the Energy Charter Treaty](#) (ECT). This is good news for the energy transition in the Netherlands and beyond. Both ENDS has been working with partners for a number of years to raise awareness about the disadvantages of the ECT, especially in countries in the Global South that were considering joining the treaty, such as Uganda and Indonesia.

In Argentina, after intensive advocacy by our partner FARN, the government [adapted its national biodiversity policy](#) to be in line with the international CBD-framework, including norms concerning human rights, gender and the recognition of [biocultural corridors](#) – an important pillar of the Wetlands without Borders programme.

As part of a European tour and together with Brazilian partners (Instituto Cordilheira) Both ENDS pre-screened '[Illusion of Abundance](#)' a documentary sharing the story of three Latin American women fighting injustice caused by large scale development projects. The panel debate after the screening and several follow-up screenings requested by Dutch investors, generated an in-dept discussion about the role of investors on due diligence, prevention and improvement of communication with communities in potentially affected areas.

The Inter-American Development Bank (IDB) has taken a unique decision to [withdraw from the construction of two controversial dams](#) in Ixquis, Guatemala. Both ENDS has supported our partner AIDA for many years in its fight against the dams.

**2.3 Transformative practices are the norm**

**Since 2020, local partners implemented sustainable land use practices (like FMNR and Analog Forestry) on**  
**121,320 HECTARES**



By strengthening and eventually up-scaling transformative practices, Both ENDS and counterparts show tangible examples that can inspire and promote a radically different system that places human and environmental well-being at its core. Analog Forestry is one of those practices that we've been promoting for decades already, together with our partners.

**GROWING A GLOBAL NETWORK OF ANALOG FORESTRY PROMOTERS**

Around the world, the loss and degradation of ecosystems is happening at a dangerous pace. About a quarter of land on Earth has been degraded, meaning that diverse ecosystems that were once rich with life have lost their capacity to thrive and grow. Each year, tens of millions of hectares of forest are destroyed or lose their ability to naturally regenerate. Alongside of their cultural and spiritual importance, healthy forests are a vital source of food, water, and medicine for people worldwide. They provide valuable materials for housing, furniture, crafts, and energy. And they provide essential protection against climate change and its impacts.

As part of the Global Alliance for Green and Gender Action (GAGGA), the International Analog Forestry Network (IAFN), a long-term partner of Both ENDS, is inspiring and supporting women's leadership in their communities to restore local ecosystems using natural forests as a model. Analog Forestry, the creation of forest gardens that are analogous in structure and function to original forests, enables communities to strengthen their livelihoods and incomes while creating stable and ecologically rich forest landscapes. Analog Forestry is one of the many transformative practices that Both ENDS and our partners strive to bring attention to, scale up, and spread far and wide.

**NEW WAYS OF WORKING**

In the last several years, IAFN set a goal for itself to expand and strengthen its network of local practitioners of Analog Forestry, known as 'Promoters', with a specific focus on women. Due



to the Covid pandemic, however, the network had to profoundly adjust its usual ways of working. Travel restrictions necessitated a shift to online training. On-going technical support for implementation of Analog Forestry sites had to be provided remotely.

IAFN successfully navigated the transition. Since 2020, the Promoters Network has continued to flourish. So too has awareness of the need to invest in and strengthen food sovereignty and agroecological food systems. Trainers and Promoters maintained regular contact with each other via whatsapp groups where they exchanged information and experiences about the implementation of Analog Forestry, such as setting up nurseries, collecting seeds, identifying plants that grow well and those that don't, dealing with problems with weeds, and applying organic fertilizers.

At the beginning of 2022, with the pandemic still limiting mobility, IAFN and its Cameroon member, CENDEP, organised trainings, thematic mini-workshops and interactive sessions for promoters in Latin America, Asia and Africa. Topics covered, such as biological control, nurseries, soil improvement and the issue of gender justice, were selected by the Promoters themselves. During the mini-workshops, presentations about implementation and commercialisation of products from mature Analog Forests in Ecuador and Sri Lanka served as inspiration for new Women Promoters, helping them envision what can be achieved in the longer-term on their own Analog Forest plots. IAFN plans to follow up on this by including visual materials and virtual 'walks' through mature Analog Forests in future online events.

**Topics covered in the workshops, such as biological control, nurseries, soil improvement and the issue of gender justice, were selected by the Promoters themselves.**

### CONSOLIDATING PROGRESS

As 2022 progressed and travel finally became possible, IAFN took action to consolidate the progress made over the previous two years. With support from Both ENDS, IAFN and CENDEP trainers organised their first post-pandemic on-site visits and monitoring missions to partner organisations and Analog Forestry sites in India, Indonesia, Nepal, Guatemala, Nicaragua, Uganda and Zimbabwe. During the visits, a variety of workshops and learning sessions were held. In Asia, IAFN brought together a new group of Analog Forestry Promoters – seven women and two men from India, Nepal and Indonesia who met in person for the first time in the Asian Promoters Gathering.

In total, 30 Analog Forestry Promoters were strengthened in 2022 in their capacities to restore degraded lands and apply Analog Forestry on the ground. In evaluations of these efforts, IAFN's Promoters confirm how much they value being part of IAFN's international network of practitioners and the opportunity to exchange experiences, knowledge and mutual support with others in the network.

### SPREADING THE WORD, BUILDING SUPPORT

Promoters are spreading their knowledge and enthusiasm for Analog Forestry in their communities. To foster their work, at the end of the year IAFN provided seed grants to Promoters to develop new and existing Analog Forestry demonstration plots. The network is also working to make the work of Promoters more visible. In October, in the lead up to International Day of Rural Women, World Food Day, and the Global Day of Action for Food Sovereignty, IAFN shared the [stories](#) of four women Promoters from Nepal, Indonesia, and Bolivia. The articles highlighted the women's efforts, through agroecology and Analog Forestry, to build community resilience to crises, fight for and ensure food sovereignty, and contribute to regeneration of their territories.

Likewise, Both ENDS is showcasing the transformative promise of Analog Forestry among its key audiences, including donors. As part of the GAGGA Alliance, Both ENDS and its partners are making the case for more recognition, political support, and funding for women-led Analog Forestry and other gender-just climate solutions. At a side event at the 2022 UN climate conference

in Egypt, with representatives from governments, the Green Climate Fund, and the Adaptation Fund in the audience, GAGGA partners underscored the need to support local women and indigenous organisations in leading climate action.

In anticipation of the conference, Both ENDS published briefing papers describing two examples of gender-just climate solutions, including a successful women-led Analog Forestry initiative in Cameroon supported by IAFN member CENDEP and a sustainable forest management initiative in India involving 'Women Barefoot Ecologists,' a project of Both ENDS's long-term partner, Keystone Foundation. At the UN conference, the latter received a huge boost when it won the Women and Gender Constituency's Gender Just Climate Solution Award. The project was specifically recognised for its transformational power.

### OTHER ACHIEVEMENTS IN THE FIELD OF TRANSFORMATIVE PRACTICES:

At the UNCCD COP15 in Abidjan, the UNCCD adopted the FAO's "[Technical Guide on the implementation of the VGGTs in Land Degradation Neutrality](#)", including suggestions by Both ENDS and partners. This technical guide builds on the groundbreaking COP14 decision on Land tenure. With this technical guide, the UNCCD offers a tool to support countries to integrate the tenure guidelines in their land use policies and to halt desertification and land degradation and mitigate the effects of drought. Both ENDS and partners – especially from the [Drynet Network](#) – have since long advocated for this matter.

In the Wetlands without Borders programme, our partner organisation CODES has been working towards creating '[Family Seed Banks](#)' in Paraguay for the preservation and multiplication of native and endangered seeds. So far 5 seed banks have been created and these families were named as "Guardians of Seeds". They harvest, store and share these native seeds in the community. Community-managed seed banks are an important aspect of agroecology and contribute to local food sovereignty.

Our partner organisation Prakriti Resource Centre (PRC) supported 28 local women's groups from 15 districts in Nepal to undertake and promote environmental and climate actions. These actions include organic farming, forest plantation and pruning, water management and waste recycling. The women's groups also influenced their newly elected local governments to [scale up climate actions](#) and in some cases managed to access municipal budgets to further implement their gender just climate actions.

Our "[Communities regreen the Sahel](#)" programme, aimed at supporting partners for at least ten years (2018-2028), is now halfway. Together with more than 20 local partner organisations and more than 40.000 farmers in Senegal, Burkina Faso and Niger, we've regreened already a 100.000 hectares of farmland in 5 years time.

## 2.4 • ALL PROJECTS IN 2021

### STRATEGIC PARTNERSHIPS

#### BOTH ENDS TAKES PART IN TWO 'POWER OF VOICES' STRATEGIC PARTNERSHIPS (2021-2025) 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 • ITforChange (India) • Milieudedefensie (Friends of the Earth Netherlands) • Samdhana (Indonesia/Philippines) • Stichting Onderzoek Multinationale Ondernemingen (SOMO, the Netherlands) • Transnational Institute (TNI, the Netherlands)

**PROJECT PARTNERS:** Abibiman Foundation (Ghana) • AERC (Ghana) • ACD (Panama) • ADT (Les Amis de la Terre -Togo) • Bilaterals.org (Global) • Centre for Human Rights and Rehabilitation (Malawi) • CEFROHT (Uganda) • COMAID (Cameroon) • EGI (Environmental Governance Institute - Uganda) • EMG (South Africa) • Equit - REBRIP (Brazil) • FECONAU (Peru) • Forum Mulher (Mozambique) • Fórum Suape (Brazil) • Friends of the Earth Ghana (FoE, Ghana) • Friends with Environment in Development (FED, Uganda) • Gemawan (Indonesia) • GDA/IFI Synergy (Cameroon) • GRAIN (Spain) • Haki Madini (Tanzania) • IAFN (Costa Rica) • ICE (Kenya) • IGJ (Indonesia) • ILED (global) • Institut Dayakologi (Indonesia) • Jatam Kaltim (Indonesia) • Kalikasan (KPNE, Philippines) • Keystone (India) • LemBAH (Indonesia) • LILAK (Philippines) • Lumière Synergie pour le Développement (LSD, Senegal) • M10 (Panama) • MCDI (Kenya) • PELUM (Kenya) • PPKSK (Malaysia) • REDGE (Peru) • SEATINI (Uganda) • SPNKK (Philippines) • Sustainable Development Institute (Liberia) • Teraju Foundation (Indonesia) • UPC (Mozambique) • Uttaran (Bangladesh) • WALHI Sulawesi Selatan (Indonesia) • 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, Central America) • Mama Cash (the Netherlands)

**PROJECT PARTNERS:** AFIEGO (Uganda) • AIDA (Mexico) • Aksi (Indonesia) • CCIMCAT (Bolivia) • CENDEP (Cameroon) • Centro Terra Viva (Mozambique) • Colectivo CASA (Bolivia) • FASOL (Mexico) • Forum Suape (Brazil) • Fundación Socioambiental Semilla (Bolivia) • Fundación Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • GDA - Green Development Advocates (Cameroon) • Global Greengrants Fund (GGF, USA) • IAFN (Costa Rica) • Instituto Cordilheira (Brazil) • JATAM KALTIM (Indonesia) • Jeunes Volontaires pour l'Environnement (Ivory Coast) • Just Finance (the Netherlands) • Kalimantan Women's Alliance

(Indonesia) • Kebetkache (Nigeria) • Keystone (India) • LemBAH (Indonesia) • LILAK (Philippines) • Lumière Synergie pour le Développement (LSD, Senegal) • Madre Selva (Guatemala) • MONES (Mongolia) • NTFP-EP (Philippines) • Plurales (Argentina) • Prakriti Resources Centre (Nepal) • Rutu Foundation (Netherlands) • RWA-TCOE (South Africa) • The Green Protector (Rwanda) • Tindzila Associação Caminhos Sustentável (Mozambique) • Walhi (Indonesia) • WATED (Tanzania) • Women Environmental Program (Nigeria) • WOMIN (South Africa)

### OTHER PROJECTS:

#### Autonomy and Resilience Fund

**FINANCED BY:** Dutch Postcode Lottery (NPL)

**PROJECT PARTNERS:** FASOL (Mexico) • Fondo Centroamericano de Mujeres (FCAM, Central America) • Fundación Socioambiental Semilla (Bolivia) • Fundación Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • Global Greengrants Fund (GGF, USA) • Keystone Foundation (India) • Mama Cash (the Netherlands) • NTFP-EP (Philippines) • Tindzila Associação Caminhos Sustentável (Mozambique)

#### AVACLIM – Agroecology, ensuring food security and sustainable livelihoods while mitigating climate change and restoring land in dryland regions

**FINANCED BY:** Global Environmental Facility (GEF)/Food and Agricultural Organization (FAO) • Fonds Français pour l'Environnement Mondial (FFEM; both through CARI)

**PROJECT PARTNERS:** Agrisud International Fondation Norsys (Morocco) • Association pour la Recherche et la Formation en Agroécologie (ARFA, Burkina Faso) • Association pour l'environnement et le Développement - Action pour la Protection Naturelle des Terroirs (ENDA Pronat, Senegal) • Centro de Assessoria e Apoio a Trabalhadores/as e Instituições não governamentais Alternativas (Caatinga, Brazil) • Environmental Monitoring Group (EMG, South Africa) • Gram Bharati Samiti (GBS, India) • Institute for Sustainable Development (ISD, Ethiopia)

#### 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) • The Green Protector (Rwanda)

**Communities regreen the Sahel**

**FINANCED BY:** DOB Ecology

**PROJECT PARTNERS:** CRESA (Niger) • IED Afrique (Senegal) • SPONG (Burkina Faso)

**Dialogue between farmers and citizens on sustainable agriculture**

**FINANCED BY:** Gemeente Berkelland

**PROJECT PARTNERS:** CSA Nederland

**Empowering farmers that regreen the Sahel**

**FINANCED BY:** Stichting De Roeper

**PROJECT PARTNERS:** CRESA (Niger) • IED Afrique (Senegal) • SPONG (Burkina Faso)

**Enhancing grassroots organisations that work at the intersection of natural resources, defense of territories and gender-based violence**

**FINANCED BY:** Ford Foundation (through FCAM)

**PROJECT PARTNERS:** FASOL (Mexico) • Fundación Socioambiental Semilla (Bolivia) • Fundación Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • Global Greengrants Fund (GGF, USA) • Keystone Foundation (India) • NTFP-EP (Philippines) • Tindzila Associação Caminhos Sustentável (Mozambique)

**GAGGA gender just climate solutions**

**FINANCED BY:** Dutch Postcode Lottery

**PROJECT PARTNERS:** CENDEP (Cameroon) • FASOL (Mexico) • Fundación Socioambiental Semilla (Bolivia) • Fundación Tierra Viva (Central America) • Fundo Socioambiental CASA (Brazil) • IAFN (Costa Rica) • Keystone Foundation (India) • Tindzila Associação Caminhos Sustentável (Mozambique)

**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)

**International Cooperation to Decarbonize Export Credit Agencies**

**FINANCED BY:** KR Foundation

**PROJECT PARTNERS:** ECA Watch (international)

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

**FINANCED BY:** Bulb Foundation

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

**Rich Forests and Transformative Practices**

**FINANCED BY:** Stichting Otterfonds

**Shifting public funding flows towards agro-ecology**

**FINANCED BY:** Porticus

**PROJECT PARTNERS:** CENESTA (Iran) • EMG (South Africa) • PELUM Kenya (Kenya) • Probioma (Bolivia)

**Strengthening advocacy on DivestInvest and climate finance in Europe**

**FINANCED BY:** Wallace Global Fund

**PROJECT PARTNERS:** AIDA (Mexico) • Ansvarlid Fremtid Denmark • Den Haag Fossielvrij (NL) • Fossil Free Berlin (Germany) • Fossilfria Pensioner Sweden • Groen Pensioen (NL) • LINGO (Germany) • Re:Common (Italy) • WATED (Tanzania)

**Support for Asian NGOs**

**FINANCED BY:** Private funder

**To advocate for Dutch pension funds to vote for climate resolutions at company AGMS and divest from fossil fuel**

**FINANCED BY:** The Sunrise Project

**PROJECT PARTNERS:** AFIEGO (Uganda)

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

**FINANCED BY:** Anton Jurgens Fonds

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

**Wetlands without Borders**

**FINANCED BY:** DOB Ecology • Annenberg Foundation

**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 Koningschool Fund**

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

**PROJECT PARTNERS:** NTFP-EP (Philippines)

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**Young Environmental Leadership**

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

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**DUTCH POSTCODE LOTTERY**

As a beneficiary, Both ENDS receives an annual amount of unearmarked support from the Dutch 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 DIRECTOR**

Danielle Hirsch

### **BOTH ENDS STAFF**

Ana Luiza Alves as of September 2022  
Benjamin Kwaku Asante as of October 2022  
Steven Baitali  
Tessa Bakx until October 2022  
Karin van Boxtel  
Cindy Coltman  
Annelieke Douma  
Fiona Dragstra until September 2022  
Alexandra Elamri  
Karine Godthelp  
Amanda Gomes Lôbo until April 2022  
Anneroo Goudsmit  
Nathalie van Haren  
Niels Hazekamp  
Masja Helmer  
Fernando Hernandez Espino  
Maaïke Hendriks  
Annie Hillar as of June 2022  
Burghard Ilge  
Pieter Jansen  
Anne de Jonghe  
Hadi Kurnianto  
Elise Le Guile as of December 2022  
Nalini Sharina Mahesh  
Marianne van Meer until February 2022  
Nick Middeldorp  
Tamara Mohr  
Adam Moore as of December 2022  
Yordanos Mulder  
Roos Nijpels-Cieremans  
Tineke Obers  
Edwin Onencan as of September 2022  
Madhu Ramnath  
Roel Ranzijn  
Marjolein van Rijn  
R'himou Elhassouni as of April 2022  
Daan Robben  
Eva Schmitz  
Maaïke Schouten  
Murtah Shannon  
Sinde De Strijcker until February 2022  
Stefan Schüller  
Simone Tjin A Soe  
Marius Troost  
Leonie Truijens  
Melvin van der Veen  
Monique Walraven  
Ikbal van der Wiel-Yilmaz

Wiert Wiertsema  
Paul Wolvekamp  
Arthur Zuidema

### **VOLUNTEERS & INTERNS**

Tineke Cordesius • Nikita Engineer • Stella Munninghoff • Christa van Oorschot • Ana Xambre Pereira

### **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.

### **BOTH ENDS BOARD MEMBERS IN 2022**

In 2022, the Board consisted of six people. In April we welcomed a new treasurer. Tijn Peeters took over the position of Marianne van Duin who left the Board after 5,5 years. We want to thank all

our Board members for their commitment to Both ENDS:

**Paul Engel, Chair**

*Independent, Owner of Knowledge, Perspectives and Innovation*

Other relevant positions: none

**Ikrâm Çakir, Secretary**

*Youth Campaigner, Oxfam Novib*

Other relevant positions: none

**Tijn Peeters, Treasurer** as of April 2022

*Commercial Banker, ABN Amro*

Other relevant positions: none

**Marianne van Duin, Treasurer** until April 2022

*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

**Mariken Radstaat, Board Member**

*Directeur Mens & Organisatie, iHUB Alliantie*

Other relevant positions: none

**Jeroen Schmaal, Board Member**

*Manager Business Development, 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 2021: Irene Dankelman\* • Kiane de Kleijne • Paul Arlman • Raet • Sjef Langeveld • Techsoup • Disrupt Development • Governance & Integrity NL

\*With great sadness we have said farewell to one of our founding mothers, [Irene Dankelman](#), at the end of 2022. At Both ENDS, Irene and her wisdom will always be part of our DNA.

**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 2021.

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 soberness.

**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, 'Goede Doelen Nederland'. The Board members do not receive any remuneration for serving on the Board.

**THE BOTH ENDS TEAM AND THE COVID-19 PANDEMIC**

In March of 2022 the last measures against COVID-19 installed by the Dutch government were lifted. This resulted in opening the office for use and inviting all staff back to work at the office in Utrecht. Through surveys and meetings it was collectively decided that all staff is working from the office on Tuesday. On other days staff is free to decide where they work, this could be at the office or remotely if preferred. This is a direct result of having worked remotely for two years, having

invested in safe and healthy home work spaces and listening to wishes of staff to be flexible with regard to where staff works.

With the lifting of the restrictions work trips were back on the program again after a two year hiatus. More on that a bit further down.

### **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 has positions for people who have been inactive on the labour market for an extended period of time. These staff members, seconded to the organisation by Reïntegratiebedrijf Amsterdam receive extra coaching.
- Both ENDS has an active volunteer policy.
- Both ENDS guarantees safety on the work floor by ensuring that there are at least three qualified emergency response officers (EROs) who follow a refresher course every year. There is an Automated External Defibrillator in the building. The EROs are trained to use it and give annual instruction to staff.

### **DIVERSITY & 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.

In 2022 a Diversity, Equity and Inclusion (DEI) work group started mapping out a trajectory for Both ENDS on becoming a more Diverse, Equitable and inclusive organisation. The work group met periodically. By September the work group had started a collaboration with Disrupt Development, with Fabienne Simenel as the consultant. With the DEI group the consultant sent out a survey to all staff to investigate the 'status quo' on DEI within Both ENDS at that point. The results were gathered and presented by Fabienne in a workshop. During this workshop the entire organisation gained more insight on DEI, the importance of DEI and was asked to pinpoint priorities for the work group to continue with first. The priorities identified were:

- 1) Awareness, knowledge and (work) culture
- 2) Accessibility (of the office)
- 3) Procedures and Policy

Based on these results and priorities the work group will continue the trajectory in 2023, with the aim on bringing the priorities stated above into effect. And with the aim of writing a coherent DEI Policy for Both ENDS.

### **SAFETY AND SECURITY POLICY DURING TRAVELS**

Since many years, Both ENDS has a safety and security policy for travelling employees. In addition, there is a trained Crisis Management Team (CMT) to respond during emergencies. In 2022 the team followed a refreshment course to update all procedures surrounding the travel policy to current standards. Therefore also an update was made in the way Both ENDS decides when and where to travel. With the pandemic fresh in mind and the acknowledgement that air travel is still undesirable. A new procedure should make the decision to travel more insightful and should help in deciding whether or not a trip is the most suitable outcome for the projects and partners.

New staff that has joined Both ENDS in the pandemic years and who are traveling to higher risk areas (according to The Ministry of Foreign Affairs) have taken the Hostile Environment Awareness Training provided by CSD in The Netherlands.



### 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, twice per month.
- Our cleaning company uses biodegradable cleaning agents and has an ISO environmental certificate.
- Our paper is FSC-certified and we print everything double-sided.
- 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 completely avoid air travel. Since 2019, we work with Key Travel (formerly RAPTIM) as our regular travel agent. Key Travel has an extensive [CSR policy](#).
- In 2022 we still worked from home for the largest part of the year. And since moving to Utrecht most of our staff uses public transport to come to work. A few colleagues live within walking or cycling distance to the office. We mainly use public transport for work visits in the Netherlands. Travel by car is rare.

### 3.4 INTEGRITY

In 2022 the Integrity core group was extended with a work group. This work group is collaborating with the head of HR and the head of PMEL/quality (of the core group) on reassessing the current policies around integrity, fraud and mismanagement. All documents, such as the MoU's, Code of Conduct and other formal forms were reassessed revised where needed.

In 2022 Both ENDS continued training its staff on making morally just decisions. A full day training was crafted by Governance & Integrity Netherlands (G&I) and gave Both ENDS staff tools to have conversations that will help with our moral judge making. G&I was chosen carefully after assessing four different integrity bureaus. G&I knows the NGO sector and is able to connect the specific integrity issues, dilemmas and situations to the Both ENDS reality in among other things, working with partners world wide. Both ENDS deems it important to train all staff annually and will continue to find the appropriate trainings.

Next to the training G&I also revised all policies in a desk review and assessed that our current processes are accurate. Both ENDS was given advice on how to stay accurate and how to make the processes future-proof. With the aim of focussing more on creating a certain, safe environment in which staff is given the tools on how to behave according to what Both ENDS deems desirable.

Both ENDS adopted a 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.

**COMPLAINTS ABOUT FRAUD AND MISMANAGEMENT**

In 2022, there were no complaints.

**3.5 EXTERNAL COMMUNICATION**

**CAMPAIGNS**

Both ENDS continuously seeks attention for the topics we work on. Although one can say "the more people know about our work, the better", it is not as easy as that. In our field of work, it is important that the right people (like policy makers, investors, journalists, etc) get across our messages whilst they also feel the pressure of a public opinion that is changing directions.

Both ENDS's communications department therefore works in close collaboration with our policy colleagues to chose the message, the audience and the platforms in order for our external communication to contribute effectively to our advocacy for a just and green society. In 2022, we launched two campaigns on our own initiative, whilst we also contribute to a lot of campaigns from our close network of partners and allies.

**MAKE INNOVATIONS WORK FOR ALL: REFRAMING INTELLECTUAL PROPERTY RIGHTS**

In the run up to the WTO Ministerial Conference in June 2022, we prepared a [campaign on Intellectual Property Rights](#) (IPR). Through various mechanisms, the WTO is regulating IPR in a way that does not serve people and the planet, but instead protects the interests of multinational companies. To raise awareness for this issue, we launched an [infographic](#), dedicated our social media accounts to it, wrote articles and press releases and joined forces with our global partner network on especially the topics of [UPOV](#) (an agreement that impedes farmers to reuse their seeds, hence making them dependent on (multinational) seed firms) and a call for a [TRIPS waiver](#) for covid-19 vaccines.



**FINANCE FOR AGROECOLOGY**

For years, we're calling on public financiers like the Green Climate Fund or European countries to shift their funding from large actors and projects to small-scale, local initiatives. In 2022 we decided to focus on one specific target that could use increased funding to grow and reach its full

Both ENDS Factsheet November 2022

# Finance for Agroecology

**ABOUT AGROECOLOGY** Agroecology is a scientific discipline, a set of agricultural practices, and a social movement<sup>1</sup>. It aims to transform food systems by applying ecological principles to food production, while underscoring important aspects like equality, social justice and resilience, and also focusing on the need for socially equitable food systems.

The potential of agroecology is increasingly being recognised in public policy making. However, this potential currently remains untapped by public funding, with many opportunities to more strongly support agroecology as a means to achieve food systems transformation.

**The 10 elements of agroecology**  
Developed by the Food and Agriculture Organization (FAO) of the United Nations, the 10 elements of agroecology present a comprehensive framework to guide the transition towards sustainable food systems:

- Diversity
- Synergies
- Resilience
- Efficiency
- Recycling
- Human and Social Value
- Responsible Governance
- Co-creation of Knowledge
- Culture and Food Traditions
- Circular Economy

Many studies have been conducted in recent years to analyse financial support for agroecology from different funders. This factsheet aims to put their main findings together to paint a general picture of the support provided to agroecology.

Each study has used a slightly different methodology for analysing data. This factsheet is a simplified version meant to provide a general overview and comparison of some prominent funders, so as to have an indication of what the current public funding landscape for agroecology looks like.

**Legend:**

- No support for agroecology – covers conventional agriculture and sustainable intensification projects, with little integration of the elements.
- Partial support for agroecology – covers 2 or more elements and have the intention to prioritise agroecology, or provide the socially enabling conditions for it.
- Support transformative agroecology – radically redesigns the agroecosystem and integrates 5 or more of the agroecological elements.

potential: [agroecology](#), which is, by definition, locally led, socially just and environmentally sustainable. We build the campaign around the [factsheet “Finance for Agroecology”](#) in which we showed at a glance the lack of finance for agroecological projects via various large funders. This factsheet was prepared for the [climate conference in Egypt \(COP27\)](#) where we also co-organised two side-events on related topics. Besides the factsheet, we had 90 posts on social media with a total reach of 25,000 views, a dossier page and a press release which was picked up by [BNN VARA](#) and [Reformatorisch Dagblad](#).

**OTHER CAMPAIGNS**

- Both ENDS contributed to a number of other campaigns from and with our partner network. A selection:
- the [We Women Are Water Campaign](#) of GAGGA;
  - the #Together4Forests campaign, which has been going for a few years and in 2022 finally led to the adoption of an ambitious anti-deforestation law in the EU;
  - the launch of the [Indigenous-Led Education \(ILED\) Network](#);
  - the building of a [#StopEACOP network in the Netherlands](#), including a protest action;
  - and [continuous efforts](#) to make the Netherlands keep its promise to really stop export support for fossil fuel projects abroad.

**OTHER COMMUNICATION ACTIVITIES**

**PRESS AND MEDIA**

In 2022, Both ENDS published [nine press releases](#). Our organisation was mentioned in the Dutch and international press a total of 92 times – which exceeds the target of 20 times per quarter we set for ourselves.

Dutch press showed interest in some cases of human rights abuses that Both ENDS works on with partners, such as those [around the construction of a crude oil pipeline in Uganda and Tanzania](#), around the [development of an LNG-terminal in Mozambique](#) or around the environmental damage that has not been solved three years after the [collapse of the Brumadinho mine dam](#).

Several colleagues wrote a total of eleven opinion articles for newspapers and online platforms, among others about [destructive land reclamation in Manila Bay](#), about [how the Dutch government does not comply with the promised it made in the](#)

[Glasgow declaration](#) and about [how the Dutch government should channel more funding to sustainable agriculture abroad](#).

Also, a total of five colleagues were asked to do an interview or give background information on the Dutch radio, such as about [the effects of climate change on women](#) or the [role of the Netherlands in climate change on the African continent](#).

**WEBSITE**

Our website was thoroughly renewed 4 years ago and didn’t completely fit our current 5-year strategy. So, we set out to do some minor updates and a small external review, to see where the low-hanging fruit is to improve the website. While the low-hanging-fruit that we discovered is to be picked in 2023, we already added a section on [Transformative Practices](#): one of Both ENDS’s three mayor pathways which did not have its online presence yet.

**PUBLICATIONS**

Both ENDS published [14 publications in 2022](#). Interestingly, many of these focused on our solutions for more just and sustainable systems, like agroecology, NTFPs and analog forestry. We also had a few publications on trade and on export credit support for fossil projects.



### SOCIAL MEDIA

Social media has our continuous attention. As we know that it is key to post regularly to build a fanbase, we invested a lot of time in posting and this paid off. With an increased number of posts on all channels, we keep growing in number of followers, while at the same time reaching a higher interaction ratio. We also still aim to have a good representation of the Transformative Practices, so 29% of our posts were about Transformative Practices.

### 3.6 FUNDRAISING & ACQUISITION

In 2022 Both ENDS was able to start new collaborations with various new donors, for example the Robert Bosch Stiftung and the Sunrise Movement. At the same time, we experience that donor relations can be versatile: some contracts have not been prolonged, not because the donor was not happy with our results but because our contact person left the organisation or because the donor changed its strategy. This was the case for Open Society Foundations and the Climate Justice Resilience Fund. It is challenging for our fundraising team to anticipate this kind of developments. Another challenge is to find funding to support human rights and environmental activists from our network. Two requests for funding were rejected by the Dutch and American government. We will continue acquisition on this important topic.

Much of the time and energy on fundraising was spent on the development of a GAGGA-proposal to Global Affairs Canada. The proposal, which is worth ca. EUR 7 million, has been accepted, and we will sign the contract in 2023. This adds an important institutional donor to our network, next to the Dutch Ministry of Foreign Affairs.

In 2022, Both ENDS has been evaluated by the Dutch Postcode Lottery. This went well and led to the extension of our status as a beneficiary of the lottery. The Postcode Lottery was very enthusiastic about the way we use the beneficiary funds for innovation and non-earmarked support for partner organisations. The Postcode Lottery also approved our proposal to support an [extra project](#): GAGGA's Autonomy and Resilience Fund. This approval truly is one of the highlights of 2022!

In 2022, the fundraising team hired external support from Annie Hillar, who advises us on the expansion of our donor relations and on our external profile towards donors.

## 3.7 PLANNING, MONITORING, EVALUATION AND LEARNING

### THE PMEL CYCLE

In 2022 the organisational Planning, Monitoring, Evaluation and Learning (PMEL) functioned well, both for our internal processes as for the running projects.

Our project teams and process groups all ran their own planning and monitoring processes. During meetings, teams discuss the key result indicators that are relevant to their process or project and set and monitor annual targets. They also regularly exchange insights about their personal contribution to the realisation of the planned outcomes and the functioning of the project or process team as a whole.

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 in case a problem arises. These conversations have a clear place in the PMEL cycle; the first round focuses on planning and the second round on reflection. Standard questions are asked, but also points of attention identified by the PMEL department are touched upon.

All projects plan and monitor their contribution to the three strategic objectives of Both ENDS. The data is compiled in a dashboard which allows for monitoring organisation-wide progress on the 13 result indicators. Mid 2022 a prior analysis was conducted that allowed a better understanding of our progress. Next to providing relevant information to learn from our successes it provided leverage for continuous investments in specific topics Both ENDS wants to advance in.

### QUALITY MANAGEMENT

In 2022 we had an interim audit according to the ISO and Partos 9001:2015 standard and received a continued certification accompanied with praise for our quality system and implementation.

Positive mentions were received amongst others for our quality system which showed that "Plan Do Check Act" (PDCA) is fully integrated in all processes of the organisation. We make clear and concrete plans, implement them conscientious and do a proper check and evaluation. Outcomes are taken up in the overview of continuous

improvements and are followed up. Also, our effort on knowledge sharing by organising Tuesday-Morning Presentations and discussions related to moral dilemmas are praised.

We continued our internal audits, risk monitoring and the following up on identified improvement points. We keep adapting our organisational processes to assure a good fit in the design of these processes and our day-to-day reality.

**RISK MANAGEMENT**

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, these are included in our continuous improvement process and appropriate follow-up is carried out.

**Some examples of risks and responses:**

**RISK:** Employees face unnecessary safety risks while travelling because insufficient precautions were taken to ensure their safety and they didn't execute procedures properly.

**Mitigation measure:** All new employees receive HEAT-training before they travel to highrisk areas and are updated by our Crisis Management Team before they travel. All other travelling employees receive update trainings when relevant.

**RISK:** We do not raise sufficient funds for the continuation of project work for which the funding ends.

**Mitigation measure:** We are working with an external expert to increase our visibility towards (new) donors, in order to raise funds from new donors.

**RISK:** Data breach due to self-disclosure of confidential information or a hack/cyberattack

**Mitigation measure:** 2FA is implemented, extra attention was paid on this specific risk in an organization-wide presentation, and new colleagues receive physical digital security training on day one to recognize spam and be alert

**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 €856,000, 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 €1,000,000.

The result in 2022 is -€299,961. Within this result €51,062 was added to the continuity reserve and €351,023 was withdrawn from the designated reserve which holds the NPL funds.

**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 Power of Voices partnerships with the Ministry of Foreign Affairs started in 2021 and will run until end of year 2025. Both ENDS did not have substantial income with a non-recurrent character in 2022.

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**

	2022	Goal 2022	2021
	Excl. FGG partners	Excl. FGG partners	Excl. FGG partners
Objectives <sup>1</sup>	87,8%	84,3%	87,0%
Generating funds <sup>2</sup>	1,4%	1,7%	1,3%
Management and Administration <sup>3</sup>	11,3%	14,7%	11,7%

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

**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 2022 was:**

	Value as per 31 December 2022
Equity	263,873
Bonds	<u>739,761</u>
<b>Total</b>	<b>1,003,634</b>

**The investment result of 2022 is:**

Interest and dividend	€7,769
Unrealised investment result	-€164,674
Investment expenses	<u>€15,887</u>
<b>Total:</b>	<b>-€172,792</b>

**EVENTS AFTER THE BALANCE SHEET DATE**

There were no events after balance date of interest to report on.

**ANNUAL  
ACCOUNTS**

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# BALANCE

AS PER 31 DECEMBER 2022 IN EURO

	31-12-2022	31-12-2021
<b>ASSETS</b>		
Fixed assets	68,847	73,591
Receivables		
Receivable Dutch Postcode Lottery	500,000	500,000
Receivable project contributions	554,923	549,043
Debtors and other receivables	1,857,962	2,147,879
Cash and cash equivalents	6,306,967	5,894,158
<b>TOTAL ASSETS</b>	<b>9,288,699</b>	<b>9,164,671</b>
<b>LIABILITIES</b>		
Reserve and funds		
Continuity reserve	856,769	805,707
Designated reserve	1,015,454	1,366,477
Current liabilities		
Project funds to be invested	4,022,267	3,491,941
Creditors	132,262	62,635
Staff expenses due	225,965	219,706
Accruals and deferred income	3,035,982	3,218,204
<b>TOTAL LIABILITIES</b>	<b>9,288,699</b>	<b>9,164,671</b>



# STATEMENT OF INCOME AND EXPENDITURE BOTH ENDS

AS PER 31 DECEMBER 2022 IN EURO

	2022	Budget 2022	2021
<b>INCOME</b>			
Income from Individuals	3,906	4,000	5,446
Income from government subsidies			
Ministry of Foreign Affairs-DGIS Income for FGG Alliance members	9,851,612	10,104,537	11,354,960
Ministry of Foreign Affairs-DGIS	4,605,146	4,799,156	4,495,277
Income from lottery organisations	1,502,800	500,000	500,000
Income from affiliated non-profit organisations	54,946	50,000	60,878
Income from other non-profit organisations	3,212,851	2,336,824	3,711,584
	<hr/>	<hr/>	<hr/>
<b>TOTAL INCOME</b>	<b>19,231,260</b>	<b>17,794,517</b>	20,128,145
<b>EXPENDITURE</b>			
FGG Alliance members	9,851,612	10,104,537	11,354,960
Alternatives	3,592,058	2,571,705	2,986,173
Lobby and Advocacy	4,886,573	4,176,490	4,596,617
Total spent on objectives	8,478,631	6,748,195	7,582,790
Fundraising expenses	130,678	129,824	111,929
Management and administration expenses	1,056,016	1,131,247	1,023,838
	<hr/>	<hr/>	<hr/>
<b>TOTAL EXPENDITURE</b>	<b>19,516,937</b>	<b>18,113,803</b>	<b>20,073,517</b>
<b>Balance before financial income and expenditure</b>	<b>-285,677</b>	<b>-319,287</b>	<b>54,628</b>
Financial income and expenditure	-14,284	-25,000	-14,654
	<hr/>	<hr/>	<hr/>
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-299,961</b>	<b>-344,287</b>	<b>39,973</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Appropriation of result:			
Continuity reserve	51,062		39,973
Designated reserve	-351,023		

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.

## ■ Investments

Investments are valued at the closing rate at the end of the financial 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 overview 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 overview 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.

## ■ Expenses

Expenses are determined in accordance with the accounting policies and allocated to the year to which they relate.

## ■ Allocation of support costs

Both ENDS defined two 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.

# EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2022 IN EURO

## FIXED ASSETS

2022	Inventory	Hardware	Software	Office furnishings	Total
Purchase value	49,604	49,840	7,865	7,952	115,261
Accumulated depreciations	6,123	27,278	7,865	403	41,669
<b>Balance as of 1 January</b>	<b>43,481</b>	<b>22,562</b>	-	<b>7,549</b>	<b>73,592</b>
Investments 2022	0	2,262	15,744	4,146	22,153
Depreciations 2022	9,779	13,746	543	2,829	26,897
<b>Balance as of 31 December</b>	<b>33,702</b>	<b>11,078</b>	<b>15,201</b>	<b>8,866</b>	<b>68,847</b>
Cumulative:					
Purchase value	49,604	52,102	23,609	12,098	137,414
Accumulated depreciations	15,903	41,024	8,408	3,232	68,567
<b>Balance as of 31 December</b>	<b>33,702</b>	<b>11,078</b>	<b>15,201</b>	<b>8,866</b>	<b>68,847</b>

Investments in software in 2022 relate to the introduction of two factor authentication and the transition to a new HR system.

## RECEIVABLES

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

Debtors and other receivables	2022	2021
Debtors	5,243	21
Receivable sums	26,399	27,904
Receivable project contribution for FGG Alliance	1,056,869	1,263,943
Prepayments	41,099	29,646
Prepayments made to members FGG Alliance	728,352	826,364
<b>Total</b>	<b>1,857,962</b>	<b>2,147,879</b>

All amounts are expected to be received within one year after the balance sheet date. An exemption is the security deposit for the office of €25,712.50 which is due after the termination of the lease of the current office in 2026.

The receivable project contribution for FGG Alliance consists of funds to be received from the Ministry of Foreign Affairs for expenses the FGG alliance members incurred on top of the funds transferred by the Ministry.

Prepayments made to members FGG Alliance consists of funds that members of the FGG Alliance received in advance from Both ENDS for expenses to be made in this programme.

## CASH AND CASH EQUIVALENTS

Liquid means	2022	2021
Cash	0	10
Current accounts Both ENDS	6,306,967	5,894,149
<b>Total</b>	<b>6,306,967</b>	<b>5,894,158</b>

All amounts at current accounts are placed at Dutch banking institutions and are available upon demand.

# EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2022 IN EURO

## RESERVES AND FUNDS

<b>continuity reserve</b>	<b>2022</b>	<b>2021</b>
Opening balance	805,707	765,734
Result bookyear	51,062	39,973
<b>Value continuity reserve</b>	<b>856,769</b>	<b>805,707</b>

The continuity reserve is designated to ensure that Both ENDS can survive in case of serious challenges related to its income and expenditure. In 2022 the board calculated the desired level of this reserve based on a risk assessment. The most important risk foreseen in the near future is that with the end of the Power of Voices funding per end 2025 Both ENDS will lose its most important source of funding should no new funding of the same type be brought in as replacement. In order to be able to downsize the organisation in that situation and to be able to continue at that time a reserve of €1,000,000 is needed for Both ENDS to survive. The current general reserve of Both ENDS is €856,000. That means that in 2023-2025 the reserve has to grow with about €50,000 per year.

<b>Designated reserve</b>	<b>2022</b>	<b>2021</b>
Opening balance	1,366,477	1,366,477
Result bookyear	351,023-	
<b>End balance</b>	<b>1,015,454</b>	<b>1,366,477</b>

Since 2018 Both ENDS is a beneficiary of the Dutch Postcode Lottery (NPL) through a multi-annual partnership that initially ran till 2022 and that is extended till 2027. In this partnership €500,000 was received and €842,523 was spent in 2022. This was for strengthening the main processes and staff capacity within Both ENDS, for supporting initiatives of CSO partners that do not fit within the currently available funding resources and to increase the continuity reserve. In 2023 a flagship project will be added that will enable Both ENDS to present itself to the outside world. In 2022 an additional allocation of €1,380,000 was received from the NPL for the Autonomy and Resilience Fund project that runs from 2022 till 2025. €1,002,800 was spent on this project in 2022. The balance of €377,200 will be spent in 2023-2025.

# EXPLANATORY NOTES ON THE BALANCE SHEET

AS PER 31 DECEMBER 2022 IN EURO

## CURRENT LIABILITIES

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

<b>Staff expenses due</b>	<b>2022</b>	<b>2021</b>
Salaries and holiday allowance	173,514	161,515
Taxes and contributions	52,424	58,191
Owed to staff	27	
<b>Total</b>	<b>225,965</b>	<b>219,706</b>

<b>Accruals and deferred income</b>	<b>2022</b>	<b>2021</b>
Payable on contracts with partners	1,024,727	887,303
Prepayment Grant MoFa 2021		
Payable to alliance members	1,936,708	2,241,794
Reservations	74,548	89,107
<b>Total</b>	<b>3,035,982</b>	<b>3,218,204</b>

As lead of the Power of Voices Fair Green and Global Alliance Both ENDS received the funds from the Ministry of Foreign Affairs to be distributed among the alliance members. Two alliance members incurred €1,936,709 of expenses in advance of funds being transferred.

## OFF-BALANCE SHEET COMMITMENTS

- Both ENDS is the lead in the Power of Voices FG project running from 2021 to 2025. For this project a grant of €61,000,466 was received from the Netherlands Ministry of Foreign Affairs. At the end of 2022 €29,301,152 was still open as commitment to the alliance members for 2023 till 2025.
- A commitment to rent the office in Utrecht till February 2026 for €121,554 per year.
- 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 €21,419 per year.

# EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2022 IN EURO

## INCOME

Both ENDS is lead of a Power of Voices Partnership with the Dutch Ministry of Foreign Affairs: Fair, Green and Global Alliance. The Alliance receives a 5 year grant (2021-2025) 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.

	2022	2021
<b>Income from government subsidies</b>		
Ministry of Foreign Affairs - DGIS - Strategic Partnerships	4,605,146	4,495,277
<b>Income from lottery organisations</b>		
Nederlandse Postcode Loterij	1,502,800	500,000
Income from the Dutch Postcode Lottery consists of €500,000 that is part of the multi annual partnership running from 2018 to 2022 and €1,002,800 from an extra allocation for the Autonomy and Resilience Fund project running from 2022 till 2025.		
<b>Income from affiliated non-profit organisations</b>		
Joke Waller - Hunter Initiative Foundation	54,946	60,878
<b>Income from other non-profit organisations</b>		
DOB Ecology Foudation	1,856,517	1,854,615
Non disclosable pool of funds	702,034	553,349
Porticus	158,352	77,148
Ford Foundation (through FCAM)	143,000	0
The Sunrise Project	67,860	0
De Roeper	58,935	28,901
Annenberg Foundation	50,000	0
Wallace Global Fund	46,414	69,564
KR Foundation	34,946	53,124
Bulb Foundation	26,476	136,000
New Venture Fund	24,917	269,610
Stichting Otterfonds	22,188	10,936
Gemeente Berkelland	14,800	0
CARI	13,320	9,914
OSIFE	12,753	298,462
Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	-1,620	4,500
Turing Foundation	-3,030	15,919
Anton Jurgens Foundation	-15,013	243,620
Hivos	0	39,436
Royal Haskoning DHV	0	12,000
Eurodad	0	10,295
Stichting MamaCash	0	9,345
Sierra Foundation	0	4,763
Greenpeace	0	4,588
Voedselbosbouw Nederland	0	4,000
UNESCO-IHE	0	3,731
RON	0	2,700
CNV International	0	-4,935
<b>Total income from other non-profit organisations</b>	<b>3,212,851</b>	<b>3,711,584</b>
<b>TOTAL</b>	<b>9,375,742</b>	<b>8,767,739</b>

# EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2022 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

The expenses for fundraising were in line with the budget allocated, but about €20,000 higher than in 2021. In that year due to the corona pandemic less fundraising activities were undertaken

	2022		Goal 2022	2021	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio fundraising / total income raised	0.7%	1.4%	1.7%	0.6%	1.3%

## Management and administration expenses

The amount of expenses allocated to management and administration is about 8% lower than budgetted and a little higher than in 2021.

	2022		Goal 2022	2021	
	Incl. FGG partners	Excl. FGG partners	Excl. FGG partners	Incl. FGG partners	Excl. FGG partners
Ratio M&A / total income raised	5.5%	11.3%	14.7%	5.1%	11.7%

# ALLOCATION OF SUPPORT COSTS

	SPENT ON OBJECTIVES			FUNDRAISING EXPENSES	MANAGEMENT AND ADMINISTRATION	TOTAL EXPENSES 2022	BUDGET 2022	2021
	FGG Alliance Members	Alternatives	Lobby and Advocacy					
Direct project costs	9,851,612	3,020,959	3,563,615	34,364		16,470,550	14,940,170	17,190,814
<b>Support costs</b>								
Communication expenses		6,783	15,712	1,144	12,542	36,181	50,000	50,176
Staff expenses		484,565	1,122,503	81,720	896,008	2,584,796	2,622,000	2,402,869
Accommodation expenses		28,762	66,628	4,851	53,184	153,425	150,000	180,767
Office and general expenses		45,946	106,435	7,749	84,959	245,089	321,000	228,767
Depreciation		5,042	11,681	850	9,324	26,897	30,633	20,124
Total support costs		571,099	1,322,959	96,314	1,056,016	3,046,387	3,173,633	2,882,704
<b>TOTAL</b>	<b>9,851,612</b>	<b>3,592,058</b>	<b>4,886,573</b>	<b>130,678</b>	<b>1,056,016</b>	<b>19,516,937</b>	<b>18,113,803</b>	<b>20,073,517</b>

## SUPPORT COSTS

The total support cost are about €160,000 higher than in 2021, and €130,000 lower than budgetted. Staff costs were higher than in 2021, but lower than budgetted.

See below for further explanations.

Staff expenses	2022	Budget 2022	2021
Salaries	1,665,004	1,692,000	1,634,007
Social security costs	427,720	423,000	369,826
Pension expenses	299,880	300,000	283,829
Reimbursement travel and working at home allowance	38,989	97,000	22,340
Training and courses	72,995	40,000	29,975
Other	80,208	70,000	62,892
<b>Total Staff expenses</b>	<b>2,584,796</b>	<b>2,622,000</b>	<b>2,402,869</b>

The expenditure for salaries, social security and pension expenses are in line with the budget. There was an upwards pressure on the expenses related to salary increases to partially compensate inflating. At the same time there were some vacancies open that had a downwards effect on these expenses.

For reimbursement for home to office travel expenses and the working at home allowance the budget was too high. At the time of budgetting the corona pandemic was still on going and it was not clear how staff would behave after the pandemic. Once the pandemic was over and staff started to work in the office again it turned out that people worked more from home and less in the office than originally was budgetted for.

The expenses on training and courses are much higher than budgetted and in 2021. This because of a catch up after the corona pandemic and because extra funds were made available to invest in the staff skills from the NPL funds. In other €61,000 was spent on insurances.

Accommodation expenses	2022	Budget 2022	2021
Rent	105,941	103,000	81,955
Gas, electricity	30,737	40,000	29,205
Other	16,747	7,000	6,024
Relocation costs	0	0	63,583
<b>Total Accommodation expenses</b>	<b>153,425</b>	<b>150,000</b>	<b>180,767</b>



## ALLOCATION OF SUPPORT COSTS

The rent expenses are in line with the budgetted amount. It is higher than 2021 because in that year no rent was paid in the first few months of the year.

Expenses for gas and electricity were lower than budgeted because after the corona pandemic people were less working in the office than was foreseen. As the prices were fixed for the year the inflation of the prices did not have an effect on our expenses yet in 2022.

Other includes costs for cleaning the office (€13,000) which increased when the office was used more intensively after the corona pandemic.

Relocation was a one time matter for 2021 only in order to move to the new office and make the necessary adjustments, therefore no expenses in 2022.

Office and general expenses	2022	Budget 2022	2021
Office costs	25,402	39,000	18,358
ICT and telephone	62,609	100,000	105,604
Accounting costs	46,511		11,551
Auditor's fees	32,638	15,000	16,922
Consultancy fees	40,408	20,000	19,245
Travelling and hotel expenses	1,847	2,000	1,365
Subscriptions and memberships and networks	25,286	12,000	10,857
Other	10,389	133,000	44,864
<b>Total Office and general expenses</b>	<b>245,089</b>	<b>321,000</b>	<b>228,767</b>

The main expenses under Office costs were for lunches and team building activities (€18,000). Due to the corona pandemic these are higher than in 2021. Because the pandemic still had its effects in the first quarter of 2022, the expenses were lower than budgetted.

For ICT, telephone and accounting costs €100,000 was budgeted. In 2022 these two budget lines have been split. All costs related to the ERP system are now booked under accounting costs, where in 2021 part was booked under ICT and telephone.

The auditors fee was higher than budgeted because of an increase in the fees and because part of the costs related to 2021 were booked in 2022 (€10,000).

Consultancy fees relates mostly to a consultant hired to improve the time writing system (€32,000).

The costs for subscriptions, memberships and networks have increased because a number of memberships for networks that were previously booked on projects are now booked under office and general expenses.

Other is a combination of various posts:

Other expenses (under Office and general expenses)	2022	Budget 2022	2021
Exchange rate and other differences	-12,762		-22,746
Processes related expenses	2,792		42,604
Bank costs	8,993		10,469
Representation costs	8,996		8,130
Expenses board	2,371		6,407
<b>Total other expenses</b>	<b>10,389</b>	<b>133,000</b>	<b>44,864</b>

The other costs were much lower than budgeted and also compared to 2021. Important factors in this are the exchange rate gains that were not budgeted for and the proces related expenses that were lower than budgeted.

# BALANCE SHEET PROJECT OVERVIEW

PROJECT / FUNDERS	Duration	BUDGET		
		Total budget	Invested through 2021	Budget for 2022 and further
<b>Fair, Green and Global Alliance</b> Power of Voices, 2021-2025, Ministry of Foreign Affairs	2021-2025	10,492,740	1,849,067	8,643,673
<b>Global Alliance for Green and Gender Action</b> Power of Voices, 2021-2025, Ministry of Foreign Affairs	2021-2025	13,788,890	2,643,525	11,145,365
<b>Wetlands without Borders</b> DOB Ecology	2021-2023	2,761,120	966,377	1,794,743
Communities regreen the Sahel <b>DOB Ecology</b>	2021-2024	3,355,879	448,537	2,907,342
Communities regreen the Sahel <b>De Roeper</b>	2021-2024	90,000	28,901	61,099
Support for Asian NGO's <b>Non disclosable pool of funds</b>	2021-2023	994,607	44,798	949,809
Towards resilient agriculture systems and biodiversity conservation: non-timber forest products for sustainable income <b>Anton Jurgens Foundation</b>	2021-2023	221,522	211,082	10,440
Climate Justice in the Green Climate Fund <b>New Venture Fund</b>	2019-2021	491,506	466,589	24,917
Young Environmental Leadership <b>Joke Waller-Hunter Initiative Foundation</b>	2007-	1,680,031	1,625,085	54,946
International Cooperation to Decarbonize Export Credit Agencies <b>KR Foundation</b>	2019-2023	267,366	135,922	131,444
Strengthening livelihoods Liberia <b>Turing</b>	2018-2021	63,970	67,000	-3,030
Rich forests and transformative practises <b>Stichting Otterfonds</b>	2021-2022	23,043	113,678	22,188
WGF II advocacy divest invest <b>Wallace Global</b>	2020-2021	104,576	58,162	46,414
AVACLIM <b>CARI</b>	2020-2022	35,200	21,880	13,320
Advocate ECAs to stop supporting fossil fuel related investments and promote long-term environmental sustainability and social equity • <b>OSIFE</b>	2020-2022	316,290	303,537	12,753
Shifting public funding flows towards agro-ecology <b>Porticus</b>	2021-2023	250,000	77,148	172,852
Making ECA's climate proof <b>Bulb foundation</b>	2021-2022	86,866	60,390	26,476
Koningsschool School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	2004-2021	279,073	280,693	-1,620
Dialogue between farmers and citizens on sustainable agriculture <b>Gemeente Berkelland</b>	2022	14,800	0	14,800
Enhancing grassroots organisations that work at the intersection of natural resources, defense of territories and gender-baaed violence • <b>Ford Foundation (through FCAM)</b>	2022	143,000	0	143,000
To advocate for Dutch pension funds to vote for climate resolutions at company AGMS and divest from fossil fuel <b>The Sunrise Project</b>	2022-2023	90,000	0	90,000
Autonomy and Resilence Fund <b>NPL Autonomy &amp; Resilence Fund</b>	2022-2025	1,380,000	0	1,380,000
Wetlands without Borders <b>Annenberg Foundation</b>	2022	50,000	0	50,000
<b>TOTAL</b>		<b>36,980,479</b>	<b>9,402,371</b>	<b>27,690,931</b>

INVESTMENTS AND FINANCIAL COVER 2022								BALANCE SHEET SITUATION WITH FUNDERS As per 31-12-2022	
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							
1,315,481	183,171	459,809	1,958,461	6,685,212	10,492,740	3,807,528	4,205,585	398,057	0
702,575	95,803	1,848,306	2,646,685	8,498,680	13,788,890	5,290,210	8,157,624	2,867,414	20,637
135,488	15,759	743,760	895,006	899,737	2,761,120	1,861,383	1,840,746	0	0
128,020	19,733	813,758	961,511	1,945,831	3,355,879	1,410,048	1,420,249	10,201	0
1,935	0	57,000	58,935	2,164	90,000	87,836	90,000	2,164	0
71,999	13,616	616,419	702,034	247,774	994,607	746,832	994,606	247,774	95,771
17,738	0	-32,750	-15,013	25,453	221,522	196,070	100,299	0	0
14,819	0	10,099	24,917	0	491,506	491,506	491,506	0	419,156
0	0	54,946	54,946	0	1,680,031	1,680,031	1,260,875	0	0
27,851	7,095	0	34,946	96,498	267,366	170,868	253,686	82,818	0
-3,030	0	0	-3,030	0	63,970	63,970	63,970	0	0
22,188	0	0	22,188	0	135,866	135,866	135,866	0	19,360
24,005	609	21,800	46,414	0	104,576	104,576	104,576	0	0
13,320	0	0	13,320	0	35,200	35,200	15,840	0	0
12,753	0	0	12,753	0	316,290	316,290	316,290	0	0
78,430	28,669	51,253	158,352	14,500	250,000	235,500	250,000	14,500	0
39,434	0	-12,958	26,476	0	86,866	86,866	86,866	0	0
1,000	0	-2,620	-1,620	0	279,073	279,073	279,073	0	0
14,800	0	0	14,800	0	14,800	14,800	14,800	0	0
26,115	0	116,885	143,000	0	143,000	143,000	143,000	0	0
49,950	17,910	0	67,860	22,140	90,000	67,860	90,000	22,140	0
18,200	0	984,600	1,002,800	377,200	1,380,000	1,002,800	1,380,000	377,200	0
6,118	25,666	18,216	50,000	0	50,000	50,000	50,000	0	0
<b>2,719,188</b>	<b>408,031</b>	<b>5,748,523</b>	<b>8,875,742</b>	<b>18,815,189</b>	<b>37,093,302</b>	<b>18,278,113</b>	<b>21,745,457</b>	<b>4,022,267</b>	<b>554,923</b>

## REPORT FOR 'WET NORMERING TOPINKOMENS (WNT)'

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

The maximum remuneration according to the WNT for Both ENDS in 2022 was €199,000 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 2022
Part time percentage	95%
Former senior official	No
Notional employment relationship	No
Individual WNT-maximum (based on part-time percentage)	189,050

<b>Remuneration</b>	<b>2022</b>
Remuneration	93,207
Taxable expense allowances	
Provision post-employment benefits	11,277
<i>Subtotal</i>	<i>104,484</i>
Undue payments	-
<b>TOTAL REMUNERATION 2022</b>	<b>104,484</b>

### Data 2021

Period	1/1 - 31/12 2021
Part-time percentage	95%
Remuneration	90,382
Taxable expense allowances	
Provision post-employment benefits	10,963
<b>Total Remuneration 2021</b>	<b>101,345</b>

### SALARY BOARD

The members of the Board do not receive payment for their duties. Both ENDS has a liability insurance for the Board members. The total insurance premium is €1,062 per year. The maximum cover is €2,500,000 euro per year.

### Board members

Paul Engel	Chair	
Ikrâm Çakir	Secretary	
Tijn Peeters	Treasurer	as of April 2022
Marianne van Duin	Treasurer	until April 2022
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 2022 received a salary above the individual maximum WNT remuneration. There are no severance payments paid in 2021 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 31.2 FTE in 2022 (31.0 in 2021). There was a small increase compared to 2021. This because in 2021 the average number of staff dropped a little due to the departure of a few staff members whoms positions were only replaced after some time.

## 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
- Non-Timber Forest Products – Exchange Programme (NTEP-EP)
- Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden
- Netherlands Water Partnership
- Counter Balance
- Forest Peoples Program
- Roundtable on Sustainable Palm Oil (RSPO)
- Rutu Foundation

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:

	2022		2021	
	Grants received	Grants provided	Grants received	Grants provided
• CASA Socio-Environmental Fund		164,000		125,000
• Joke Waller-Hunter Initiative Foundation	54,946		60,878	
• Non-Timber Forest Products - Exchange Programme (NTEP-EP)		239,300		185,000
• Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	1,620-		4,500	
• Netherlands Water Partnership		1,500		1,500
• Counter Balance		1,000		1,000
• Forest Peoples Program (FPP)		2,375		
• Roundtable on Sustainable Palm Oil (RSPO)		2,000		2,000
• Rutu Foundation		29,000		22,000

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

AS PER 31 DECEMBER 2022 IN EURO

	<b>2022</b>	<b>2021</b>
<b>ASSETS</b>		
Tangible fixed assets	68,847	73,591
Current assets	1,001,152	1,177,819
Receivables		
Receivable Dutch Postcode Lottery	500,000	500,000
Receivable project contributions	134,767	183,833
Debtors and other receivables	1,860,445	2,152,496
Liquid means	6,319,144	5,900,326
<b>TOTAL ASSETS</b>	<b><u>9,884,356</u></b>	<b><u>9,988,065</u></b>
<b>LIABILITIES</b>		
Reserves and funds		
Continuity reserve Both ENDS	856,769	805,707
Designated reserve Both ENDS	1,015,454	1,366,477
General reserve JHWi	595,657	823,394
Short-term debts		
Project funds to be invested	4,022,267	3,491,941
Creditors	132,262	62,635
Staff expenses due	225,965	219,706
Accruals and deferred income	3,035,982	3,218,204
<b>TOTAL LIABILITIES</b>	<b><u>9,884,356</u></b>	<b><u>9,988,065</u></b>

# CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE

AS PER 31 DECEMBER 2022 IN EURO

	2022	Budget 2022	2021
<b>INCOME</b>			
Income from Individuals	3,906	4,000	5,446
Income from government subsidies			
• Ministry of Foreign Affairs-DGIS Income for FG G Alliance members	9,851,612	10,104,537	11,354,960
• Ministry of Foreign Affairs-DGIS	4,605,146	4,799,156	4,495,277
Income from lottery organisations	1,502,800	500,000	500,000
Income from other non-profit organisations	3,212,851	2,336,824	3,711,584
Other revenue	-172,792	0	24,272
<b>TOTAL INCOME</b>	<b>19,003,523</b>	<b>17,744,517</b>	<b>20,091,539</b>
<b>EXPENSES</b>			
FG G Alliance members	9,851,612	10,104,537	11,354,960
Alternatives	3,592,058	2,571,705	2,986,173
Lobby and Advocacy	4,886,573	4,176,490	4,596,617
Total spent on objectives	8,478,631	6,748,195	7,582,790
Fundraising expenses	130,678	129,824	111,929
Management and administration expenses	1,056,016	1,131,247	1,023,838
<b>TOTAL EXPENSES</b>	<b>19,516,937</b>	<b>18,113,803</b>	<b>20,073,517</b>
<b>Balance before financial income and expenditure</b>	<b>-513,414</b>	<b>-369,287</b>	<b>18,022</b>
Financial income	-14,284	-25,000	-14,654
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-527,699</b>	<b>-394,287</b>	<b>3,367</b>
Appropriate of:			
Continuity reserve Both ENDS	51,062		39,973
Designated reserve Both ENDS	-351,023		
General reserve Joke Waller-Hunter Initiative	-227,737		-36,606

# EXPLANATORY NOTES ON THE CONSOLIDATED ANNUAL ACCOUNTS

AS PER 31 DECEMBER 2022 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 2022:

	<b>Purchase value</b>	<b>Total unrealised investment</b>	<b>Value as per 31 December 2022</b>
Equity	219,183	44,690	263,873
Bonds	841,406	-101,645	739,761
<b>Total</b>	<b>1,060,589</b>	<b>-56,955</b>	<b>1,003,634</b>
Received dividend			9,654
Interest			0
Expenses investments			-15,887
<b>Total realised investment result</b>			<b>-6,233</b>



# ANNUAL REPORT JOKE WALLER - HUNTER INITIATIVE FOUNDATION

## BALANCE SHEET

AS PER 31 DECEMBER 2022 IN EURO

	<b>2022</b>	<b>2021</b>
<b>ASSETS</b>		
Receivables		
Debtors and other receivables	2,483	4,617
Current assets	1,001,152	1,177,819
Liquid means	12,177	6,168
<b>TOTAL ASSETS</b>	<b><u>1,015,812</u></b>	<b><u>1,188,604</u></b>
<b>LIABILITIES</b>		
Reserves and funds		
General reserve	595,657	823,394
Short-term debts		
Accruals and deferred income	420,156	365,210
<b>TOTAL LIABILITIES</b>	<b><u>1,015,812</u></b>	<b><u>1,188,604</u></b>
<b>Statement of Revenue and Expenditure</b>		
	<b>2022</b>	<b>2021</b>
<b>REVENUE</b>		
Interest and dividend	7,769	15,432
Unrealised investment result	-164,674	25,977
Investment expenses	-15,887	-17,138
<b>TOTAL REVENUE</b>	<b><u>-172,792</u></b>	<b><u>24,272</u></b>
<b>EXPENSES</b>		
<b>Expenses on objectives</b>		
Young Environmental Leadership	54,946	60,878
<b>RESULT</b>	<b><u>-227,737</u></b>	<b><u>-36,606</u></b>
Appropriate of General reserve	-227,737	-36,606

	<b>2022</b>
<b>REVENUE</b>	
Income Individuals	4,000
Income from Government subsidies	
Ministry of Foreign Affairs-DGIS Income for FGG Alliance members	10,104,537
Ministry of Foreign Affairs-DGIS	4,799,156
Income lottery organisations	500,000
Income from affiliated non-profit organisations	50,000
Income from other non-profit organisations	2,336,824
	<hr/>
<b>TOTAL REVENUE</b>	<b>17,794,517</b>
<b>EXPENSES</b>	
FGG Alliance members	10,104,537
Alternatives	2,571,705
Lobby and Advocay	4,176,490
Total spent on objectives	<hr/> 6,748,194
Fundraising expenses	129,824
Management and administration expenses	1,131,247
<b>TOTAL EXPENSES</b>	<b>18,113,803</b>
	<hr/> <hr/>
<b>Balance of financial income and expenses</b>	<b>-319,287</b>
	<hr/>
Financial income	-25,000
	<hr/> <hr/>
<b>SURPLUS</b>	<b>-344,287</b>

## INDEPENDENT AUDITOR'S REPORT

To: the board and management of Stichting Both ENDS.

### A. Report on the audit of the financial statements 2022 included in the annual report.

#### Our opinion

We have audited the financial statements 2022 of Stichting Both ENDS based in Amsterdam, the Netherlands.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Both ENDS at 31 December 2022 and of its result for 2022 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations') of the Dutch Accounting Standards Board) and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2022;
2. the statement of income and expenditure for 2022; and
3. the notes comprising of 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 and the Audit Protocol WNT 2022. 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.

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KvK nummer 34374865



**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)(n/o) of the WNT Implementing Regulations. 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.**

The annual report contains other information, in addition to the financial statements and our auditor's report thereon. The other information consists of the Board's report (page 3 until page 30).

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, being the Board's report in accordance with Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations').

**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 Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations') and the Policy rules implementation of the Standards for Remuneration Act (WNT). Furthermore, the Board is responsible for such internal control as management 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 engagement 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 and the Audit Protocol WNT 2022, ethical requirements and independence requirements.

Our audit included among others:

- 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 entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- 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, 28 June 2023

Dubois & Co. Registeraccountants

G. Visser R.A.

A. Koek R.A.



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