

**act:onaid**  
**NETHERLANDS**

**ANNUAL  
REPORT  
2020**



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# ANNUAL REPORT 2020

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Annual Report 2020

ActionAid Netherlands is part of the global ActionAid federation. ActionAid is a leading international human rights organisation working in over 45 countries with communities and local organisations, supporting them to claim their rights and build a life without poverty and injustice. With our grassroots experience, we demand progress from those in power at local, national and international levels to build lasting change.

*ActionAid Netherlands Annual Report 2020*

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**Cover photo:** Hussaina Dahiru, a recipient of the relief packages distributed in Gwalada community, poses for a portrait.

COVID-19 crisis: Women leaders distribute food relief to Abuja's most marginalised families (c) Etinosa Yvonne/ActionAid

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# WELCOME

## FROM OUR EXECUTIVE DIRECTOR



2020, what a year it has been... We started off full of plans for action and interaction at events, at conferences, in parliament, cities, communities and meeting rooms across the world and then the global pandemic erupted, which meant we had to adjust our plans along the way together with our partners. This gave us the opportunity to sharpen our focus, and further develop our flexible ways of working, adjusting ourselves with our partners to the new situation.

ActionAid works towards a feminist economy, an economy centred around care and well-being and not just wealth and profits, an economy that respects human rights and nature and is based on justice and equality. This is why we first and foremost focus on women; we need their ideas, energy and capacities to change the future and make it more equal for all. During this last year for example, as ActionAid we have joined forces with women worldwide to give them a seat at the table, empower them with knowledge, networks and utilities to fight the impact of the global crisis caused by the COVID-19 pandemic effectively. We believe that if we truly want to make the best out of this unusual moment in time, if we truly want to create systemic change and build a better future, we need women, strong women, to be part of all debates and decision-making on political, economic, social and humanitarian choices.

We are very proud of our results and impact in 2020 due to our strong, local networks and connections, all the support we got from donors and partners and the amazing power and flexibility of the communities we work with. Together we were able to adjust our ways of working rather quickly, shift focus where needed, and give extra help to those most in need. But despite these positive developments, we continue to have grave concerns about the future, because our societies are still far from true equality. As the 2020 Gender Inequality Index shows, progress on gender equality is slowing down, and unfortunately this trend is exacerbated by the effects of the COVID-19 pandemic. That is why we will continue our work more determined than ever. We will intensify our work to reach a feminist economy, encouraging women's economic independence, with a focus on well-being not just wealth and a fair appreciation of unpaid work, and fighting for social justice and an end to poverty.

ActionAid sees hopeful developments in the communities we work with. In 2020, ActionAid Zambia held several trainings for local (women) activists on public expenditure tracking, so communities can hold their governments to account. As a result, the local government of Mufulira started to publicly announce the budget allocation given by government, how this budget will be used and what projects they will be implementing. A key step in ensuring that citizens can hold the government to account and are able to demand their rights. In the Netherlands we swiftly transformed our lobby and advocacy efforts into more online activism. Instead of lobbying face-to-face, we managed to reach out to parliamentarians and civil servants through online means. On International Women's Day, for example, we launched a new report focusing on protecting women's rights in global supply chains. The webinar we hosted with ActionAid EU about this report drew more than 150 participants from government, civil society and corporations. As a result, ActionAid was invited to speak at various events about this report and engaged in bilateral lobby meetings with decision-makers. You can read all about this and other important reports that support our evidence-based lobby activities in this annual report.

Our work would not be possible without the support of our loyal donors and supporters and we thank you for that! In 2020, we have welcomed many new partners and friends that helped us deal with the effects of the COVID-19 pandemic worldwide, participated in our

Women's Rights Challenge and our Feminists Unite! Campaign and supported us in many other ways. We are very grateful for the efforts and energy our ambassador Geraldine Kemper and other ambassadors, as well as the Feminist Organisers and other volunteers have put into our work. We hope to build on these relationships and further expand our supporter base in 2021, and all together with women and communities across the world campaign for a just and equal future!

DESPITE THE CORONA CRISIS, ACTIONAID SEES HOPEFUL DEVELOPMENTS IN THE COMMUNITIES WE WORK WITH.

ActionAid has been fighting inequality and injustice all over the world for many years. Our work tackles inequality based on gender, economic opportunity, geography, climate change, status, and many other factors, because we truly believe that a just and equal future is possible - if we really put our minds, hearts and efforts to it!

We hope this year's report will inspire you to join forces with us in changing the future. Together we will continue working with women and their communities all over the world to fight for equality and justice. Please read this annual report, be inspired by what we have been able to achieve in 2020 and join us in building another, better future, with a focus on structural impact and system change as well. We believe it is possible if we focus on equality, climate justice, well-being and sustainability, if we work towards a feminist economy.

Marit Maj  
Executive Director



# KEY HIGHLIGHTS

## A feminist economy

- **In November**, we launched our report focusing on advancing feminist economic alternatives. ActionAid campaigns with women worldwide for an economy that works for everyone: a feminist economy, an economy centred around care and well-being and not just wealth and profits, an economy that respects human rights and nature and is based on justice and equality. >> [page 22-23](#)

## Covid-19 emergency response

- Using lessons learnt from previous disease outbreaks, such as the recent Ebola crisis, our colleagues around the world shared essential health information with vulnerable communities. They also put women-led response plans into action to prevent and contain Covid-19, to protect women and girls and to meet immediate needs for income, livelihoods, food security. >> [page 38-39](#)

## Corporate accountability & women's rights

- **In October**, we launched a research showing that human rights violations in the palm oil supply chain are impacting women disproportionately and found five Netherlands-based companies linked to these violations. The report garnered a lot of attention in the Dutch media and in parliament. >> [page 31](#)

## Campaigning to stop violence against women

- **In 2020**, ActionAid ran a highly successful second edition of The Women's Rights Challenge focused on strengthening the position of women worldwide and reducing gender-based violence. In 35 days participants were challenged to work towards 35 push-ups. Many enthusiastic supporters and ambassadors took up this challenge and raised a lot of awareness and funds. >> [page 43](#)

## Women power in Uganda

- A group of women from the Alebtong community in Uganda set up a successful campaign to stop a planned land grab by two foreign investors who wanted to take away their land to establish a factory. As a strategy, the women's group composed songs and poems expressing their community's resistance to being chased away from their land >> [page 43](#)

## Advocating tax justice

- ActionAid published 2 new ground-breaking reports on the role of the Netherlands in international tax avoidance and impact on Global South. In Malawi communities were trained to hold their governments to account and promote progressive tax policies. >> [page 28-29](#)

## Just Transition

- **In 2020**, we published the Principles for Just Transitions in Extractives & Agriculture and held a series of well-attended events together with Pakhuis de Zwijger in Amsterdam to raise awareness about the why, what and how of a just transition towards sustainable and fair energy, food and agricultural systems. >> [page 36](#)





# 1. OUR MISSION AND APPROACH

ActionAid believes in the power of people and feminist leadership. Over the years we have sided with communities around the world, and women in particular, defending their right to food and access to basic services, and demanding government and corporate accountability. By working together, we are convinced we can make a lasting difference.



## 1.1 WHO WE ARE

ActionAid Netherlands is part of the global federation ActionAid International which envisages a just, equitable and sustainable world. A world in which every person enjoys the right to a life of dignity, and freedom from poverty and all forms of oppression. Within ActionAid International, we work together with 15 million people in 45 countries. Our Secretariat is based in Johannesburg. Each ActionAid member country has expertise and experience to contribute to the federation's strategy. Together we work in over 2,000 communities worldwide, partnering with local groups and social movements. We focus on the root causes of inequality and bring evidence from the ground to campaign for lasting change. When change is led by active, informed and organised people, we strongly believe it can transform power.

### Strategy

In 2017 we launched as a federation a new ten-year strategy: *Change the rules for a just and sustainable world*. Our strategy is to build international momentum for social, economic and environmental justice, driven by people living in poverty and exclusion. In practice, this means working closely with people living in poverty and exclusion, civil society organisations, social movements and supporters. Together, we deliver grassroots programmes, provide emergency relief and campaign for causes such as women's economic rights, tax justice and climate justice.

Our work falls into four broad areas: women's rights, politics and economics, land and climate, and emergencies. We have a particular focus on women's rights because women face unequal treatment simply because of their gender. This is one of the reasons that we put the rights of women and girls at the heart of everything we do. Our four strategic priorities are as follows:

### Our 4 strategic priorities to a just and sustainable world:



Feminist Economic Alternatives, equal participation and addressing violence



Tax justice, quality public services and corporate accountability



Strengthening resilient livelihoods and securing climate justice



Advancing women-led emergency preparedness, prevention and response



### Roughly, our work can be divided in three ways:

- 1. Supporting programmes in the Global South** by (1) mobilising resources – raising funds through investment and innovation; and (2) mutual capacity building – exchanging skills and knowledge by linking community organisations across borders from the local to international level.
- 2. Policy influencing and campaigning** through community-based action research and publishing reports. Also, through engaging in dialogue with corporate and political stakeholders in the Netherlands, Europe and internationally to address direct and indirect impacts of their decision-making on people's livelihoods and opportunities in the Global South.
- 3. Mobilising and uniting Dutch citizens** to speak out against poverty and inequality. By linking issues faced both in the Global South and the North, creating a common cause and clear calls-to-action, we build a movement of people that use their joint power as consumers, voters, campaigners and supporters to fight for a just and sustainable world.

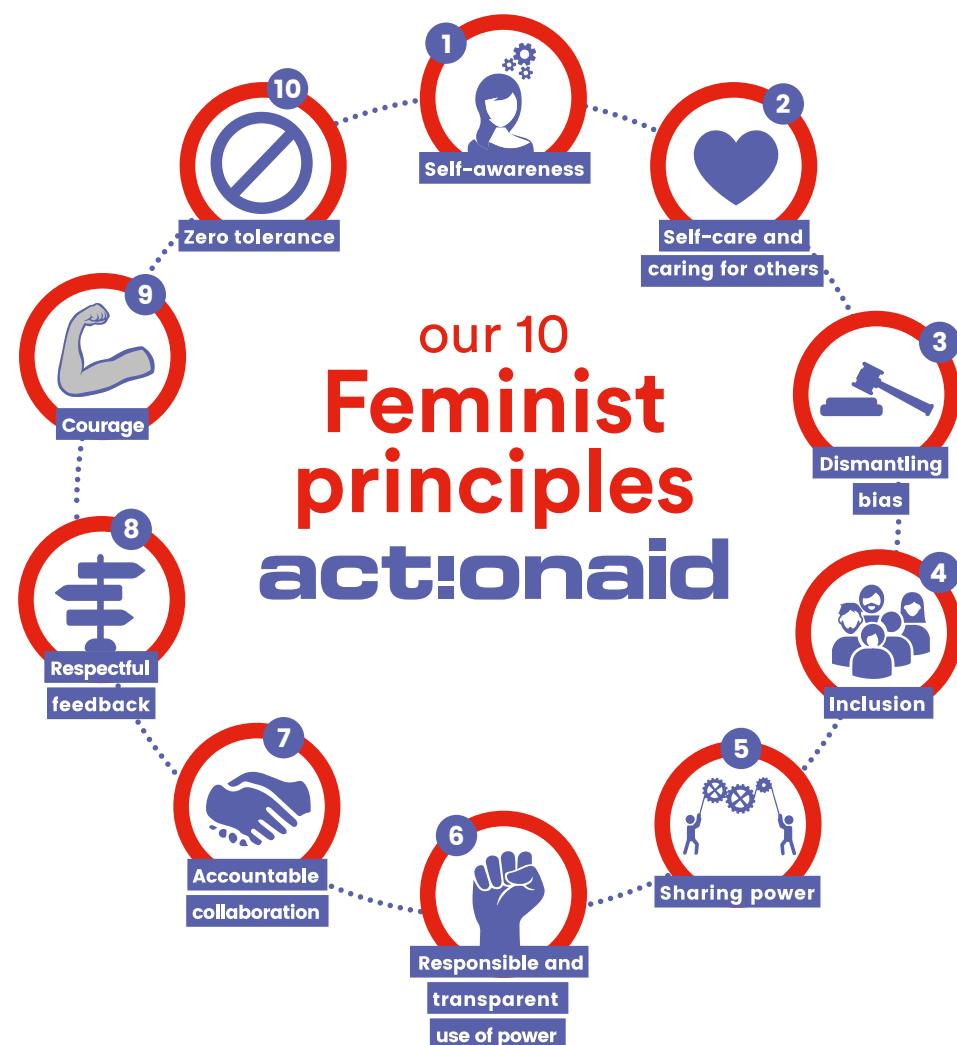




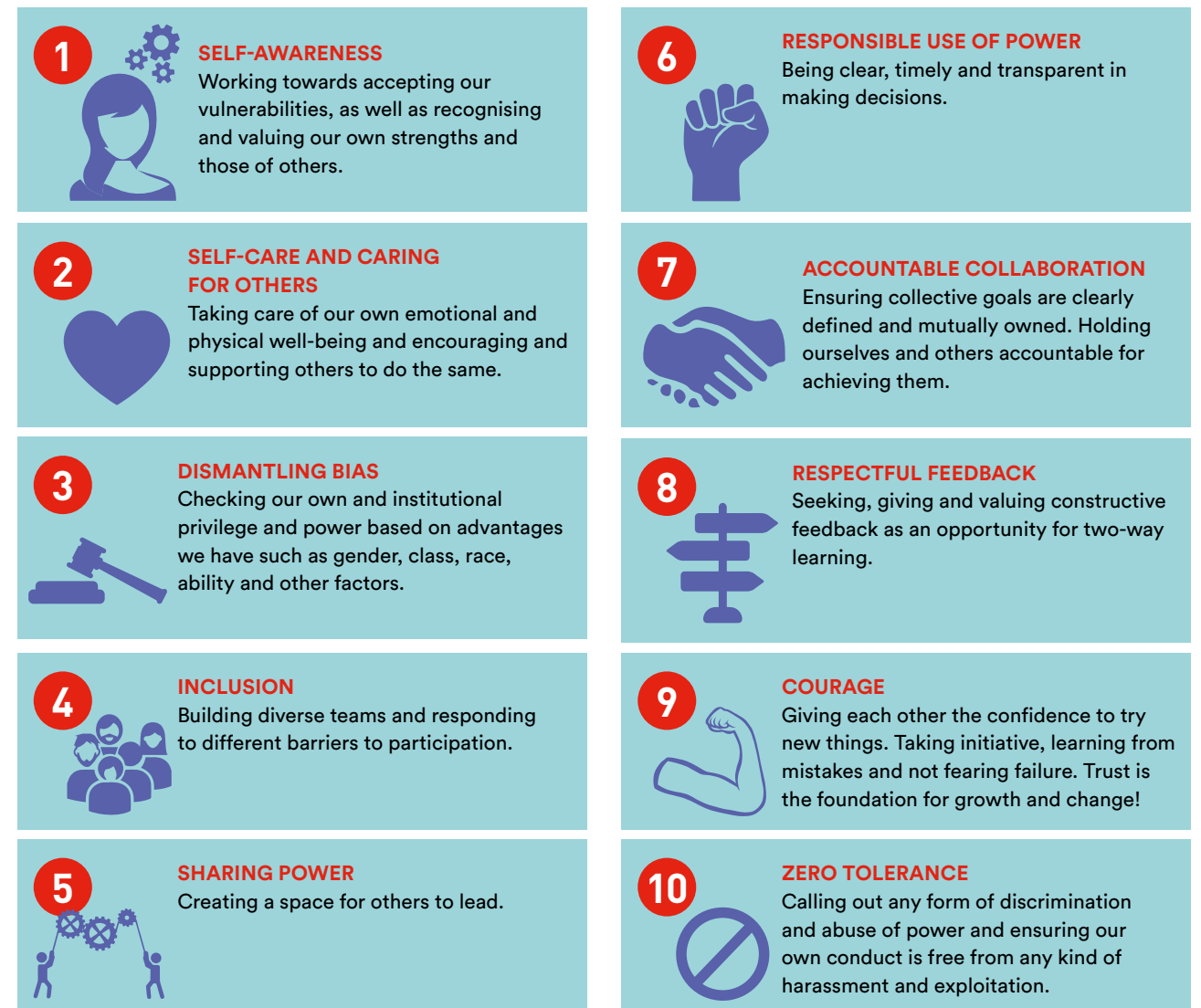


# FEMINIST PRINCIPLES

As part of our commitment to women's rights, we recognise, embody and champion 10 feminist leadership principles, not only in our work or what we do, but also in the way we work or how we do things. This includes how we work with our staff, supporters, partners, donors, suppliers and everyone else we come in contact with through our work and in our workplaces. These principles are applicable to people of all genders and at all levels from board members to new hires starting their first job with ActionAid. Intersectional feminist principles are not only consistent with what we do, but also vital to the success of our mission. It helps us building an organisation that is capable of changing the world.



At ActionAid, we define feminist leadership principles in the workplace as positive and inclusive use of power to build an organisation that is capable of changing the world. We embody feminist principles through our behaviour at the workplace and the way we behave helps create our workplace culture. We appreciate that this is a journey of continual improvement instead of an expectation of perfection from our colleagues.







### 1.3 HOW WE THINK

**Innovation is a frame of mind. We want to innovate to expand our impact, scale up our reach, stay relevant and make the best use of scarce resources.**

This means we can change the lives of more people, more profoundly, sustainably and efficiently. An innovative mindset enables us to think differently about how to approach seemingly intractable problems. This ability to think in a positive, open, exploratory, unfettered manner is an essential spark for ideas and ActionAid stimulates this mindset. Our goal is to work with others for positive change at scale, through solution-focused resourcefulness.

Our international strategy calls for new thinking and the development of human rights based alternatives - innovative approaches that lead us towards a feminist, just and sustainable world. This focus on innovation can be seen in our approach to governance and feminist leadership and shines through our work around the world. Organisational learning is key to innovation - staff and partners within the ActionAid International family share best practices and learnings through Communities of Practice. That is one of the ways in which we try to ensure that our culture encourages learning and creativity.

We also attract eager and inquisitive interns to all our departments within ActionAid, to make sure we always have fresh minds and the newest ideas in house, and up to date knowledge available. The same goes for partners we choose to collaborate with. We are connected in focus, purpose and passion, but favorably different in our ways of working. We specifically look for partners that are different to us, so we can learn from working together and innovate together.

We also learn from failures within successful programmes, by acknowledging them, being transparent and rethinking how we can work most effectively towards transformational change. To prevent poor financial management, we work with clear learning cycles in all programmes, we identify causes of confusion soon after they arise and act on them. Through working bottom up within ActionAid, we hear about challenges



## 2. OUR WORK

Our work falls into four broad areas: women's rights, politics and economics, land and climate, and emergencies.







## 2.1 WOMEN'S RIGHTS

Equal rights are still far from being a reality for most women and girls. Daily, millions of women around the world experience injustice, abuse and violence.

They are forced to live in poverty and denied access to the resources and land that can significantly help improve their livelihoods. At the same time, women are also powerful drivers of change. That is why we support women to join forces and claim their rights. Women's rights are at the centre of all our work and campaigns. Our three focus areas are: **(1)** feminist economic alternatives, **(2)** equal participation in society, **(3)** ending violence against women and girls.

Promoting  
feminist economic  
alternatives,  
equal participation  
and addressing  
violence.

### Feminist economic alternatives

ActionAid campaigns with women worldwide for an economy that works for everyone: a feminist economy, an economy centred around care and well-being and not just wealth and profits, an economy that respects human rights and nature and is based on justice and equality.

- In November, we launched our report focusing on advancing feminist economic alternatives. As the world emerges from the COVID-19 pandemic, it is crucial that human rights, climate justice and social justice drive social reform. Feminist economists and women's rights organisations have offered economic models to organise economies and engage in economic activity as alternatives to mainstream, orthodox approaches for decades. Through this report, we hope to shine light on just some of the vast multitude of feminist economic alternatives that exist, demonstrating their huge value and providing inspiration and practical examples for policy makers.
- The impact of COVID-19 has been felt worldwide. The pandemic has caused suffering, as people and communities experience illness, economic hardship as well as despair. This is also felt in the mining industry in Kenya, particularly by women miners. They have lost a significant amount of their income, leading to less food, poor nutrition and insecurity. To respond to this emergency, ActionAid and TTHRW (one of ActionAid Kenya's partners) worked together with the Mngamenyi women artisanal miners' group on starting and managing 'kitchen gardens' for food. This proved to be a success, as the women shared that they are better able to provide food for their families. Also, the County government adopted this practice and replicated it in other places so that more women can provide food for their families.
- Women working in the mining sector in Zimbabwe are faced with a number of gender-specific challenges, such as (sexual) violence and abuse. To address these challenges, ActionAid and partner ZELA facilitated access for women from mining communities to discuss these issues directly

with the Ministry of Mines and Mining Development and the Ministry of Women Affairs. As a result of this discussion, the Ministry of Mines will address the deficiencies in the gender-blind Mines and Minerals Act. The Ministry of Women Affairs is working with women to mobilize around the #StopMacheteKillings campaign to address violence against women in the mining sector.

- ActionAid continued to fight for corporations to respect women's rights in their supply chains. On International Women's Day, we launched a new report '**We Mean Business: Protecting Women's Rights in Global Supply Chains**'. The webinar we hosted with ActionAid EU about this report drew more than 150 participants from government, civil society and corporations. Moreover, ActionAid was invited to speak at various events about this report and engaged in bilateral lobby meetings with decision-makers. This paid off as the initiative proposal for mandatory human rights due diligence legislation put forward by the Dutch parliament included the call to consider disproportionate impacts on women of corporate human rights violations.

### Equal participation in society

From households to national governments – too often women are not involved in decisions that affect their lives. As a result, policies and legislation do not properly address women's specific needs. Securing women's rights starts with their participation in decision making and enabling their leadership. ActionAid's feminist principles and vision on feminist leadership guide us in how we work together within the federation and with our partners.

- In March, we participated in the Women's March together with Fossil Free Feminists as part of the gender just climate solutions group. Ahead of this, we connected campaigners and created banners during our event "Why Climate Change is Sexist" event with Hasna El Maroudi as a moderator.





# ‘COVID-19 WOMEN-LED EMERGENCY RESPONSE’

## HER STORY

Talat (28) is from India and got married when she was 17. The marriage started well, but soon abuse by her husband and his family began. She was not allowed to go anywhere alone, not even to the toilet or to visit her mother. Eventually, her mother helped her to escape.

Talat came into contact with the Guaravi Crisis Centre in Bhopal. There, she received medical treatment, legal aid and counselling – all under one roof. Talat also enrolled in a rehabilitation programme for women affected by abuse. As part of the ActionAid programme, she trained as an auto-rickshaw driver. She became the first female rickshaw driver in her district. With a loan from Gauravi, she bought an e-rickshaw, with which she now earns her money and supports her mother. “When I had the opportunity to learn how to drive, I chose it because I wanted to learn something different,” she says.

Talat is now part of ActionAid India’s COVID-19 response. She uses her auto-rickshaw to deliver food packages to vulnerable members of society, including survivors of violence, transgender people, homeless people, members of poor Muslim minority groups and migrant labourers.



“ActionAid and Gauravi are very important in my life. When I needed help, they gave me confidence and support. I now want to help others, just as I was once helped myself”, says Talat.

- In February, we held a second Feminist Leadership training and in April, we held the first Feminist Organising & Campaigning training for ActionAid’s group of Feminist Organisers. The Feminist Organisers spent 2020 working on laying the groundwork for ActionAid’s Dutch election campaign for 2021, with monitoring political parties, influencing and analysing party programmes. More on this in 2021!

- ActionAid is also a part of the Dutch “Gelijk=Anders” (Equal=Different) alliance, a coalition of 21 NGOs calling for structural change in these transformational times towards a world where everyone has equal rights and opportunities. We raised awareness on this topic through a specially designed social media campaign.

- The COVID-19 pandemic has had a huge impact worldwide. ActionAid published numerous reports that gave evidence of how women and girls are disproportionately affected by the COVID-19 crisis and what is needed to tackle this. Each report proved the need for women leadership, a gender sensitive response and adequate funding to grassroots women’s groups. Check out our reports:

- ‘Impact of Covid-19 on Young Women: a rapid assessment of 14 urban area’
- ‘Covid-19 Food Crisis Monitoring Research’
- ‘Right to Food, Farmer’s Rights & Covid-19’
- ‘Who Cares for the Future’

### Ending violence against women and girls

One in three women experience physical or sexual violence in her lifetime. Ending violence against women and girls is a priority for the ActionAid Federation. ActionAid supports women and girls all over the world to tackle violence and stand up for their rights. The COVID-19 crisis sadly saw a huge increase in gender-based violence (GVB) as a result of the lock downs, making it not only a health crisis but also a crisis of violence. We work together with women’s rights organisations, activists, and violence survivors whose knowledge and expertise must be central to any decision-making around GVB prevention and responses. In the Netherlands, we are supporting grassroots organisations, and strengthening women’s economic and political position worldwide to help put an end to violence against women and girls.

- In June, ActionAid published an extensive research on the alarming and devastating increase in gender-based violence because of the COVID-19 crisis: “Surviving Covid-19: A Women-Led Response”. There was huge interest in this report in the media worldwide, including an article in the Dutch newspaper Trouw. Furthermore, ActionAid supported special emergency responses and made sure essential services for victims of violence could stay open. For instance, the Gauravi one-stop crisis centre in women’s shelter in Bhopal, India remained open. The centre did not only provide shelter but also food for many families in need. Another example was the special SMS Gender Based Violence-hotline for women in Kenya, where women could remain connected and seek help.

- This year saw our second edition of the successful peer-to-peer awareness and fundraising campaign, the Women’s Rights Challenge. With 12 enthusiastic and dedicated ambassadors supporting the campaign and the theme being the surge in violence against women due to the COVID-19 crisis, the engagement and results far exceeded our expectations. Read more on page ....





# COVID-19 WOMEN'S RIGHTS

## HER STORY

This is Hilda Nanguri Anania. She is from Kenya and is a member of the women's movement Sauti ya Wanawake (the voice of the women), which is an ActionAid partner organisation.

*"As a member of this movement in Kenya, I know the very real challenges women and girls face when fighting for equality, for their rights, and for freedom from violence in my community. Whether it is due to sexual exploitation, female genital mutilation, or being denied an education, women and girls' rights have always been in lockdown."*

Since COVID-19 gripped Kenya and the world, the fight for women's rights has become even more critical. As families retreated behind closed doors, and as jobs and livelihoods disappeared overnight, a new pandemic was exposed in Kenya - and in communities across the globe. A hidden pandemic of poverty and escalating domestic violence.

She continues: "As part of my role with the network, I support young girls who become pregnant. It is my job - and my passion - to make sure girls know their pregnancy does not mean the end of their lives. I help them return to school, and also work with men in the community to change their attitudes towards women and girls. I feel so proud of this, and I love the work that I do.

*Since the pandemic began, this work has become harder. We are supporting people over the phone and have meetings via the phone. It may be harder, but the work is more important now than ever."*







## 2.2 GOOD GOVERNANCE

Tax justice, quality  
public services  
and corporate  
accountability.

Tax avoidance, unfair trade and unsustainable investments condemn millions of people to a life of poverty, and women are often hit hardest. ActionAid is committed to fair policies and regulations that protect the rights and promote the interests of people, especially of women, living in poverty.

We campaign worldwide to bring an end to tax avoidance by multinationals and ensure fair business and government policies in favour of equal rights and opportunities for women and men.

### Tax justice

Tax is a powerful redistribution tool for global wealth; it funds schools, hospitals and infrastructure. We all pay taxes, but big companies are still not paying their fair share. Countries in the Global South are hit hardest. These countries lose out on an estimated 200 billion dollars a year because of corporate tax avoidance. This huge loss means governments cannot provide vital public services for their citizens, resulting in more gender inequality as women have to take on even more unpaid care work to cover for the lack of public services.

- The COVID-19 global pandemic has affected everyone worldwide, especially the Global South where countries are struggling with the impact of COVID-19 due to their weak healthcare systems. Through media outreach, we raised awareness about the negative impacts of Dutch fiscal policies on countries in the Global South and the need for tax justice.
- We also launched a report **“Tax in Times of Corona”** calling on the Dutch

government to change its fiscal policies to enable countries in the Global South to recover from the COVID-19 crisis and to structurally strengthen their healthcare systems. The report shows that despite the fact that the Netherlands has taken some measures to curb tax avoidance in developing countries, its facilitation of tax avoidance in reality increased almost fourfold in 7 years from € 460 million to € 1.8 billion annually. An amount that hugely outweighs the € 250 million emergency aid the Netherlands provided in 2020 to countries in the Global South to combat the spread of the COVID-19 virus.

- We believe there is a strong need for international action to tax digital companies, and this is particularly important for countries in the Global South. We raised attention with Dutch policy makers and the general public on this issue through the Dutch newspaper Trouw. In a new study, ActionAid showed the huge costs of the absence of this taxation: 20 countries are losing out on 2.8 billion USD a year from just 3 tech companies; Facebook, Google, Microsoft. We also advocated the need to shift the mandate to discuss this digital tax from the OECD to the United Nations in order to reach agreements that are workable and provide sufficient tax revenues for countries in the Global South.
- As the Dutch government is revising its tax treaty policy, ActionAid together with the Tax Justice Network spurred the debate in Dutch Parliament. We provided parliamentarians with detailed analysis of how the slightly improved policy should be strengthened further to allow countries in the Global South to raise a fair share of tax revenues from international companies operating in their country. We also shared our concerns of the weak points of the policy with policy makers.
- **In 2020** (funded through the Fair, Green and Global program), ActionAid Malawi initiated a project advocating for the implementation of a progressive tax system. Through this project, ActionAid Malawi engaged with different youth groups to build their capacity around tax justice. As a result, 30 young people (20 young women and 10 young men) in Ntchisi and Lilongwe districts gained knowledge on tax justice. Following this training, they held 10 community meetings to disseminate information and knowledge on tax justice for communities to engage with their local government. Specifically,



# CORPORATE ACCOUNTABILITY

## HER STORY

Indigenous people and small-scale farmers in Guatemala, especially women, are facing ongoing threats to their existence due to loss of their land to agribusiness plantations. In recent years, the palm oil industry has driven the takeover of community lands. Not only have palm plantations forced indigenous peoples off their land, but they are also dumping toxic chemicals into their water that are making them sick.

Angelina Ba Ilcal explains *"It is a problem to be surrounded by palm oil plantations because they are contaminating the water sources we use for our drinking water. Before, our drinking water was like the bottled water they sell – crystal clear. Now the water is contaminated. I see that the water is not okay to drink, but I do not have alternatives. I do not have any other options."*

She and her neighbours describe getting ill from drinking the water and how it causes rashes to appear on their skin when they bathe in it. ActionAid is working with indigenous communities to confront land grabbing by palm oil companies and demand their rights to their land and to clean water. ActionAid published a big report in 2020 about women's right violations in the palm oil supply chain, finding 5 Netherlands-based companies linked to these violations. This report garnered a lot of attention in the Dutch media and in parliament.



the so called "Reflection Action Circles" were revamped to encourage community discussions on financing for gender responsive public services and to engage with duty bearers on allocation of resources.

### Good governance and corporate accountability

A transparent and accountable government is crucial for ending poverty and promoting human rights. Throughout the world, people's demand for democracy is growing, as many suffer under oppressive regimes and leaders who are not held accountable. Through our Fair, Green and Global (FGG) programme, we support people, especially women, in holding their governments and corporates to account, in fighting for justice, and taking control of the decisions that shape their lives.

- **In 2020**, ActionAid Zambia held several trainings for local activists, mostly women, on public expenditure tracking, so communities can hold their governments to account. As a result, the local government of Mufulira started to publicly announce the budget allocation given by government under the Constituency Development Fund. They also publicly shared how this budget will be used and what projects they will be implementing.
- ActionAid Kenya continued to work on ensuring that artisanal miners' rights are respected and that they are recognized by the County Government. For example, in Taita Taveta, ActionAid Kenya conducted trainings and various lobbying activities to strengthen the artisanal miners' rights. This contributed to the first ever registered Artisanal Miners Association. Artisanal miners can now compete with well-established mining firms for mining concessions and fair pricing.
- **In 2020**, the Dutch government finally committed to introduce binding measures for corporations to respect human rights and the environment in supply chains. ActionAid lobbied and campaigned together with MVO Platform to ensure an ambitious new government policy on corporate accountability. In October, Minister Kaag (Dutch Minister for Foreign Trade and Development Cooperation) published the new policy with a clear commitment to the EU legislation on corporate accountability that will be established in 2021 and a promise to introduce Dutch legislation if the EU process is not successful by summer 2021.
- **In October**, ActionAid Guatemala and Netherlands launched a research showing that human rights violations in the palm oil supply chain are impacting women disproportionately and found five Netherlands-based companies linked to these violations. The report garnered a lot of attention in the Dutch media and in parliament. As a result, three political parties submitted a motion to mainstream women's rights in the new Dutch government policy on corporate accountability, which was adopted. In response to parliamentary questions on the report, the Dutch government also shared that they reached out to the Netherlands-based companies and received 'favourable responses', in the sense that the Dutch companies have reached out to the suppliers in Guatemala to address the allegations.
- We continued our 'Feminists Unite' campaign for a feminist UN binding treaty on Business and Human Rights. There was a high number of participants who joined the virtual video-letter in May, asking Minister Kaag (Dutch Minister for Foreign Trade and Development Cooperation) to take steps towards a feminist UN binding treaty. Thanks to our continued pressure on the Dutch government, the Netherlands sought to garner greater support for the UN treaty process amongst other UN member states. The Netherlands together with other frontrunners in the EU requested the European Commission to formally engage in the treaty process.





# MINING

## HER STORY

Community activist Brenda Siachipula, 39, is from Shimulala, a town in the copperbelt region in Zambia. Here, communities are greatly affected by the copper mining activities. Brenda followed training on rights from ActionAid Zambia and uses social media and appears on local radio stations to raise awareness of the pollution caused by the mining company in the area and the impacts it is having on the community's health and livelihoods. *"If you go to the mine right now, you will find that they are still releasing the chemical slurry into the stream,"* she says.



She says life is a struggle for her community. The pollution has affected the fertility of the soil and is killing livestock. *"The water the cattle are drinking is killing them, just as it is killing the people,"* Brenda says. *"When the cows give birth, the calf will die shortly afterwards."*

*Even though the land is no longer fertile, we try our best to grow as much as we can, so we can sustain our lives and our families."*

*Brenda says that the financial impact is also starting to show, families are struggling economically and cannot pay school fees for their children. She adds: "In my lifetime I want to see that the community is compensated."*

ActionAid works together with communities to defend their human rights and get fair compensation. Copper is one of the metals widely used in the electronic products that we use every day and also for renewable energy sources such as wind turbines. ActionAid campaigns for legislation that will give mining communities more tools in hand to demand justice and compensation. We also promote a Just Transition, a transition towards renewable energies that does not only look at environmental or climate impact but also takes into account human rights.

### Resilient livelihoods and securing climate justice

**Photo above:** Mararita Osaria from Guatemala, one of the women affected by palm oil production and fighting for justice.

## 2.3 SUSTAINABLE EARTH

Access to land, water and forests are key to providing food, decent livelihoods and a sustainable future for everybody. At ActionAid, we work to ensure people have rights to land and enough food to eat.

### Land rights

Rural communities all over the world are being forced off their land due to environmental pressure and competition for natural resources. ActionAid works together with rural women and smallholder farmers to hold governments, international organisations, and corporations to account. **In our Fair, Green and Global (FGG) Programme, we work with women and men to support them to secure control over their land so they can feed themselves, their families and their communities.**

- **In Mozambique**, two partner organisations organised a series of trainings for members of women smallholder farmer associations to strengthen their capacity and knowledge to prevent land grabbing. These women of six smallholder farmer associations used this knowledge to lobby local government and local investors. As a result, they recovered 20 hectares of land that was taken by an investor 10 years earlier. Today, the farmers are working freely on these 20 hectares of land.

- **Since 2013**, the Koh Kong community in Cambodia has been filing complaints against the Heng Huy Agriculture Group Co, Ltd., because the company intimidated and coerced families to give their land to Heng Huy. CCHR, partner of ActionAid Cambodia, supported 5 Koh Kong families with small grants and legal advice since 2016. In 2020, these families finally won the case. The supreme court nullified the contract between the company and the 5 families.



# CLIMATE CRISIS

## HER STORY

Angelina Angelina João from Mozambique heads a women's group that offers help to victims of (sexual) violence and abuse. She also helps women farmers who lost their homes and families during cyclone Idai and the floods in Mozambique.

The flooding in the Sofala province, Mozambique, affected more than 70,000 people which followed one year after the devastation of Cyclone Idai. Once again harvests and homes were destroyed. *"In all my adult life I have never seen this type of flooding,"* says Angelina João, chair of the Women Entrepreneurs of Buzi Town.

Angelina, 39, knows first-hand how the climate crisis and humanitarian disasters hit women and girls hardest. The 25-strong women's group she chairs, supports survivors of violence and abuse, and women farmers who lost everything during Idai and the recent flooding. *"The main problem is domestic violence,"* she says. *"Women at home suffer really badly with their husbands. They are beaten."*

The second phase of ActionAid's response to Cyclone Idai, is working with communities affected by the food crisis, focusing on women's protection and agriculture, providing resilient varieties of seeds. Angelina is among the women leaders, supported by ActionAid, setting up a new safe space for women and girls in Buzi, where they feel physically and emotionally protected.



- ActionAid Kenya and partners continued to challenge corporate power in various counties. In Taita Taveta, ActionAid supported women and their community members' petition against investors who were awarded community land without the community's consent and approval. The petition resulted in land being revoked and given back to the community. Similarly, in Kilifi, Malindi Rights Forum (one of ActionAid Kenya's implementing partners) stopped a salt firm (Munyu Salt) from evicting people on a piece of land that the company had tried to claim in Mombasa.

- A group of women from the Alebtong community in Uganda set up a successful campaign in their community to stop a planned land grab by two foreign investors who wanted to take away their land to establish a factory. This happened after they had received training in July by AAU's partner in movement building and nonviolent actions. As a strategy, the women's group composed songs and poems expressing their community's resistance to being chased away from their land, in which the message was that 'No one should take our ancestral land given to us. This land belongs to us and our children and we will not allow anyone to grab it.'. Together with their fellow community members they started a singing campaign in which they would start singing in large groups during any gathering, constantly repeating this same message, thereby confronting and even intimidating their local leaders, who eventually notified the investors to leave their land. The model on social movement and nonviolent resistance has been adopted and trained with other groups.

- In Uganda, the Ministry of Lands, Housing and Urban Development adopted the Land Acquisition Rehabilitation and Resettlement Policy that addresses key issues in the land acquisition process such as compensation to people affected by investment projects (e.g. by being forced of their land) as well as rehabilitation and resettlement for those who are not able to acquire land elsewhere. This happened after a series of lobby meetings by ActionAid Uganda and its partners (united in the Land Actors Platform) who had analysed the draft policy and presented policy proposals to the ministry. In addition, the same ministry in Uganda intensified the issuing of certificates of communal ownership as a way of formalizing and documenting customary land tenure which helps protect against land grabs. It was also agreed that women too are registered on the certificates, not just the male family members.





In October 2020, together with Pakhuis de Zwijger and FGG2 partners we held a successful 3-part series of online events about Just Transition, addressing the question: how do we ensure that our climate approach takes place not only in a sustainable but also in a fair and inclusive way, without harming women and their communities in countries in the Global South? Different experts including from the Global South shared their views and discussed the way forward to realize a transition that respects both the environment as well as human rights.

### Just Transition

A just transition is based in the creation of agriculture, food and energy systems that combat climate change. At the same time, a just transition promotes equality and inclusivity, engaging especially the most marginalised groups such as women in rural areas in shaping a transition that respects both nature and human rights. We work together with farmers across the world to cope with climate change by promoting new, sustainable farming methods based on agroecology.

- **In 2020**, we published the Principles for Just Transitions in Extractives & Agriculture. Efforts to address the climate emergency and limit global warming require a fundamental and rapid change in our energy and food systems. Taken together, the energy and food sectors are the basis of livelihood and wellbeing for much of the planet. This means that it is critical that the transition to greener, more resilient systems is done with great care, to ensure – and not undermine – social justice. When creating the shift towards a climate-safe future, just transitions must be shaped through inclusive processes and comprehensive planning and policy frameworks that address the needs of workers, farmers, women and communities. This publication was shared with the Dutch government to shape policy on just transition. The results of the publication also fed-in to a three-part series of public just transition events, where researchers, government officials and civil society organisations discussed how to change our energy and food systems to work for everyone.

- While making our energy systems more sustainable to tackle climate change, we see that there are many risks for the communities, especially for women, that ActionAid works with in the Global South. For example, we concluded from two studies (Human Rights in Wind Turbine Supply Chains 2018 & update 2019) that the extraction of minerals and metals such as cobalt in Congo, copper in Zambia and manganese in South Africa, which are necessary for the realization of wind energy, is associated with human rights violations such as land grabbing, water pollution and violence against women. This year, ActionAid started negotiating within the multi-stakeholder wind energy covenant, in which the wind energy sector wants to ensure that their activities in the wind energy supply chains are not associated with human rights violations. Within the covenant, ActionAid is committed to emphasizing the wellbeing of local communities, especially women, and contributing to a covenant that works towards realizing local impact.

- We believe and promote agroecological systems for farming, as they are highly productive and sustainable, resilient to climate change, and offer multiple social, cultural and environmental benefits. We therefore recommended integrating agroecology in the new agriculture and Green Deal policies at the EU level. We also lobbied for bottom-up approaches to fairly support women smallholder farmers and small enterprises instead of subsidizing industrial farming.

### Climate Change

ActionAid works with women and their communities to deal with climate-related disasters and to strengthen climate resilience. ActionAid also campaigns to move the Dutch government to take urgent climate action and to raise awareness about the fact that women in the Global South are hit harder by climate disasters. It is imperative they are given proper representation at the climate negotiating tables.

- **In Bangladesh**, ActionAid carefully mapped the effects of Coal Fired Powerplants on the environment, livelihoods, and health of people living near

the project. The affected communities were informed of the actions they can take to defend themselves from corporate human rights violations. This work has been further supported by ActionAid India, who published a detailed report on how the Rampal Coal Fire Plant will impact the Sundarban mangrove forest and the people living there.

- ActionAid is one of 7 environmental and human rights organisations, led by Friends of the Earth Netherlands, taking legal action against the oil company Shell. We demand Shell reduces its emissions in line with global climate goals, that is a 45% reduction in CO2 emissions by 2030. In December 2020, there were 4 full-day hearings at the court in the Hague. The court case was broadly covered in the media, both in the Netherlands and worldwide. ActionAid's international media outreach was highly successful, with about 400 hits in reputable media outlets such as Washington Post and New York Times.

**When creating the shift towards a climate-safe future, just transitions must be shaped through inclusive processes and comprehensive planning and policy frameworks that address the needs of workers, farmers, women and communities.**







## 2.4 EMERGENCIES

### Advancing women-led emergency preparedness, prevention and response.

The key emergency in 2020 was the Covid-19 pandemic. Since November 2019, the spread of Covid-19 has affected and continues to affect millions of people across the world. On 11 March 2020, the World Health Organization declared the new Covid-19 outbreak as a pandemic. Like all emergencies and humanitarian crises, the Covid-19 pandemic hit women and people living in poverty and marginalisation the hardest. ActionAid took all necessary measures to protect the health and safety of all our staff and the communities we work with worldwide. Using lessons learnt from previous disease outbreaks, such as the recent Ebola crisis, our colleagues around the world shared essential health information with vulnerable communities. They also put women-led response plans into action to prevent and contain Covid-19, to protect women and girls and to meet immediate needs for income, livelihoods, food security.

ActionAid also called on governments to ensure that social protections target women, whose care duties will double as they are at the forefront of caring for the sick, home-schooling, working informal jobs and collecting water. Two-thirds of health sector jobs globally are held by women, who have been on the frontline of the crisis working as nurses and carers. In countries in the Global South, more than two thirds of women work in the informal economy, without entitlement to sick leave nor unemployment benefits. If they don't work, they and their families don't eat.

With the help of supporters worldwide, ActionAid reached and supported

26 million people throughout the lockdowns with awareness campaigns, income, food and livelihood support as well as safe spaces and an SMS hotline for women exposed to gender-based violence.

ActionAid Netherlands has been promoting and supporting a global humanitarian response that is more inclusive, focussing on women leadership and with women and affected communities much closer to the heart of decision making. In 2020, this was done via campaigning and fundraising for the COVID-19 crisis as well as for the devastation following the explosion in Beirut, Lebanon. In 2021, we will continue to stress the importance of women's leadership in emergencies.



# COVID-19 EMERGENCY RESPONSE

## HER STORY

MayHla Prue (16) is a Chief Child Reporter for the Community Journalist Group (CJG), a project by ActionAid Bangladesh. To tackle COVID-19 in remote areas in Bangladesh, an awareness session on COVID-19 was organised last March. A total of 14 members of the CJG team, including MayHla Prue, participated. During this session, they were informed about COVID-19. Afterwards, Prue along with 14 other members raised awareness about COVID-19 within their communities.



Prue shared some of her experiences:

*"Many of the people in my village knew nothing about COVID-19 and how quickly it spread around the world. After raising awareness on COVID-19, most of the people in the village are now aware of the preventive measures. For instance, now they regularly wash their hands with soap, eat well-cooked foods, and eat foods that are high in vitamin C. They also do not go out of the house if it is not necessary, and whenever they do go out, they use masks, while maintaining social distance."*

She also said, *"During the lockdown, many families were living a hopeless life due to the lack of opportunities to work. However, with the help of ActionAid Bangladesh, we started doing advocacy with the Union Parishad and the Border Guard Bangladesh. As a result, these families received relief assistance. Now, they are relieved, and smiles have appeared on their faces. I am very happy to see smiles on their faces. This is what I always wish for, that everyone will be safe and healthy."*

## 2.5 COMMUNICATIONS & MEDIA

It is amazing to see the consistent and continued growth of our support base in the Netherlands. Together with our supporters, we can create lasting change through awareness-raising, campaigning and providing financial support for our programs worldwide. Despite it being a challenging year for many, we ended 2020 with 30.000 people supporting ActionAid.

### Online presence

The online landscape is ever-changing and was crucial to remain connected. In 2020, people were especially looking online for ways to connect to others, to contribute, to share and to stay informed. We adapted our online strategy accordingly and focussed on quality content in line with current events. Shareability through personalised and informative, engaging products was key. In 2021, we aim to increase our presence across all channels and produce inspiring and engaging campaigns.

### Supporter engagement

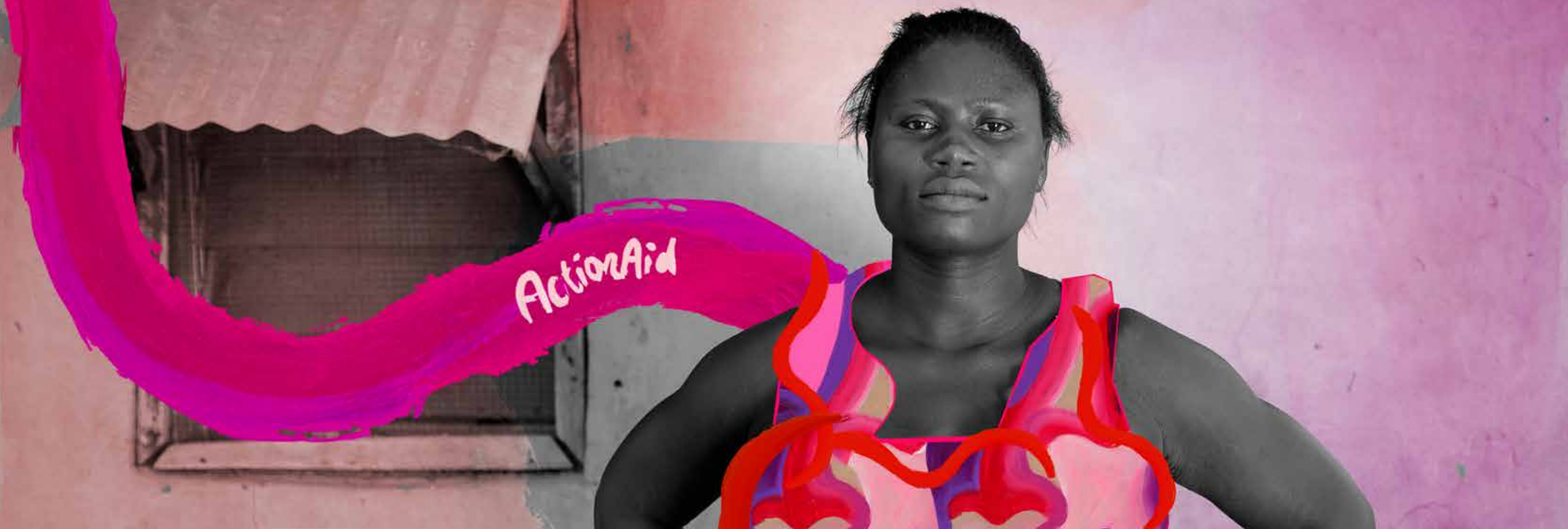
#### Women's Rights Challenge

This year saw the second edition of ActionAid's Women's Rights Challenge. This challenge highlighted the dramatic increase in violence against women during the ongoing pandemic and lockdowns. More than 2200 participants challenged themselves to train for 35 push-ups while raising awareness and funds to combat violence against women. This year the challenge started on November 1st and ended on November 25th, which is the International Day for the Elimination of Violence against Women. Several feminist activists and celebrities joined the challenge as ambassadors including Geraldine Kemper, Tatjana Almulij, Marije Boomsma, Marieke Eyskoot, Babeth Fonchie, Jelle Havermans, Natasja Gibbs, Tessel ten Zwaag, Nancy Poleon, Anthony

Together we can  
change the world  
and have real  
impact!

**Photo above:**  
Geraldine Kemper,  
ambassador for  
ActionAid  
Netherlands





Tevreden, Fatma Genç, Dorien van Linge and Cathelijne Blok. Personal trainer Loraine Pengel created this year's work-out calendar to guide participants during their training.

We also worked together with the talented artists sisters Tisja and Ziarah Janssen, who created the feminist artwork we used in our online campaign. The challenge was a great success: over 2200 participants raised more than € 116.000. This amount will be used to support the Women's Leadership programs of ActionAid to further strength the position of women during the pandemic and counteract violence.

#### *Thankful to our supporters and ambassadors*

We are very thankful to all participants, supporters, feminist activist and ambassadors for their continued support. In 2021 we will further develop the Women's Rights Challenge to stand up for women's rights.

#### *COVID-19 crisis appeal*

Naturally, the world-wide COVID-19 pandemic took a front seat in our communications in 2020. Through both online and offline content, we informed our supporters of the ongoing crisis, not just in the Netherlands but also worldwide, and the devastating consequences for women's rights. For this we largely utilised a personal approach, for example with videos in which former director Jannelieke Aalstein explained the current situation. Our supporters clearly had the same concerns as us and generously supported the federation wide projects to protect women's rights during the crisis.

#### *Media presence*

In 2020, we continued our media outreach to advocate for women's rights and systemic change. ActionAid was regularly featured in Dutch and

specialist media outlets, covering topics such as the impact of the COVID-19 pandemic on women, corporate accountability, tax avoidance, climate justice and violence against women. ActionAid's research that showed a devastating increase in violence against women worldwide due to the lockdowns was picked up by the Dutch newspaper, Trouw and several other media outlets. We published several op-eds in Dutch national newspapers, including an op-ed about the digital tax gap and the impact on countries in the Global South. Our new tax research about how much developing countries lose out on because of tax avoidance via the Netherlands was picked up by ANP (the General Dutch Press Agency).

One of our biggest hits was a full-page piece in the newspaper Trouw, about women's rights violations in the palm oil sector. This was not only the most-read article on their website on that day but also the best shared post on Twitter. The article was also referred to during a debate in Dutch Parliament about corporate social responsibility.

We wrote two well-read articles for Vice Versa, the media outlet specialized for the development cooperation sector, about corporate social responsibility which was also quoted in the Dutch national newspaper, de Volkskrant. With the Women's Rights Challenge, Dutch regional media proved to be successful, featuring participants of the challenge in regional newspapers, on regional radio and television shows in Utrecht, Leiden and Rotterdam area.

**We are very thankful to all participants, supporters, feminist activist and ambassadors for their continued support.**







# 3. OUR ORGANISATION

Our accountability is to people living facing inequality and injustice, and also to our supporters here in the Netherlands, to ensure that they have confidence in how we use our resources. Find out how we are organised, evaluate and collaborate.



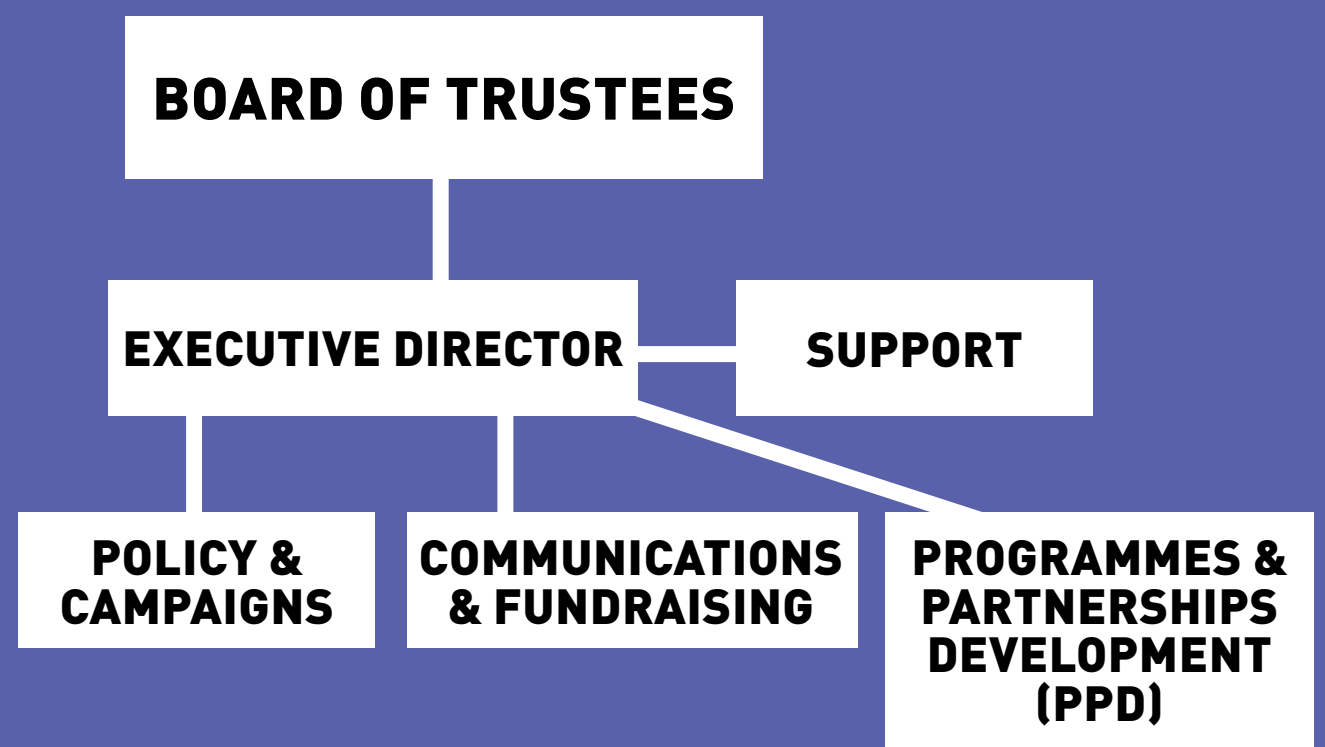


### 3.1 HOW WE ARE ORGANISED

ActionAid Netherlands had a one tier governance mode until end of 2020. The highest authority is our board of Trustees. Members of the board were appointed for a three-year term, after which reappointment is possible for a maximum of one additional term. Board members are selected on pre-determined profiles and come from a wide range of different backgrounds, all adding to the knowledge and profile of ActionAid.

The board supervises the overall progress of the strategic plan, the annual action plan and the budget. In addition to its supervisory function, the board aspires to act as a sounding board and advisor to the executive director. The executive director is mandated with the management of the organisation. Together with the management team, she drafts and proposes strategies, action plans and budgets and key policies for the board's approval. Once approved by the board, the executive director is responsible for implementing these plans and policies and gives a quarterly update to the board. The relationship between board and executive director is formally captured in the constitution, the board code and the management code policies. ActionAid Netherlands is organised in four departments: Programmes and Partnerships Development, Policy and Campaigns, Fundraising and Communications, and Finance & Support (Finance, IT and HR).

# ORGANISATION







### 3.2

## BOARD OF TRUSTEES REPORT

In 2020, our board consisted of eight members, five female and three male. The board is chaired by Anne-Marijke Podt. The board met during six formal and several informal board meetings. These were conducted online during the lockdown period, in line with the Dutch government COVID-19 regulations. The Board of Trustees is regularly informed and consulted on major changes and important strategic choices relating to various matters. These include organisational development, operations, finances, and the strategic direction of ActionAid Netherlands. Our finance and audit committee, consisting of two board members and supported by the executive director and head of finance, also met quarterly to monitor the financial health of the organisation as well as the internal administrative processes. The committee also makes recommendations to the board on appointing an external auditor and discusses annual management letters and annual reports with the external auditor.

The ActionAid International Board of Trustees generally holds at least one face-to-face meeting each year. However, this year due to COVID-19 restrictions, this meeting took place online. The chair of ActionAid's board participates together with ActionAid's executive director in these meetings on behalf of the organisation. During this meeting strategic and operational plans, budget, and governance of ActionAid International are reviewed. An ActionAid international representative is part of the board of trustees of ActionAid Netherlands. Conversely, our board chair takes up a seat as a full voting member of the International Assembly of ActionAid International Federation. Girish Menon, director of ActionAid UK and the international representative in our board, changed jobs at the end of 2020 and consequently also left as a member of the Board of Trustees. Long-standing member of the Board, Luuk Hamers, also left this year after serving 6 years as a member on the Board. At the end of 2020, the board reviewed its responsibilities as well as its role within the board prior to deciding on how to fill these vacated seats.

#### Board of Trustees

Name	Position	Member since	Field of expertise
Anne-Marijke Podt	Chair*	5 Jun 2018	Governance, Politics
Luuk Hamer	Member	2 Sept 2014	International Law and Human Rights
Marianne van der Zijde	Treasurer	24 Mar 2015	Finance
Girish Menon	Member	30 Sept 2016	International Development, AAI rep
Maike Willemsen	Member	5 Apr 2017	Public Security
Emma Verheijke	Member	5 Apr 2017	Impact Management
Betteke de Gaay Fortman	Member	5 Jun 2018	International Development
Maarten van Heems	Member	5 Jun 2018	Campaigns and Communication

\* Chair since 4 September 2018

Members of the Board of Trustees perform their duties unremunerated. They are reimbursed for expenses incurred in the performance of their duties. In reality, board members rarely claim these expenses.

The ActionAid board and management subscribe to the Code of Good Governance for Good Causes (Code Goed Bestuur). The Board of Trustees appoints, evaluates and dismisses the executive director, and determines the executive director's compensation in accordance with the Adviesregeling Beloning Directeuren van Goede Doelen. The Board of Trustees searched for a new director late 2020 as Jannelieke Aalstein announced she would leave the organisation. The new director, Marit Maj, has been appointed and started in January 2021.

The Board of Trustees has seen that ActionAid as an organisation proved itself to be flexible and agile in 2020 and able to cope with the COVID-19 crisis, both in creating new ways of collaboration, such as working from home during lock down periods, as well as in adjusting communications and fundraising efforts to support ActionAid's worldwide emergency response to the COVID-19 pandemic.

In 2021, the ActionAid board will continue to support the organisation in critically reflecting on existing practices and further develop the three-year strategy to adequately respond to worldwide challenges. 2021 will also be an exciting year in which the organisation, together with its partners will roll out new programmes developed under the Fair Green and Global 3 banner, which managed to successfully realize a new partnership with the Dutch Ministry of Foreign Affairs' Power of Voices framework.

In 2020 the board has approved a new constitution changing the governance structure of ActionAid Netherlands from a one tier board to a two-tier board. From January 2021 onwards, the Board of Trustees will change into a Supervisory Board (Raad van Toezicht). The supervisory board will work with the new ActionAid director in 2021, building on the work done in 2020. They will work on priorities such as organisational focus and structure, financial sustainability and fundraising, as well as innovation and impact.

The Board of Trustees would like to take this opportunity to thank all ActionAid staff members for their outstanding work in the past year. We should not forget all the excellent work we accomplished, and that ActionAid has a positive impact on the lives of so many, power in people!







### 3.3 TRANSPARENCY AND ACCOUNTABILITY

Thanks to our  
supporters and  
funding institutions  
we can run  
programmes in  
the Global South  
and make the  
biggest impact in  
partnership with  
local communities.

We aim to be transparent in the way we work, what we do and how the money is spent. ActionAid Netherlands holds the Central Bureau on Fundraising (CBF) seal of approval ("Erkenningsregeling"). Furthermore, it has the Dutch charitable status (ANBI) since 2008. In 2019, we received the ISO 9001:2015 certificate which has been extended in 2020. This is the international standard for a quality management system. In addition, we abide by ActionAid International's strict requirements in the sphere of governance, monitoring and impact measurement.

#### Staff and integrity

Accountability is a core value of ActionAid. Being accountable means committing ourselves to the highest standards of integrity in all our actions. The ActionAid Federation has a strict Code of Conduct. New staff members are required to sign the code before they start working at ActionAid. No violations to the Code of Conduct in the Netherlands were reported in 2020. In 2019, ActionAid International and the non-profit sector in the Netherlands (through Goede Doelen Nederland and Partos) published several extra policies to prevent integrity related issues and new procedures were developed to ensure safeguarding integrity. In 2020, all our staff participated in a moral judgment training and the internal integrity policy was updated.

ActionAid staff is represented in a staff representation body and meets regularly with both the Executive Director and the Human Resources Advisor. Issues such as continuing the 'staff climate survey' and the hiring of a new occupational health and safety service were among the items discussed.

The ActionAid office in Amsterdam on average employed 22 staff members (19 full time employees) in 2020. The organisation has four departments: programmes and partnerships, policy and campaigns, fundraising and communications, and finance and support. In 2020 ActionAid worked on restructuring the organisation to further improve the effectiveness and increase the impact of our work. The new organisational structure has been implemented in the end of 2020 and will be finalised in 2021. ActionAid also regularly benefits from working with interns and volunteers who contribute to projects, research, events, and write and translate articles for our website and newsletters. In addition to that, our strong base of campaigners is growing further, who join in our actions and campaigns. 75% of our staff are women.

#### Complaints policy

We take complaints from supporters very seriously. When ActionAid receives a complaint, we respond and follow up within 5 working days, in line with our policy.

#### Corporate social responsibility

We are as environmentally aware as possible in keeping with ActionAid's ideology and duty of care to the environment, the world and its inhabitants. We print as little and as efficiently as possible and all printing is done on FSC paper. Waste is separated before it leaves our premises. Our savings are kept with ASN Bank and for our regular banking we engage with Triodos. Our pensions are administered by Zwitserleven. Donations from companies are assessed using our company fundraising policy to ensure that these





businesses meet the conditions of corporate social responsibility. Finally, we monitor our travel behaviour to ensure efficient use of resources and awareness of our carbon footprint.

**Ensuring the best use of resources**

Our strategy, 'Change the rules for a just and sustainable world,' covers the period 2017 till 2028. The strategic objectives are in sync with the overall objectives of the ActionAid International strategy. Within the long-term strategy, ActionAid develops updated three-year plans, the first being for the period of 2018-2020. Progress of the objectives is monitored using a monitoring framework that also feeds into the overall federation measuring of progress. Annual action plans based on the three-year plans are drawn up with SMART indicators. Learning from earlier experience and improving the effectiveness and efficiency of our operations is a constant concern. The internal processes and procedures are described in a comprehensive Quality Manual. The board approves long-term financial and strategic policies, along with annual plans and associated budgets. Accompanying risk assessments are developed yearly and reviewed halfway through the year. The management team monitors actual income and expenditure against the budget and presents quarterly reports to the board. Internal processes are regularly reviewed by the management team and external parties. Each year, an external auditor prepares a management letter. The Dutch Central Bureau of Fundraising (CBF) performs three-yearly evaluations before awarding a renewed seal of approval. We have been reviewed in 2020 and the seal of approval has been extended.

**In all our programmes, a reflective approach is key to improving the effectiveness of our work.**

**3.4  
LEARNING AND EVALUATION**

We are committed to building people's capability to take innovative, rights-based action themselves. We can only do this if we listen and learn from each other. We therefore host a Participatory Reflection and Review Process (PRRP) in all our country programmes. This takes place on an annual basis and provides an opportunity for community members and stakeholders to reflect on progress made and challenges encountered, and to advise ActionAid on ongoing activities. In addition to ensure downward accountability to stakeholders, PRRP provides an excellent opportunity to share learning between ActionAid's communities, districts, countries and the wider ActionAid International Federation.

In the Netherlands, we build knowledge in areas relevant to our work and learn from our own and peers' experiences. With the training budget that is available, we have done a management team building session, several human rights-based approach and feminist leadership workshops, safeguarding and integrity workshops and individual coaching.

We run programmes in the Netherlands – some with a European component – and in Africa, Asia and South America. Most of these programmes are funded by grants from institutions such as the Dutch Ministry of Foreign Affairs and the European Union. Programmes are contractually agreed with partners and subject to stringent monitoring and evaluation rules, to which we conform. Progress is also constantly monitored through several consultations with our partners in the Global South. We have learning loops in all our projects, so we constantly evaluate and further develop as we go along.





### 3.5

## PARTNERS AND STAKEHOLDER ENGAGEMENT

We inform and seek an active dialogue with all our stakeholders: our local partners and activists, partners in the North, policy makers and politicians, journalists, donors, the ActionAid Federation and last but certainly not least the general public. On our website we explain ActionAid's open information policy, which is guided by our commitment to transparency and of sharing information on our policies and choices with our stakeholders.

• **Local partners and local activists**

Our interaction with colleagues in the Global South is vital to the quality of our work and forms a key ingredient for our advocacy and communication in the North. Collaboration with these colleagues requires mutual accountability, solidarity and transparency. In practice, interaction with our partners is realised through mutual visits and the planning and implementation of joint initiatives. During 2020 we increased our regular contact with local activists by email, Skype and telephone using new videoconferencing possibilities. If an opportunity arises to influence policy or communicate with the media or the public, normally a local activist is invited for a visit to the Netherlands. Due to the lock down restrictions, local activists could not be present in person, but participated actively in events and lobby activities through online means in 2020.

• **Donors – institutional and private**

We are in regular contact with our institutional and private donors. We update our donors through our yearly annual report, via social media as well as printed newsletters. We realize that not every donor enjoys being over-

whelmed with our communications, so we offer the opportunity online and in our newsletter to request less mailings or no mailings at all. Communications by telephone, we observe the requirements of the Dutch Do Not Call Register. Our complaints procedure ensures we react quickly and efficiently to any questions and complaints from donors.

• **Partnerships with other ngo's**

We realize that change will only come about if enough people demand it. There is a great value in numbers. We therefore work closely with many organisations: our FGG partners, and our partners in other networks including the Tax Justice Network, IANRA, Wo=Men and Partos. Effective collaboration requires maximum mutual transparency. We meet regularly with our partners, this year predominantly online, sharing new information and developments, research, results and views. Beyond our website we use social media such as Twitter, Facebook and Instagram.

• **Policy makers and politicians**

We are in regular contact with ministers, state secretaries, members of Dutch parliament, Dutch Embassies in the countries where we work, civil servants and other officials, who deal with issues that relate to our change agenda. We engage in (online) workshops, seminars, round tables and conferences to ensure that our voice and the voices of our local partners are heard.

• **Media and press**

Radio, TV as well as print journalists are important mediators between our organisation and the public at large, and between us and policy makers and politicians. Conversely, we are a trusted source of information for journalists because of our thematic expertise and our contacts with Southern constituencies and local activists. We build good relationships with journalists and will always share new research, new perspectives, and important developments.

• **ActionAid International**

Since 2012, we are a formal member of ActionAid International, a federation working in approximately 45 countries and based in South Africa. Our membership entails cooperation in programmes and campaigns as well as some shared strategies, procedures and processes, and mutual participation in each other's highest decision-making bodies. We award great importance to this cooperation, because it allows us to tap into far more knowledge than we would otherwise be able to, and because it brings us so much closer to local communities and changemakers. Despite our membership of the federation, ActionAid Netherlands has a formal autonomy in decision making.

Collaboration requires mutual accountability, solidarity and transparency.



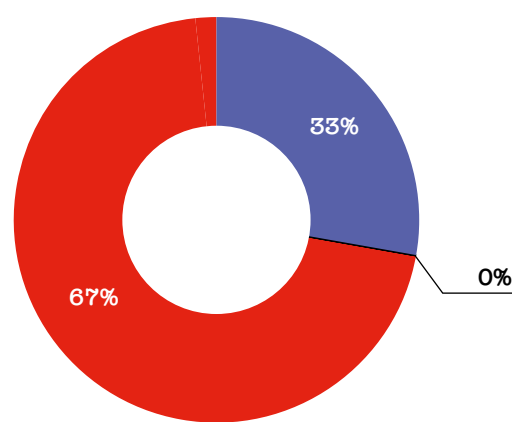
# 4. FINANCIAL STATEMENTS

The financial statements 2020 have been prepared in accordance with the Dutch Directive 650 Fundraising Institutions (updated in 2016). On 20th of April 2021 the board approved the annual accounts after an audit by Dubois and Co. The auditor's report is included in this annual report.





## Income (in €)



Income from private individuals	€ 1,038,207	33%
Income from companies	€ 11,212	0%
Income from Government subsidies	€ 2,115,989	67%
<b>TOTAL INCOME</b>	<b>€ 3,165,408</b>	<b>100%</b>

The table beneath provides an oversight of institutional and philanthropy funding sources in 2019 (and before).

Programme	Donor	Total support	Contracted period	Final approval*
Fair, Green and Global	Ministry of Foreign Affairs (Partnership Programme)	€ 10,360,000	2016-2020	2021
IMVO	NOVIB	€ 25,000	2020	2020

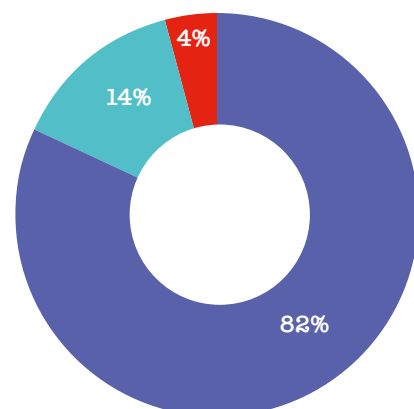




### Expenditure

In 2020 ActionAid spent €2,388,652 or 82 percent of its total costs on mission objectives. The costs of fundraising amounted to €419,041 which is 13 percent of our total income. In 2020, we contributed to ActionAid International with a total of € 121,901.

### Details of cost allocation



Mission objectives	€2,388,652	82%
Costs of acquisition	€419,041	14%
Overhead	€121,901	4%

### Continuity Reserve

The aim of our reserves policy is to safeguard solvency and maintain future activities. The ideal continuity reserve is defined by our reserves policy which advises a minimum of 10 percent of institutional income (€211,591) and a maximum of six months of total operational costs (defined as all staff costs, minus short-term contracts, plus overhead costs, plus non-staff fundraising costs) (€783,257). Our free reserves (*continuïteitsreserve*) at year end will be at €656,904 in tune with our reserves policy.

### Reserve for Programmes

This reserve was determined in 2020 to reserve an amount for programmes that were initially planned in 2020 but will be implemented in 2021. The activities related to these programmes will be coordinated by our Public Engagement Team and will reported upon in the annual report over 2021.

### Risks

Risk management is an important aspect of our governance. Standard procedure is to discuss the risks register twice a year in the board's finance and audit committee as well as in the full board: once at the time of the approval of the annual plan and once mid-year. The risk register is presented with ratings for probability and impact as well as with risk mitigation actions.

Our immediate mitigation strategy is diversification in income streams through investing in individual and high value fundraising, piloting new channels of fundraising and enhancing our brand. ActionAid will strengthen





its effort to generate new institutional and philanthropic income and will invest in specific expertise to source and apply to new opportunities. In 2020 together with the FGG Alliance we successfully submitted a new funding proposal to the Ministry of Foreign Affairs, under the Power of Voices programme. The Board of Trustees is in control of the structure, the existence and operation of the AO/IC systems. It has identified and evaluated the risks as indicated in this report. A different risk is the shrinking political space in which we operate. This is both a medium risk for the wellbeing of our overseas colleagues as well as for our compliance with commitments to donors. Building good relationships with members of parliament, press and embassies and continuously emphasizing the importance of protecting human rights and space for civil society is our key mitigation strategy.

A standard risk for organisations working in remote areas with complex project chains is fraud. The ActionAid federation has robust anti-fraud policies and stringent processes in place to prevent and deal with fraud. In that respect it is worth mentioning that regular internal audits from the ActionAid International secretariat are performed in all 45 ActionAid countries. Such an audit took place in the Netherlands in 2018.

Finally, the current media attention on sexual abuse cases involving INGOs has taught us to be vigilant and invest in robust safeguarding policies and practices to diminish any risks.

#### Future developments

Our programme focus in 2021 will remain on assisting partners and communities to lobby for proper corporate conduct and fight against human rights violations such as land grabs, unfair tax regimes and unfavourable investment policies. As always, working on equality, we will focus on strengthening the rights and voices of women. We will continue to work closely with our colleagues in the federation and seek to strengthen international campaigns where possible.

We will aim to be bolder and more visible. To that end we will continue to engage in substantial campaigns work, further strengthening the ActionAid brand in the Dutch public landscape. This will support our fundraising, which itself will gradually shift from street fundraising to online fundraising and telemarketing. But we will also look beyond the Netherlands to find institutional and philanthropic partnerships. In 2021, a new governance model will go into effect.





# 5. ANNUAL ACCOUNTS 2020



## 5.1

### BALANCE SHEET PER 31.12.2020 (IN €)

Assets	31 December 2020	31 December 2019
Fixed assets	48,169	45,824
Accounts receivable	113,812	73,383
Cash and cash equivalents	2,171,463	1,393,153
	2,285,275	1,466,536
<b>Total Assets</b>	<b>2,333,444</b>	<b>1,512,360</b>
Liabilities	31 December 2020	31 December 2019
Reserves		
- Continuity reserves	656,904	470,489
- Reserves program	61,873	
- Designated Fund	3,127	7,950
Current liabilities		
- Advances received from sponsors	1,149,065	385,250
- Short-term project liabilities	125,966	375,228
- Payables	336,510	273,443
	1,611,541	1,033,921
<b>Total Liabilities</b>	<b>2,333,444</b>	<b>1,512,360</b>

## 5.2

### STATEMENT OF INCOME AND EXPENDITURE (IN €)

Income	Actual 2020	Plan 2020	Actual 2019
Income from private individuals	1,038,207	959,000	924,064
Income from companies	11,212	6,000	6,080
Income from government subsidies	2,115,989	2,238,993	2,348,370
Income from other non-profit organisations	-	160,000	51,391
<b>Total Income</b>	<b>3,165,408</b>	<b>3,363,993</b>	<b>3,329,905</b>
Expenditure	Actual 2020	Plan 2020	Actual 2019
<b>Related to mission objectives</b>			
- Campaigning, Advocacy & Research	597,376	636,348	709,454
- Communication & Public Information	428,749	521,285	553,255
- Programme support to partners in the Global South	1,362,527	1,697,027	1,781,907
	<b>2,388,652</b>	<b>2,854,660</b>	<b>3,044,616</b>
<b>Acquisition of income</b>			
- Cost of fundraising	419,041	408,834	358,315
	<b>419,041</b>	<b>408,834</b>	<b>358,315</b>
<b>Management and administration</b>	110,177	100,502	83,971
<b>Total Expenditure</b>	<b>2,917,870</b>	<b>3,363,996</b>	<b>3,486,902</b>
<b>Balance before financial income and expenses</b>	<b>247,538</b>	-	<b>-156,996</b>
<b>Financial income/expenses</b>	<b>-4,072</b>	-	<b>-187</b>
<b>Surplus/deficit</b>	<b>243,465</b>	-	<b>-157,183</b>
<b>Added to reserves</b>			
- Continuity reserves	186,415	-	-141,635
- Reserve for program	61,873	-	-
- Designated Fund	-4,823	-	-15,548
	<b>243,465</b>	-	<b>-157,183</b>



## 5.3

### CASH FLOW STATEMENT (IN €)

Operational Activities	2020	2019
Deficit	243,465	-157,183
Adjustments for depreciation	-4,224	-23,890
	<b>239,241</b>	<b>-181,073</b>
Changes in working capital		
- Trade receivables	-40,429	-45,291
- Trade payables	577,618	-221,556
	<b>537,189</b>	<b>-266,856</b>
- Other		-53,000
<b>Total Operational cash flow</b>	<b>776,430</b>	<b>-500,929</b>
<b>Investment activities</b>		
Disinvestments tangible fixed assets	19,433	41,263
Investments in tangible fixed assets	-17,533	-34,433
<b>Total Investment cash flow</b>	<b>1,879</b>	<b>6,830</b>
<b>Total Financing cash flow</b>	<b>778,310</b>	<b>-494,099</b>
<b>Net cash flow</b>	<b>778,310</b>	<b>-494,099</b>
<b>Decrease/increase in funds</b>	<b>778,310</b>	<b>-494,099</b>

## 5.4

### ACCOUNTING PRINCIPLES (IN €)

#### General

The annual accounts were compiled in accordance with Guideline 650 for 'fundraising institutions' (*Richtlijn 650 voor Fondsenwervende instellingen*), revised in 2016.

#### Principles for valuation and presentation of assets and liabilities

##### • Tangible fixed assets

Tangible fixed assets are stated at acquisition price less linear depreciation based on economic life-cycle. For inventory furnishings and equipment, the life-cycle is five years.

##### • Accounts receivable

- These are stated at nominal value.
- Accounts receivable for approved projects are based on agreements with third parties and agreed values.

##### • Liabilities

- Liabilities are stated at the value at which they were incurred unless indicated otherwise.
- Project liabilities refer to all liabilities under financing agreements concluded with third parties.
- New project liabilities are accounted for in the year in which the liability becomes definitive.

##### • Other assets and liabilities

- These are stated at nominal value.





#### Principles for determining and presenting income and expenditure

##### • Determination of result

- Taking into account the accounting principles, the result is determined as the difference between the revenue and expenditure allocated to the year in question;
- Unless otherwise indicated, income and expenditure are accounted for in the year to which these relate;
- Income from ActionAid fundraising is accounted for in the year of receipt;
- Income from legacies is included in the accounting year in which their size can be reliably determined. Advance payments made are taken as income in the year of receipt;
- Subsidies for projects are accounted for based on projects approved;
- Gifts in kind are valued according to the estimated market value in the Netherlands.

##### • Management and administration costs

Management and administration costs represent expenditure for internal management and administration that cannot be attributed to the objectives of the organisation or fundraising costs.

##### • Allocation Principles

The table 'Details of cost allocation' on page 80 shows how the categories of costs are divided over the objectives expenditure, the cost of fundraising and the cost of management and administration. The following comments will clarify the table:

- Grants and contributions are subsidies provided to third parties.
- Own activities relate to actions performed by ActionAid through campaigns, communications, information, fundraising and southern programmes.
- Cost of management and administration are calculated in accordance with Guidelines 650 (2016).
- The costs are allocated on the basis of the timesheets on the objectives, fundraising and support activities.

## 5.5 NOTES TO THE BALANCE SHEET PER 31-12-2020 (IN €)

### Assets (tangible fixed assets)

	Leasehold improvements	Equipment	Computers	Total 2020	Total 2019
Cost as per 1-1	47,358	34,944	169,496	237,504	258,629
Disinvestments 2020	13,483	-	5,950	19,433	-41,263
Investments 2020	-	5,453	12,100	17,553	34,433
<b>Total</b>	<b>33,875</b>	<b>40,398</b>	<b>175,646</b>	<b>235,625</b>	<b>251,798</b>
Depreciation previous years	44,645	27,206	119,829	191,680	229,864
Depreciation disinvestments	13,483	-	5,950	19,433	-41,263
Depreciation 2020	1,357	2,330	11,523	15,209	17,373
<b>Book value per 31 Dec</b>	<b>63,680</b>	<b>10,862</b>	<b>35,950</b>	<b>48,169</b>	<b>45,824</b>
Book value per 1-1	2,713	7,738	35,373	45,824	28,764
Investments 2020	-	5,453	12,100	17,553	34,433
<b>Total</b>	<b>2,713</b>	<b>13,191</b>	<b>47,473</b>	<b>63,378</b>	<b>63,197</b>
Depreciation 2020	1,357	2,330	11,523	15,209	17,373
<b>Book value per 31 Dec</b>	<b>1,357</b>	<b>10,862</b>	<b>35,950</b>	<b>48,169</b>	<b>45,824</b>

All assets are used for operational purposes.



Receivables, prepayments and accrued income		
Receivables	31 December 2020	31 December 2019
Subsidies	82,616	-
Other receivables	936	40,330
Advance payments	30,259	33,053
<b>Total</b>	<b>113,812</b>	<b>73,383</b>
<b>Details of subsidies to be received</b>		
Subsidies to receive		
- Min of Foreign Affairs	82,616	-
<b>Total</b>	<b>82,616</b>	<b>-</b>
Cash and cash equivalents		
- Savings accounts	975,805	1,125,929
- Cash and bank accounts	1,195,658	267,224
<b>Total</b>	<b>2,171,463</b>	<b>1,393,153</b>

The figure for cash and cash equivalents also includes an amount of € 20,627.94 (2019: € 22,883.82) for a bank account at Nedbank S.A. This amount is not at our free disposal.

Liabilities (reserves and funds)		
Continuity reserve	Total 2020	Total 2019
Value per 1-1	470,489	612,123
Withdrawn/added	186,415	-141,634
<b>Value per 31-12</b>	<b>656,904</b>	<b>470,489</b>
<b>Designated Fund</b>		
<b>Total 2020</b>		
Value per 1-1	7,950	23,498
Transferred to NWO	-7,950	-23,498
Added for Restricted Mailing	3,127	7,950
<b>Value per 31-12</b>	<b>3,127</b>	<b>7,950</b>
<b>Reserve for programmes</b>		
<b>Total 2020</b>		
Value per 1-1	-	-
Added for Programmes	61,873	
<b>Value per 31-12</b>	<b>61,873</b>	
<b>Provisions</b>		
Value per 1-1	-	53,000
Whitdrawn/added		-53,000
<b>Value per 31-12</b>	<b>-</b>	<b>-</b>



Current Liabilities	31 December 2020	31 December 2019
Advances subsidies received		
- Min. of FA Partnerships	1,149,065	385,250
<b>Total current liabilities</b>	<b>1,149,065</b>	<b>385,250</b>
<b>Short-term project liabilities</b>	<b>31 December 2020</b>	<b>31 December 2019</b>
Partners of Ministry of Foreign Affairs FGG II		
-ActionAid Bangladesh	11,833	12,468
-ActionAid Cambodia	3,139	34,649
-ActionAid General Secretariat	10,739	50,013
-ActionAid Kenya	-2,115	18,306
-ActionAid Uganda	9,582	44,831
-ActionAid Zambia	51,759	124,785
-ActionAid Zimbabwe	15,193	67,267
-ActionAid Mozambique	327	9,902
-ActionAid South Africa	19,133	8,105
-IANRA	-	2,497
-ActionAid DRC	1,160	-
-ActionAid Brazil	2,652	-
-ActionAid India	2,285	-
-ActionAid Malawi	-2,237	-
-ActionAid Vietnam	2,518	-
Other		2,407
<b>Total short-term project liabilities</b>	<b>125,966</b>	<b>375,228</b>

Liabilities (payables)		
Creditors	63,720	61,681
- Taxation	43,553	49,024
- Holiday days	41,117	38,734
Holiday allowances	32,686	33,593
Auditor	19,395	23,766
ActionAid International	106,788	2,072
Miscellaneous	29,249	64,576
<b>Total payables</b>	<b>336,510</b>	<b>273,444</b>
<b>Total Current liabilities</b>	<b>1,611,541</b>	<b>1,033,923</b>

#### Contingencies

In January 2014 a contract started with Stichting Plan Nederland for hiring an office for € 50,000 a year. The contract period is nine years but terminable at one month's notice. The rent for 2020 was € 55,781. In May 2019 a new contact started with Toshiba for hiring a copy machine for € 108 per month.



## 5.6

### NOTES TO THE STATEMENT OF IN- COME AND EXPENDITURE 2020 (IN €)

Income	Actual 2020	Plan 2020	Actual 2019
<b>Income from private individuals</b>			
Donations: gifts and notary givers	784,938	815,000	824,520
Appeals	215,601	114,000	59,544
Legacies	37,668	30,000	40,000
<b>Subtotal</b>	<b>1,038,207</b>	<b>959,000</b>	<b>924,064</b>
<b>Income from companies</b>			
Appeals	11,212	6,000	6,080
<b>Subtotal</b>	<b>11,212</b>	<b>6,000</b>	<b>6,080</b>
<b>Government subsidies</b>			
Min. of FA FGG II	2,090,989	2,238,993	2,334,820
NWO	-	-	13,550
IMVO	25,000	-	-
<b>Subtotal</b>	<b>2,115,989</b>	<b>2,238,993</b>	<b>2,348,370</b>
<b>Income from other non-profit organisations</b>			
Bernard van Leer Foundation	-	-	36,400
Stichting Dioraphte	-	-	14,991
Other	-	160,000	-
<b>Subtotal</b>	<b>-</b>	<b>160,000</b>	<b>51,391</b>
<b>Total Income raised</b>	<b>3,165,408</b>	<b>3,369,993</b>	<b>3,329,905</b>

Income from private individuals and companies are unrestricted except for €4,127 restricted mailings. Income from Government subsidies and other non-profit organizations are restricted.





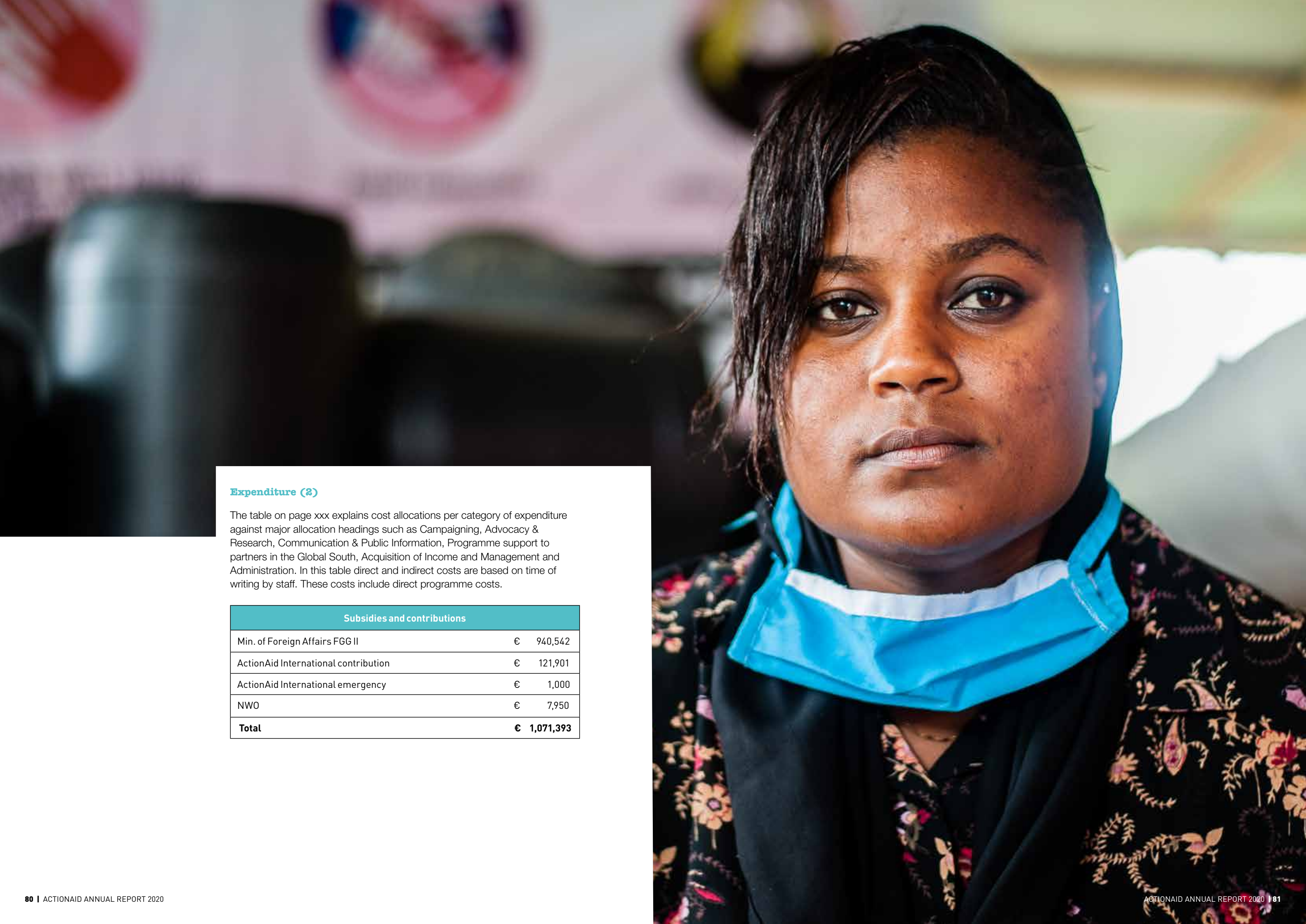
## Expenditure (1)

	Actual 2020	Plan 2020	Actual 2019
<b>Salaries, pensions and social security contributions</b>			
Gross salary	948,107	956,938	880,270
Social security contributions	171,028	172,249	157,267
Pensions	40,258	37,565	47,417
<b>Subtotal</b>	<b>1,159,393</b>	<b>1,166,752</b>	<b>1,084,955</b>
<b>Other personnel costs</b>			
Temporary staff	16,648	3,200	51,019
Staff recruitment	3,521	700	14,363
Commuting	10,465	20,000	16,487
Other	31,427	53,500	54,234
<b>Subtotal</b>	<b>62,061</b>	<b>77,400</b>	<b>136,102</b>
<b>Property costs</b>			
Rent incl. service	58,111	55,000	54,513
Removal costs	408	500	408
Other	1,136	1,000	986
<b>Subtotal</b>	<b>59,655</b>	<b>56,500</b>	<b>55,907</b>
<b>Office costs and general expenses</b>			
ICT support	51,294	51,000	43,219
Legal advice	8,188	3,020	5,937
Auditor	21,874	20,600	23,150
Insurances	5,273	5,000	5,018
Board	2,506	4,000	9,678
Other office costs	35,950	59,729	41,522
<b>Subtotal</b>	<b>125,085</b>	<b>143,349</b>	<b>128,524</b>
<b>Depreciation</b>	15,209	22,000	17,373
<b>Subtotal</b>	<b>15,209</b>	<b>22,000</b>	<b>17,373</b>

<b>Subsidies and contributions</b>	1,071,393	1,459,993	1,628,358
<b>Subtotal</b>	<b>1,071,393</b>	<b>1,459,993</b>	<b>1,628,358</b>
<b>Own activities</b>	425,075	438,000	435,680
<b>Subtotal</b>	<b>425,075</b>	<b>438,000</b>	<b>435,680</b>
<b>Total Expenditure</b>	<b>2,917,870</b>	<b>3,363,994</b>	<b>3,486,901</b>
<b>Balance of financial income and expenses</b>			
Dividend, Interest	330	-	445
Bank costs	-1,819	-	-1,413
Currency loss/gain	-2,584	-	782
<b>Subtotal</b>	<b>-4,072</b>	<b>-</b>	<b>-187</b>

The overview above matches the Explanation of Cost Allocation.





**Expenditure (2)**

The table on page xxx explains cost allocations per category of expenditure against major allocation headings such as Campaigning, Advocacy & Research, Communication & Public Information, Programme support to partners in the Global South, Acquisition of Income and Management and Administration. In this table direct and indirect costs are based on time of writing by staff. These costs include direct programme costs.

Subsidies and contributions	
Min. of Foreign Affairs FGG II	€ 940,542
ActionAid International contribution	€ 121,901
ActionAid International emergency	€ 1,000
NWO	€ 7,950
<b>Total</b>	<b>€ 1,071,393</b>



## Details of Cost Allocation (in €)

	Mission Objectives (82%)			Cost of Acquisition (14%)			Overhead (4%)	Actual 2020	Plan 2020	Actual 2019
	Campaigning, Advocacy & Research	Communication & Public Information	Programme support to partners in the Global South	Voluntary fundraising	Third-party activities	Institutional Fundraising	Management & Administration	Total	Total	Total
Direct programme costs	26,435	4,885	952,629	26,736		27,827	33,421	1,071,393	1,459,993	1,628,358
Own activities	-	227,879	-	197,196	-	-	-	425,075	438,000	435,680
Salary costs incl. social security and pension	490,627	168,416	352,238	80,766	-	63,448	65,959	1,221,453	1,244,152	1,221,057
Property costs	23,962	8,225	17,203	3,945		3,099	3,221	59,655	56,500	55,907
Office costs and general expenses	50,243	17,247	36,072	8,271	-	6,497	6,755	125,085	143,349	128,524
Depreciation	6,109	2,097	4,386	1,006	-	790	821	15,209	22,000	17,373
<b>Total</b>	<b>597,376</b>	<b>428,749</b>	<b>1,362,527</b>	<b>317,920</b>	<b>-</b>	<b>101,121</b>	<b>110,177</b>	<b>2,917,870</b>	<b>3,363,994</b>	<b>3,486,901</b>
<b>Plan 2020</b>	636,348	521,285	1,697,026	352,776	-	56,058	100,502	3,363,995		
<b>Actual 2019</b>	709,454	553,255	1,781,907	312,699		45,616	83,970	3,486,901		
<b>Plan 2021</b>	594,556	424,297	1,372,945	308,726		97,495	106,089	2,904,108		





**Board and director costs (in €)**

Expenditure for the board (under office administration and general costs) consists of meeting and representation costs. All Board members are unpaid volunteers. No loans, advances or guarantees were given to the Executive Director nor to any Board member.

The Country Director's salary is determined by the board; € 98,603 in 2020. ( Salary 88,213, holidayallowance 7,057 and Year End bonus 3,343).

In 2019 the board agreed on a severance payment for R van den Hurk. It was part of the salariecosts in 2019 but has been paid in 2020.

ActionAid follows the Advies Regeling Beloning Directeuren van Goede Doelen (VFI, 2011) (Advice remuneration NGO's directors, VFI 2011). The guideline gives advice - on the basis of severity criteria - on a maximum standard for annual income.

This weighted criteria led to a BDS score of 360 with a maximum annual income of € 100,527. With this publication we meet with the Law on the Standard on High Top incomes (WNT). This standard for Gross salary + Pension is max. € 189,000)

J.F. Aalstein	
Executive Director	
Period	01-01-2020 t/m 31-12-2020
FTE	1
Employee	Yes
Remuneration	
Annual Income	104,454
Benefits payable over time	
Maximum salary according to WNT norms	189.000
2019	
Executive Director	
Period	15-11-2019 t/m 31-12-2019
FTE	1
Employee	Yes
Remuneration	
Annual income	13,142
Benefits payable over time	
Maximum salary according to WNT norms	24,250

R.van den Hurk	
2020	
Position when employment was terminated	Executive Director
FTE	1
Year of termination of employment	2019
Remuneration	
Benefit due to termination of employment	47,276
Maximum salary according to WNT norms	75,000
2019	
Period	01-01-2019 t/m 31-12-2019
FTE	1
Employee	yes
Remuneration	
Annual income	115.585
Benefits payable over time	
Maximum salary according to WNT norms	181,000



## 5.7

### BUDGET 2020 (IN €)

Income	Plan 2021	Actual 2020	Plan 2020
Income from private individuals	959,000	1,038,207	959,000
Income from companies	6,000	11,212	6,000
Income from Government subsidies	1,939,108	2,115,959	2,238,993
Income from other non-profit organisations	-	-	160,000
<b>Total Income Raised</b>	<b>2,904,108</b>	<b>3,165,408</b>	<b>3,363,993</b>
<b>Related to mission objectives</b>			
- Campaigning, Advocacy & Research	589,105	597,367	636,348
- Communication & Public Information	419,211	428,749	521,285
- Programme support to partners in the Global South	1,392,132	1,362,527	1,697,026
	<b>2,400,448</b>	<b>2,388,652</b>	<b>2,854,659</b>
<b>Acquisition of income</b>			
- Costs of fundraising administration	399,521	419,041	408,834
<b>Total Expenditure</b>	<b>2,904,108</b>	<b>2,917,870</b>	<b>3,363,995</b>
<b>Balance of financial income and expenses</b>		<b>247,538</b>	<b>-</b>
Financial income/expenses	-	-4,072	-
<b>Surplus/deficit</b>		<b>243,465</b>	<b>-</b>





**5.8**  
**INDEPENDENT**  
**AUDITOR’S REPORT**

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## INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting ActionAid in Amsterdam,  
The Netherlands.

### A. Report on the audit of the financial statements 2020 included in the annual report

#### Our opinion

We have audited the financial statements 2020 of Stichting ActionAid based in Amsterdam, the Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting ActionAid as at 31 December 2020 and of its result for 2020 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2020;
2. statement of income and expenditure for 2020; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

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

We are independent of Stichting ActionAid 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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**Compliance with rule against overlapping pursuant to the WNT not audited**

In accordance with the Audit Protocol under the Standards for Remuneration Act (“WNT”), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

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

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

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

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

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

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

**Responsibilities of the Board and the Supervisory Board for the financial statements**

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

As part of the preparation of the financial statements, the Board is responsible for assessing the organisation’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 organisation’s ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for monitoring the financial reporting process of the organisation.





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

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

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

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation'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 company 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.

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, 5 May 2021

Dubois & Co. Registeraccountants

A.P. Buteijn RA





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Algemeen Nut  
Beogende Instelling

**ANBI**