



**Annual  
Report**  
Both ENDS

**2010**



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**Text** Both ENDS & Masja Helmer / **Translation** Jean Tee & JT Redactie / **Photos** Both ENDS and partners / **Design** Margo Vlamings (www.margovlamings.nl) / **Printing** Ars Grafisch

Orders and all other correspondence concerning this publication should be sent to:

**Both ENDS Foundation**  
Nieuwe Keizersgracht 45  
1018 VC Amsterdam  
The Netherlands  
**Telephone** +31 20 5306 600  
**Fax** +31 20 620 8049  
**E-mail** info@bothends.org  
**Web** www.bothends.org

**Joke Waller-Hunter Initiative Foundation**  
Nieuwe Keizersgracht 45  
1018 VC Amsterdam  
The Netherlands  
**Telephone** +31 20 5306 600  
**Fax** +31 20 620 8049  
**E-mail** jwh@bothends.org  
**Web** www.bothends.org

This annual report presents an account of Both ENDS' work in 2010, done in collaboration with a large number of civil society organisations (CSOs) from developing countries, the Netherlands and elsewhere. These CSOs serve a wide range of constituencies and it is only through partnership with them that we are able to pursue our mission. We feel privileged to share their agenda and to join forces with the people in these organisations.

Both ENDS is an independent non-governmental organisation (NGO) that works towards a sustainable future for our planet. We do so by identifying and strengthening civil society organisations (CSOs), mostly in developing countries, that come up with sustainable solutions for environmental and poverty-related issues. Building on such effective alternatives, we create and support strategic networks capable of promoting social and environmental interests. At the same time we directly influence policies and promote our vision on fora that matter, both on national and international levels.

## Why?

All over the world there is growing awareness that human societies are pushing the limits of the earth's ecosystems, and that this development is inherently related to issues of poverty and lack of power. When ecosystems are degraded, it is poor people who suffer the most, who see their livelihoods and lives threatened. Despite this recognition, and despite actions taken to reduce the harm caused by current economic production and consumption systems, a truly sustainable world is still far away.

In many countries, CSOs (e.g. trade unions, women's organisations and farmers' associations) develop and implement sustainable solutions to counteract the effects of climate change, land degradation or ecosystem damage. In order to make the necessary transition towards sustainable societies (systems), there is an urgent need to foster and learn from these initiatives. To date, our system of global governance is heavily expert-driven and not well aware of grassroots responses to global problems that (might) have a positive global impact.

## How?

Our ever-growing international network of local activists, practitioners and innovators allows us to link local insights and experiences to global developments and stakeholders.

- Both ENDS identifies and supports local initiatives. Supporting local CSOs involves providing services such as assistance in finding the information they need and help with fundraising. It also involves developing strategic networks and starting joint initiatives based on shared agendas.
- We engage in joint efforts to replicate and market successful initiatives, or to translate them into policies set for sustainable development, by reaching out to individual experts, organisations, institutions and companies that are interested in increasing the positive impacts of these initiatives.
- We introduce the insights and experiences of such Southern CSOs into discussions over policy at different levels: in the Netherlands, Europe and globally.
- We identify and propose policies that promote sustainable development and assure their implementation and effective use. In addition, we challenge those rules and regulations that institutionalise non-sustainable developments and inequities.

## Our focus

Both ENDS focuses activities on *water, land and capital*. Many rural communities rely on natural resources that are threatened by degradation and prone to expropriation. Often their income comes from the land they work on, the forests they live in and the water they use for fishing and irrigation. Access to, and control over land and water determine quality of life. The use of these resources is heavily influenced by international capital, for example through investments in dams and other large infrastructure projects, and through financial policies related to trade and debt.



## ADVOCACY

Working together with civil society organisations, mostly in developing countries, and making the case for them: organisations that raise awareness of problems or come up with solutions. Through this work, they are making a contribution to sustainability: promoting social justice and ecological integrity, locally and globally, now and in the future.

## EMPOWERING

For Both ENDS, sustainability means assuring a balance between social justice and ecological integrity. Both ENDS fights against the depletion (and exhaustion) of our ecosystems, which affects the very foundations of social justice.

## INNOVATIVE

Both ENDS sees what others don't see and hears what others don't hear because of the very diverse network of organisations we work with. Our partner organisations are innovators at the grassroots level who are involved in developing and boosting new approaches. This gives us ample opportunities to identify and promote alternatives for sustainable development.

## SOLIDARITY

Both ENDS stands up for the rights of oppressed communities. We also represent the interests of the environment and of future generations, because they do not have a voice at the table. We strive for a society based on social, ecological and economic justice, in which people, companies and the government work together and respect and preserve communal interests and values: for us, these take priority over private or sectorial interests.

**The focus on sustainability is growing. Governments, knowledge institutions, civil society organisations and companies are developing 'green' strategies. Many are looking for ways to incorporate social aspects of sustainable development in the way they think and act. However, in the global economy, sustainability is still in no way a matter of course. Investments in sustainable economic relations will only be successful if all parties are involved, including those in the South.**

The political climate in the Netherlands has changed. There is a new government with high expectations of the business community, which reflects a global trend. This political shift challenges Both ENDS to show its worth. In 2010, we formulated our Strategy2015 based on the opportunities and threats that come with these changes. Our Strategy2015 expresses what we and our Southern partners stand for: the urgent need to promote a green economy in which people and nature are in balance.

In 2010, the Board emphasised the organisation's need to prepare for its own future. The main priority was the organisation's financial health. Thus, Both ENDS initiated new collaborations as a basis for financial diversification. The Board actively contributed to the Strategy2015 and assured a strong emphasis on external communication.

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"Time and again, people in developing countries surprise us by showing that much more is possible than we could imagine: partner organisations in the Sahel – we thought to be one of the least fertile areas in the world – have managed to re-green the desert in 20 years. They demonstrate that within one generation, against the current and with small steps, you can achieve great things."

Daniëlle Hirsch, Director



## Negotiation

In 2010, in close collaboration with partners in Latin America, Asia and Africa, Both ENDS conducted research into the way people in developing countries adapt their lives to climate change in the light of national and international policies. Together with

Dutch embassies, we developed an approach for governments and civil society organisations to apply the human right to water. Together with five partner organisations, we wrote a practical guide on effective negotiation, which allows local civil society organisations and communities to become active and fully recognised participants in water management.

Strengthening the negotiation position of local organisations was also a central goal in our activities concerning sustainable land management. In West Kalimantan we initiated the development of policy instruments for negotiations on land use on a more equal basis with the government and investors. The methods are developed together with local communities, and are based on experiences in an area that faces many negative consequences of the large-scale production of palm oil and hardly benefits from the proceeds, if at all.

Both ENDS is part of several public-private initiatives, such as the Round Table on Sustainable Palm Oil (RSPO) and Fair Flowers Fair Plants (FFP). We facilitated the input of civil society organisations that represent the environmental agenda of local communities, by developing 'fair' rules of play for the decision-making process.

Southern civil society organisations and the people behind them remain the most important factor in all these initiatives. Both ENDS' Joke Waller-Hunter Initiative (JWHi) for young leadership in the Southern environmental movement supported 35 exceptional people in their personal development through personal grants. JWHi also developed her strategic plan, initiating a process to join forces with other leadership initiatives.

## Policy

For Both ENDS and our Southern partners, national and international economic policies are of vital importance in the context of the transition towards sustainability. Our work does not just focus on limiting the negative consequences of the current globalisation process, but also looks for opportunities. Besides our involvement in public-private initiatives towards more sustainable production chains, we have been involved in negotiations on bilateral trade agreements between for instance the European Union and India. Our engagement focuses on the creation of opportunities for the integration of sustainability in

these trade agreements, to assure that nature and the inhabitants of India could benefit from bi-lateral trade.

Since the Netherlands and other countries in the European Union often have a high stake in natural resources in developing countries, Both ENDS insists on reminding governments of their responsibilities, and places opportunities for global sustainable development on the agenda of the policymakers of those countries. In 2010 we continued to call attention to local communities' experiences and points of view. By doing so, we raise the awareness amongst national and international governments, international financial institutions and private companies on their role and the impact of their decisions in developing countries.

Take coal, for example. Coal used in the Netherlands is imported from South Africa, Colombia and Indonesia, where coal mining is unsustainable and causes severe social problems. Research and debates organised by Both ENDS and local partners drew significant attention in the Netherlands, and motivated the Dutch government to initiate a dialogue towards a more sustainable coal chain.

Both ENDS continues to stimulate governments and companies to invest in sustainable projects. We keep stressing the need to take concrete measures that make Export Credit Agencies more sustainable and socially just. These and other measures should prevent the use of Dutch public means for investments that would have a negative impact on the recipient country. We gave political advice, co-authored reports and policy recommendations, which have been used in international debates. As a member of ECA-Watch we developed and discussed practical recommendations to members of the European Parliament, and gained the Parliament's support for a reform of the European policies on Export Credit Agencies.

## The future

In 2010 Both ENDS ensured the financial basis for the Strategy2015, allowing us to continue our contribution to new and sustainable economies. Our plans and proposals are based on cooperation with Dutch organisations, enabling us to realise a considerable number of projects. By becoming the lead applicant of the Fair, Green and Global Alliance we strengthen our potential to contribute

to a fair and sustainable economic system at global level. Likewise, three other Dutch alliances we are part of focus on Both ENDS' central themes: water management, ecosystem management, sustainable economy and ecological agriculture.

In 2011 we will demonstrate with organisations in developing countries that there are many possibilities for sustainable development. Together, we will look for ways to implement these initiatives and integrate them into economic and resource policies. Through the Joke Waller-Hunter Initiative, we will continue to support people from the South who are making a difference. In the years to come, we will give extra attention to creating networks between partner organisations and other actors to assure that relevant developments in one community can be shared with and taken up by others. At the same time we will continue to challenge policies that support unsustainable capital flows, and call for the use of public means in favour of green and fair economy. Thus, we will continue our involvement in policy debates on Dutch and European trade and investment policies, which are essential to developing countries.

Our common goal is a green, fair world with respect for human rights, in which we treat nature and her resources in such a way that these are accessible to all, now and in the future.

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"A well-informed debate can take you far, but courage and action can take you much further! I am very proud to be involved with Both ENDS. With few means and a lot of courage, Both ENDS uses the strength of networks to show us that our dreams of a better world can become reality."

Lara van Druten, Chair of the Board



# Socially Responsible Business

Both ENDS strives for a sustainable and just world. Of course, attention is paid to sustainable management within our organisation. This is partly reflected in the following measures.

- Since October 2008 we have been using solar panels for part of our own electricity. We use externally supplied renewable energy for our further electricity needs.
- Our daily lunch is completely organic and vegetarian.
- Products like coffee, tea, detergent, hand soap and dishwasher tablets have an eco-label.
- Over half of our employees cycle to work. The others travel by public transport.
- We use paper with the following environmental certifications: PEFC, FSC, ISO, carbon neutral and Euro-Blume.
- Paper, glass and cartridges are collected separately for recycling.
- The corporate Christmas presents in 2010 were all produced in a sustainable way and labelled fair trade.
- The nature of our work requires a lot of travel, including air travel. Where possible, we try to use conference calls and other communication styles to avoid unnecessary travel.

## Thank You

# Thank You

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

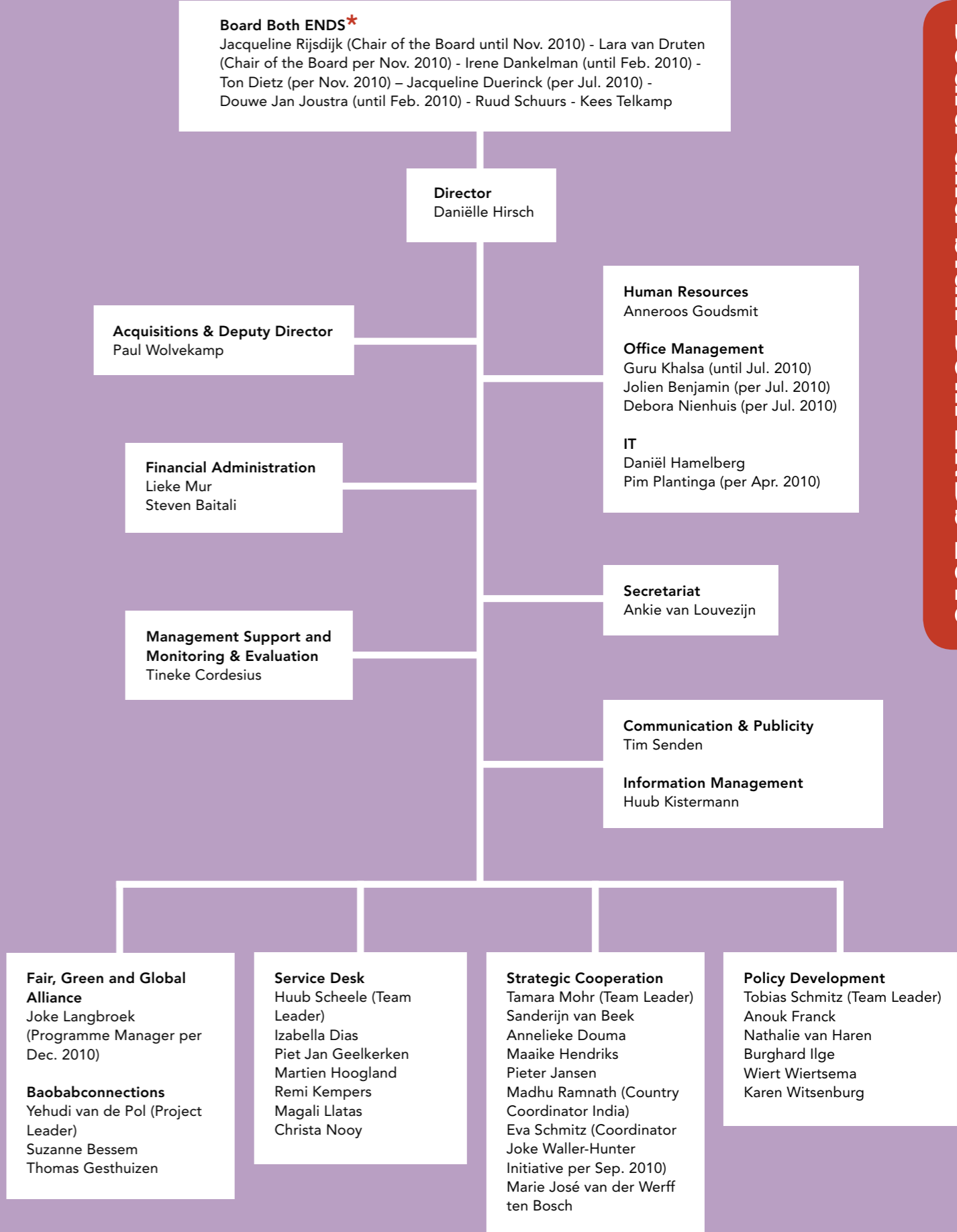
### We would also like to thank:

Our sponsors and those who helped us in kind, especially:  
 De Baak  
 Maarten Gresnigt  
 Milieukontakt International  
 Raet  
 TechSoup

### Our volunteers and interns in 2010:

Matthijs Alderliesten  
 Conrad van 't Erve  
 Rob Groenen  
 Masja Helmer  
 Pablo Montaya  
 Marianne Nouwens  
 Paola Ramallo  
 Petra Rietberg  
 Sandra Toom

And finally we wish to express our gratitude to the members of the Board for supporting us and dedicating their time.



\* **Members of the Board** Members of the Board give their services for free. The Board oversees the general administration and operation of Both ENDS. Their expertise in advising on initiatives, legal questions, accounting, management and other strategic issues strengthens the foundation. The Board meets four times a year. Each member is appointed for a period of four years, which may be extended by one four year period, to a maximum of eight years. The Board appoints a chair, a secretary and a treasurer from its midst.

Both ENDS develops long-term relationships with civil society organisations in developing countries through three interdependent strategies, which are overseen by three staff teams: Direct Services, Strategic Cooperation and Policy Development. These three teams and their work are mutually reinforcing.

## Direct Services

Civil society organisations in developing countries, notably those working with tribal communities, small farmers or local women's groups, face many challenges and often lack the finance, information, networks, contacts and other vital 'connections' to realise their aims. When Both ENDS was established in 1986, the founders' vision was that it should be a 'first-stop shop' where such organisations could come for advice, support and feedback. The Direct Services team continues to provide a service that is easily accessible, that can build the overall capacities of organisations to enable them to acquire the necessary political, financial and moral recognition and the support they need.

Our direct service work also enables us to keep an eye on the ever-changing concerns of environmental and development groups in developing countries. This knowledge provides inputs for the initiatives undertaken by the other two Both ENDS teams.

## Strategic Cooperation

By forming several different networks with other organisations our voices become stronger. Our staff in the strategic cooperation team maintains links with some 100 strategic partners with whom we share a common agenda on issues such as integrated water management or sustainable land use. The cooperation is based upon exchanging expertise and building alliances that can improve the effectiveness of civil society organisations. The team aims to build long-term networks, to help their member organisations to become stronger and successfully engage in policy development at local, national and international level.

## Policy Development

This team monitors national, regional and international policy agendas and processes related to sustainable development. In so doing it is able to provide analyses to civil society organisations on how to actively engage in these agendas and processes. The team promotes civil society participation in policy and decision-making processes, by developing and showing alternative policies and initiatives. Both ENDS undertakes advocacy work at the national (Dutch) and international levels in support of our partners' interests.



# 'Connecting People for Change'

## Creating the conditions for positive change

Many of our activities have a longer-term focus and involve creating the conditions for positive change, e.g. by enhancing the negotiation skills of local CSOs, which, as a consequence, are recognised as genuine partners in decision-making by their own government regarding river basin management, forest protection, land use planning and so forth. As such, the results of our activities often only become visible in the long run. More importantly: we do not achieve our results alone, but always in partnership with others.

The next few pages contain examples of our work in 2010, chosen from a much wider range of activities. These examples are clustered around our three main themes: land, water and capital, and have been selected to illustrate the diverse but complementary ways in which we work.



## PALM OIL

The production of palm oil has expanded enormously over the last decade. This doesn't come as a surprise, seeing that palm oil, pressed from the fruits of the oil palm, is cheap and has many uses. It is used in foods such as ice cream, chocolate and margarine, but also in many household products and cosmetics such as detergents, soap, toothpaste and lipstick. It is used as biofuel as well. Of all the oil produced in the world today, about 30% comes from oil palms. Palm oil is produced in Africa, Latin America and Asia, but the bulk of it – over 80% – comes from Indonesia and Malaysia.

Unfortunately, the mass production of palm oil comes with many drawbacks. In Indonesia alone, an area the size of six football fields is deforested every minute, with enormous negative consequences. Plant and animal species become extinct; pesticides and fertilizers pollute surface- and groundwater; and vast areas of land are expropriated by large (international) companies. This often happens under the eyes of the police or the local government, and frequently comes with violence. Large numbers of people are driven away from their land and thus robbed of their means of existence.

Palm oil can quite easily be produced in a sustainable and fair way. Both ENDS has dedicated itself to this cause for years and is involved in several initiatives to this end. In 2010 we especially focused on two projects aimed to make local communities and civil society organisations be heard, and to enable them to stand up for their rights in conflicts regarding land.

### PARTICIPATORY LAND USE PLANNING IN WEST KALIMANTAN

Both ENDS is leading a project we started in 2010 in two districts in West Kalimantan, Indonesia. In terms of volume of production, West Kalimantan is amongst the top producing regions worldwide. And, partly as a result of the increasing demand for biofuels, the region has ambitious plans to drastically expand the area under oil palm. Provincial and district level governments are considering steps to address this spatial planning task, and we think that it is crucial that local people and organisations are consulted in those plans.



In Kalimantan, we cooperate with the World Agroforestry Center (ICRAF) and a number of local organisations.

**Martua Sirait** of ICRAF: "The problem in the Sanggau District, one of the districts we work in, is more or less similar to other districts that expand large scale palm oil plantations rapidly. Most of the productive smallholder agriculture and agroforestry land was allocated for large scale palm oil estate without proper procedures. Conflict over customary land and palm oil plantations happens almost in all sites with plantation development."

#### Spatial zoning and mapping

One of the methods that Both ENDS and its local partners focus on is Participatory Land Use Planning (PLUP). The aim is to create political space for communities, to enable them to put forward their own land claims and rights to use resources, especially in areas where land and water rights are not clearly legally formalised. The goal of this particular project is to enhance Participatory Land Use Planning (spatial zoning) as a means to enhance sustainable palm oil production used for biofuel, in two districts in West Kalimantan.

A very important element of PLUP is mapping the ownership and land use rights in the area. At the local level, it is recorded which community traditionally has been using exactly which pieces of land and forest. So-called 'community maps' are thus created, laying the foundation for claims on land rights. These community maps will then be used in the dialogue with investors and the authorities, who have to be enticed to produce the palm oil in such a way that it doesn't harm the people or nature.

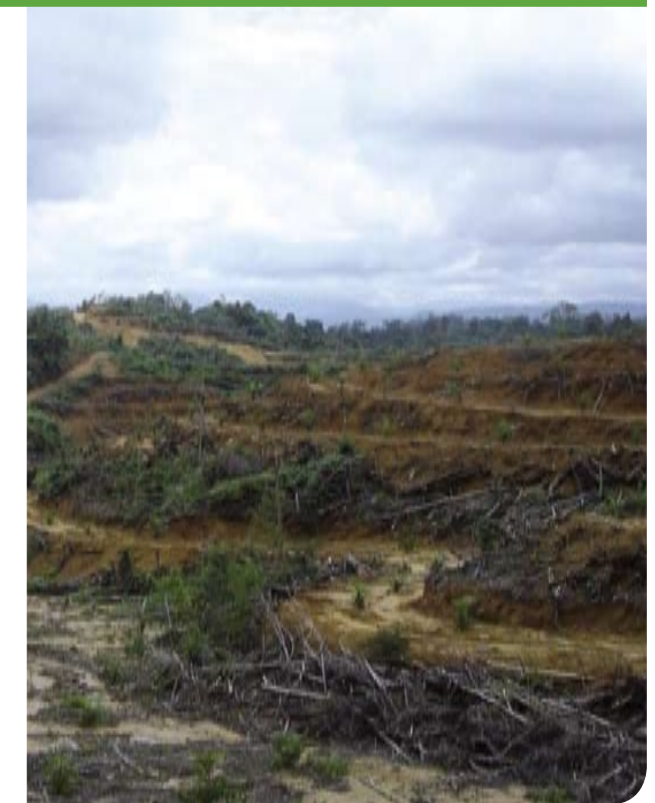


**Martua Sirait:** "Both ENDS contacted me at the end of 2009. I wrote a book on the cases of palm oil plantation conflict with local communities, you see. Both ENDS encountered difficulties settling a conflict in one of the sites in Sanggau, and it made us wonder why community mapping, prepared by local communities, was never used by the local government to indicate that local customary rights exist in the field."

Together with the local community and scientists, Both ENDS studies which areas would be most suitable for new plantations. By excluding the most vulnerable areas and those inhabited by indigenous people, soils are not exhausted as much and natural resources will still be at the disposal of the local communities.

#### Sharing with other parties

The local authorities in Sanggau have been positive about the use of community maps in spatial planning. Local organisations have already made and digitised over 250 community maps. A next step is to formalise these maps. **Sirait:** "This project is unique, while academics, Dutch NGOs, and Indonesian NGOs in collaboration with local governments work together in applied science, in support of work on mediation in land conflict. It's a multi-discipline approach in developing district spatial planning, and translating it to practical tools that could be used in other districts with similar situations."



Together with the local government in Sanggau, Both ENDS organised several multi-stakeholder meetings in September 2010. These meetings were meant to clear up conflicts between the different parties and to create mutual understanding. In the often-difficult relationship between the various stakeholders, the dialogue needs to be kept up continuously, and the stakeholder meetings are an important part of this process.

**Sirait:** "Matchmaker might be the best term to articulate the role of Both ENDS. With their broad network, Both ENDS was able to bring the academics and NGOs to work together on practical solutions. At this point other donors were also attracted to be involved to invest in the project and we were able to raise more funds to secure the project until 2013. I should say thanks to the people I worked with at Both ENDS for their dedication."

"For the future, I hope that the project could mobilise an inclusive spatial planning process. Community mapping should be used to recognise village and customary rights over land and natural resources. At the same time, this process might also contribute to the wider application of sustainable biomass, like palm oil, but also sustainable timber, sustainable rubber et cetera. Hopefully at the end of 2012 the project can present more concrete examples and best practices. That way, equipped with tools and manuals it could be replicated in other districts."



## DISPUTE SETTLEMENT FACILITY OF THE RSPO

Indonesia's National Land Agency recorded over 3500 palm oil related land disputes in Indonesia in 2010 alone. In Sarawak, Malaysia, there are so many conflicts over land that there is not enough capacity to attend to all cases. This even caused the Attorney General to suggest that disputant parties should try and reach out-of-court settlements. Clearly, palm oil production is increasingly associated with land right conflicts. Although the interests of all stakeholders in a certain conflict should be respected, this is often not the case due to a lack of adequate legislation or enforcement policies.

Both ENDS joined the Roundtable on Sustainable Palm Oil (RSPO) in 2005 as we are convinced that the palm oil industry and NGOs can join forces to address this problem. RSPO is a not-for-profit association that unites stakeholders from seven sectors of the palm oil industry – oil palm producers, palm oil processors or traders, consumer goods manufacturers, retailers, banks and investors, environmental or nature conservation NGOs and social or developmental NGOs – to develop and implement global standards for sustainable palm oil.

### Dispute Settlement Facility

RSPO Certification Systems state that certification is not possible when there are on-going disputes. Therefore, RSPO requires in its Code of Conduct and in Principles and Criteria (P&C) that members make a serious effort to resolve disputes regarding land. The ability of RSPO members to adequately deal with disputes, particularly land issues, is thus fundamental to meeting the objectives of RSPO. However, many RSPO members – plantation companies and mills, smallholder oil palm growers and NGOs – find it difficult to deal with such disputes adequately and in a timely manner.

In response to this need, Both ENDS initiated the Dispute Settlement Facility (DSF) under the aegis of RSPO. Our aim was, and still is, to enable RSPO to provide a means of resolving land related disputes, in a time efficient manner, while upholding all RSPO requirements and complying with relevant legislation. The RSPO Executive Board endorsed the proposal for an RSPO DSF Working Group after broad consultations, which were organised by Both ENDS in collaboration with other RSPO members. This DSF working group, moderated by Both ENDS, developed a Dispute Settlement Facility to deal with disputes in a preventive and remedial way. To that end, a Protocol has been formulated to supervise and guide the DSF and all parties involved – notably disputant parties and mediators – in using it. The RSPO members formally approved the Protocol after extensive public consultations organised by Both ENDS and members of the DSF working group.

### Ready for use

In 2010, the DSF unit was anchored within the RSPO Secretariat. The DSF will facilitate new connections between companies, communities and independent mediation experts. It will also implement a programme to inform disputant parties like communities and palm oil plantation companies about ways to negotiate solutions. To coordinate all this, a DSF Manager has been recruited, employed by the RSPO Secretariat. Cordaid, RSPO and Both ENDS provided start-up funds, and in cooperation with Oxfam Novib and members of the DSF Working Group, we also approached other financiers. We laid the foundation of a pool of available mediators and will expand it further. We started developing a 'tool box' and a manual to explain options for resolving land conflicts through dialogue – assisted by third-party mediation – and how to use the DSF in this respect. Both ENDS, our partner Oxfam Novib and members of the DSF Working group will continue to offer their support to the DSF.



## ADAPTS

Sooner or later, all of us will have to deal with the consequences of climate change. A small raise in temperature could already have a great impact on weather conditions and for instance cause droughts or heavy rains. Poor communities in the South suffer the most problems. Their livelihoods depend on those sectors affected by climate change, such as agriculture and fishing. How can these people arm themselves against the consequences of changes in the climate? And how should these changes be incorporated in the policy on management of natural resources? The ADAPTS programme is specifically aimed at bringing local adaptation measures to the attention of national policymakers, so that these might be adopted in plans and policies of the water sector.

Local communities often have had to adapt to changing circumstances before, and generally have concrete solutions. Unfortunately, these are rarely recognised by policymakers and supported in national policies. Local organisations often have little access to scientific information, as a result of which it is difficult for them to substantiate their solutions. Moreover, the interests of governments are oftentimes very different from those of the local communities. The ADAPTS goal is to bring all stakeholders together, enhance local approaches and convince policymakers of the mutual relationship between climate and water policy.

Together with the Institute for Environmental Studies (IVM) and ACACIA Water, we initiated the ADAPTS programme in 2008. Combining specific expertises in the fields of water and climate adds value to this cooperation. Both ENDS has a broad network, and has a lot of experience with local organisations and capacity building. Knowledge institute IVM is an expert in climate models, and in translating global

and regional climate data to the level of river basins, while consultancy ACACIA Water offers expertise in water modelling of river basins.

In six river basins in different parts of the world, we connect networks of communities, governments and scientific institutions to identify local adaptation strategies, and elaborate and test these. In this way, local groups are given a central role in the development of sustainable policy and investment plans relating to water and climate.

### IRRIGATION IN GHANA

The 140.000 people living in the river basin of the Dayi River in Ghana for the most part depend on small-scale rain fed agriculture. During the rainy season precipitation is much lower than it used to be in this area, causing streamlets to dry out and yields to decrease. Slash-and-burn agriculture accelerates the exhaustion of natural resources. The Development Institute (DI), a local NGO, developed a model to stop the trend of water reserves drying up. This approach - called the 'Woadze model' after the village where the pilot took place - was transferred to other villages by ADAPTS.

**Ken Kinney**, Executive Director of DI: "The ADAPTS programme started by asking the communities how they perceive the impacts and risks of climate change. The study shows that the people feel that they can not rely on the weather anymore."



### Woadze model

**Kinney:** "The Woadze model is about protecting the river basin while at the same time increasing biodiversity and reducing soil erosion. This way you are sure that water will remain in the basin for you to use. It is applicable for all the river communities in Ghana. There is a policy





in Ghana which we call the 'buffer zone policy', to protect all the river basins. It has not yet been implemented, but the ADAPTS programme in Ghana has started doing that in 2010. From the river bank we leave between 30 to 50 meters as a buffer zone. Then we create an agroforestry zone and after that the production zone.

We also practice sustainable agriculture; it is what we call minimum-tillage in order to stop the slash-and-burn agriculture. First, you will have to do a lot of land-preparation, but after that first year you leave it intact, just plant your seeds and use a lot of mould. We will see the results of the buffer zones clearly when the rainy season will start, which is hopefully by August 2011. But what you begin to see is that it stops erosion into the river. And now there is a lot of vegetation along the river, instead of the former riverside that was totally degraded."

Part of the Woadze model is providing pumps to community groups, which can be used to irrigate up to ten hectares of land. The vegetables are sold to merchants from Dayi and Accra and this has caused a tremendous increase in the participants' income.

**Kinney:** "The people are so enthusiastic about the ADAPTS programme, they know that this is going to change their lives. A lot of the youth are now interested to come back home and work in the community, because they can make more money now."

### Dialogue

The Ghanaian Water Resource Commission (WRC) has been involved from the start of the project. They are responsible for the development of management plans for all river basins in Ghana. **Kinney:** "The WRC is committed to take good care of all our water resources and our cooperation with them is very good as a result of this project. For the first time in Ghana, WRC has now included climate change

and adaptation in the river basin plan. We are also working with the Environmental Protection Agency, who are very cooperative as well, and with the Minister of Food and Agriculture."

From now on, climate change will be a standard part of all water management plans in Ghana. Another result is the founding in 2010 of a Dayi River Basin Board that represents organisations such as DI. Even more important is that WRC has successfully argued in favour of adopting the ADAPTS approach in the national Water and Buffer Zone policy. This means that local solutions will play an important part in the realisation of such a plan. This is a big step in the right direction: scaling-up the ADAPTS approach to the national level.

### Cooperation with Both ENDS

**Ken Kinney:** "We first got in contact with Both ENDS and the ADAPTS programme in 2007. Then the plans started unfolding and they made an initial visit to our organisation and the Woadze community. Our initial thinking and that of Both ENDS virtually coincided, and together we were able to create this beautiful programme."

"Both ENDS has had a tremendous influence on DI. First of all by selecting us to become part of this international programme and stressing the relations between the depletion of natural resources and the decline of revenues. Also, they have supported us to do more and better advocacy and to dialogue with district and national governments, and how to empower the community groups in the field of buffer zones, leadership, marketing and gender relations. Due to the support of Both ENDS, the communities were able to understand how to select the appropriate crops. They all agreed to grow high value crops like chili pepper, which is for export, and eggplant and okra, for local consumption. The programme also made them aware of how to keep



records. Each farmer now has a book to record their transactions, the kind of crops they are growing, when they harvested, et cetera."

### Small is beautiful

**Kinney:** "The plans for the future are to replicate the Woadze model across the same river basin in other parts of Ghana. We will also rely on Both ENDS to help us raise the funds to do so. We would like Both ENDS to help us empower our staff, and help us further in advocacy towards development partners and our governments: they should start thinking about 'small is beautiful', rather than the big projects in which the communities do not recognise themselves, and which eventually fail."

### THE HUONG RIVER IN VIETNAM

**According to the World Bank, Vietnam is one of the five countries that will suffer the most from the consequences of climate change. In the Huong River basin in central Vietnam, you can already see the changes: the average temperature has risen, as has the number of warm days per year. The dry season is shorter than it used to be, and the rainy season is wetter: extreme drought alternates with flooding. Over 800.000 people live of fishing and small-scale agriculture in and around the river. The changing weather conditions have already led to failed harvests, dying livestock, and a lot of damage to houses, roads and the electricity grid. The sea level will probably also rise, causing the coastal area to become more brackish.**

To limit the impact of large natural disasters, the Vietnamese government focuses on the construction of dikes, an anti-salinity dam and water reservoirs. These technological solutions are not sufficient and in some cases have had negative consequences. Moreover, the local inhabitants have hardly been consulted in these plans, if at all.

### Mangroves in Vietnam

Together with the local community, the Centre for Social Research and Development (CSR), a local organisation, looks for the best and most efficient methods to adapt to the consequences of climate change in the Huong River area. ADAPTS supported the organisation with a one-year project, which turned out to be very successful.



**Suu Lam** of CSR: "Officially the project has ended, but we are still here to promote the outcome. We've identified a number of local adaptation strategies since the end of 2008. One method has been chosen to serve as a pilot project:

together with local communities we've planted mangroves near the sea-mouth. They are growing very well and they help to prevent erosion into the sea. On the other hand they serve as a windshield and a buffer zone to protect the communities from floods. We stimulate the people to protect the mangroves and we invite other local people to come and learn from it."

### Scaling up

Both ENDS also supported CSR in their dialogue with the local and provincial Vietnamese governments. Climate change is high on the agenda of the national government, which has set up the 'National Target Program on Climate Change' that will have to be elaborated on the provincial level. The Vietnamese case demonstrates how local visions and ideas, through cooperation and dialogue between the inhabitants, universities and policymakers, can eventually form the basis for provincial policy. **Lam:** "We have worked closely with the provincial government, which has incorporated the recommendations from ADAPTS in their Action Plan on Climate Change. Now they know what to do with climate change in the coming years. This project has been very important in bringing the problem from a local level to a provincial level."



## Cooperation with Both ENDS

**Lam:** "Both ENDS has made a great contribution. First of all, they have brought us into the project. We were a starting NGO, and Both ENDS helped us connect with other stakeholders, NGOs and funding organisations. Both ENDS is very good at introducing us to people and organisations that can help us or that we could learn from. They also give us useful feedback on our written documents and letters, and the training we give. We really appreciate that and we hope that in the future this will continue."

"Since ADAPTS, we are taken seriously as a capable organisation, doing many more projects. Now that the project has officially finished for Both ENDS, I think on a provincial level we can manage ADAPTS on our own. To take it to a higher, national level though, we will need help from an organisation like Both ENDS."

## INFRASTRUCTURE

**The oldest dams were in use long before the Christian era and since then they have been built all over the world in all shapes and sizes. They can serve as water reservoirs, as flood protection or to make wild rivers navigable. Nowadays, however, most dams are built to generate electricity. Governments, companies and banks invest billions in the construction of huge new dams and hydroelectric power stations to generate so-called 'green energy'. But exactly how green is this energy?**

The construction of such mega-dams nearly always causes enormous damage to the surrounding nature and thus to the living environment of the local communities. Whole villages are often forced to move and extensive natural areas are lost. We help local organisations to put the consequences of mega-infrastructure on the agenda of national and international governments, banks and companies. Together with our partners we point out to the governments and investors that they have a responsibility to protect the well-being and the living environment of local inhabitants. We stimulate them to research the social impact of a project and the effects on the environment beforehand and also draw their attention to local, sustainable ways to generate electricity. In 2010, together with our local partner organisations, we had a number of successes in this area.

### DAMS IN THE MEKONG RIVER

**Having its source on the Tibetan plateau, the Mekong River meanders through China, Myanmar, Laos, Thailand and Cambodia to eventually, 5000 kilometres further, reach the South China Sea through Vietnam. Seventy million people depend on the river for their livelihoods. Their way of**



**living is now seriously threatened by the Thai, Laos and Cambodian governments' plans to build twelve mega-dams in the river. The electricity grid connecting the dams is part of the 'Greater Mekong Subregion Program' (GMS) of the Asian Development Bank (ADB). The GMS programme is meant to stimulate the economy in the area and to open up the region, but it has little regard for the consequences for the people and the environment of the region.**

## Save the Mekong Alliance

Both ENDS is a member of the 'Save the Mekong Alliance', together with a number of local and regional organisations, such as TERRA (Foundation for Ecological Recovery).



**Premrudee Daoroung** of TERRA:

"Last year, the Mekong River Commission, which represents the governments of Thailand, Cambodia, Laos and Vietnam, had the construction of the first dam put to a stop until the consequences would be very clear. In spite of that decision there is evidence that the building now continues secretly. This is common practice in this region: governments and companies work in secret, and by the time that people find out and start to protest, they say 'Oh, sorry, but it's already finished now'."

"This is the first dam out of twelve that are planned. The twelve dams don't make any sense; there simply would not be enough water pressure to make them profitable. We already have seen a lot of drought and floods because of dams that were built in China in the Mekong River. We hope still to be able to put an end to the other eleven dams that are planned, because the impact would be huge. Fish, for instance, will not be allowed to reproduce because the river is blocked, so there will be less fish to catch for the people living along the river. Rice production

in the Mekong Delta, which is one of the biggest rice buckets in the world, will be put in danger because there will be less water coming from the river."

## Fighting for profits

"It is a complicated situation. Officially, the Vietnamese government has expressed its concerns about the dams and the impact on the Delta to the government of Laos. But actually everyone wants to build dams in Laos. There are companies from Thailand and China involved, so Vietnamese companies would also like to profit from this. What we need to do is to keep expressing the concern of local people and talk about the impact the dams will have. We have to insist that we're not asking for something strange, we're only asking for a serious study about the consequences of this project."

## What's next?

"Both ENDS has contributed to the Save the Mekong Alliance by helping to formulate a clear strategy. In 2010, I was invited to the Netherlands by Both ENDS to attend a workshop and a discussion that was organised by them. It was a solid discussion with other parties, which contributed a lot in raising awareness about the subject in the Netherlands. Both ENDS will hopefully continue to inform Dutch and other European companies and governments about the subject. The Netherlands are working closely with Vietnam as a donor country, and we still hope that this will contribute to more sustainable ways of infrastructure in the region."

"We have to give some credit to this dam as well: there is a strong movement in the region now, people are very alert. Without the dam I don't think we would have seen this movement. The question is of course if the constructors will just go ahead without listening. In that case, who will oppose them? Maybe the Save the Mekong Alliance, who knows?"



POLAVORAM DAM IN INDIA

About six years ago, a lawyer and an anthropologist in India started a campaign against the construction of the Polavaram dam in the Indian state of Andhra Pradesh; they took several cases to court where the government did not comply with its own laws. The government of Andhra Pradesh planned the construction of the dam across the Godavari River, whose waters would displace over 250,000 people in three states (Andhra Pradesh, Chhattisgarh and Orissa). A majority of the affected communities that live in and off this forested region, including some Reserved Forests and Wildlife Sanctuaries, are tribal (Adivasi) people. In addition to the legal bottlenecks that the State attempts to circumvent, it is also evident that the promised compensation of land for the people it wants to displace is hard to come by.

**Environmental Impact Assessment**

According to field surveys by those opposing the dam, there simply is not enough fertile land for those displaced. The cost-effectiveness of the dam is also being questioned: instead of the lifespan of 60 years claimed by the government, environmental groups have estimated that the dam will only last for about 20 years. The mandatory 'Environmental Impact Assessment' (EIA) has not been conducted for the dam and not much is known about the long-term impact on the environment and local inhabitants. Both Chhattisgarh and Orissa, whose lands will be submerged by the dam, have filed legal suits against its construction. Both ENDS got involved with the campaign in 2007 and has supported it ever since. We helped raise funds to enable the lawyer and the anthropologist to travel to the Supreme Court in Delhi, and to conduct surveys to assess the social and environmental effects should the dam be built.

**Standstill**

In 2010 the tremendous efforts of this small group of people proved not to be in vain. They resulted in various Supreme Court rulings and led the construction of the dam to come to a standstill. The court decided that before construction can continue, several conditions have to be met by the government of Andhra Pradesh. First of all, a full and adequate Environmental Impact Assessment will have to be done. Furthermore the government will have to prove that it will offer fertile new land to compensate the displaced communities. Plots of land, comparable to the land they have to leave behind, and enough compensation money to build up a new life.



**BUILDING CAPACITY AND CREATING AWARENESS**

Both ENDS is part of a large number of global networks of civil society organisations. We help these alliances to get into contact with international financial institutions and policymakers, so they can make themselves be heard. Also in the fields of water and infrastructure.

In May 2010 for example, Both ENDS facilitated a meeting between fifteen organisations of the regional African Rivers Network (ARN) in Maputo, Mozambique. The participating organisations met with representatives of the World Bank to make recommendations for the 'World Bank's Energy Strategy Paper for Africa'.

In November 2010 Both ENDS enabled two African partners to attend the third 'Rivers for Life Conference' (RFL3) in Mexico, together with 350 representatives of organisations from 57 different countries from all over the world. The objective of the conference was for organisations to learn from each other. What sustainable methods to generate electricity exist, and can these be used as an alternative for hydropower? How can you interest investors and policymakers in the alternatives? Both African partners actively participated in this event, sharing experiences on small-scale energy alternatives, such as geo-thermal energy initiatives in Uganda.

Quote: **Betty Obbo**, NAPE:

"I would also like to thank you and Both ENDS for supporting me to participate in the Mexico meeting. I enjoyed every aspect of the meeting! It was nice to share experiences with those wonderful women activists from Argentina and many others; they inspired me a lot. I learned many new strategies in advocacy and I believe I am now a different person after the RFL3."



## THE FINANCIAL CRISIS AND A 'GREEN ECONOMY'

In the aftermath of the financial crisis it became clear that the ensuing economic impacts were particularly serious in many developing countries. A key message echoed by the UN General Assembly in September 2009 was the urgent need to address a growing gap between the rich and the poor in a context of other concurrent crises – of food, of water, of energy and also of climate change. Enormous amounts of capital were made available to address the immediate consequences of the financial crisis, and it was recommended that these should be turned into massive investment schemes for a greener and more sustainable development.

Unfortunately since then the political and economic realities have not helped to widely advance such an agenda. Mainly Asia – and in particular China and the Republic of Korea – are pioneering an economic and employment recovery, based in part on significant investments in a Green Economy. However the budgets of many governments are increasingly tight in the wake of the crisis. This means that more efforts are made to mobilise private capital for the implementation of sustainable development programmes.

All multilateral financial institutions (MFIs) have been successful in enlarging their capital base after the financial crisis, although looking at the unsuccessful fundraising efforts for a green development boost one would think otherwise. Parallel to the increases in the capital base of most MFIs, these institutions have been conducting several policy reviews. Both ENDS and many other CSOs are concerned that many social and environmental standards are

harmonised and watered down in the process, and that policy recommendations to the private sector do not carry legally binding obligations.

### NEW ENERGY STRATEGY OF THE WORLD BANK

**Both ENDS supports organisations in developing countries working on sustainable alternatives to improve the quality of life in their area. To ensure local solutions have a lasting effect, much more is needed: for a truly sustainable, fair world, we need to identify and change the driving forces and powers behind certain policies.**

Investments in large-scale projects by international financial institutions (IFIs) like the World Bank and regional development banks usually have an enormous impact on the well-being of millions of people in developing countries. Therefore, it is vital that these investments become more green, fair and transparent. For one thing, IFIs should invest in renewable energy instead of fossil fuels. These renewable energy sources should be accessible to all, especially the poorest people. The World Bank is now reviewing her Energy Strategy by weighing it up against the current insights on climate change, the environment and sustainability. Both ENDS took this opportunity to suggest sustainability criteria to be adopted in this new Strategy.

### The ESKOM case

For years now, the World Bank follows a neoliberal development model. Among other things this means the Bank tries to stimulate the economy through investments in large-



scale infrastructure and in energy projects that are often based on fossil fuels. The urban elites, multinationals and the export-sector are often the only ones to profit from these investments. A recent example of such an investment is the multi-billion loan the World Bank granted the South-African energy company ESKOM in 2010. This \$3.75 billion loan finances one of the largest and dirtiest coal-fired power plants in the world, the 4.800 MW Medupi power plant. The coal mines and the plant itself are expected to have serious negative effects on local communities nearby. The World Bank claims the project will alleviate poverty and increase electricity access of the poor. In reality however, the project largely benefits major industries that consume subsidized electricity, while the poor share the negative impacts of the project and do not benefit.

Together with the South African organisation groundWork and other international groups, Both ENDS informed the World Bank and its executive directors. For four directors, these objections were cause to abstain from voting on the project. Although the loan was eventually granted, this gesture helped raise awareness about the need for policy reviews at the World Bank.

### Climate Bank

Another interesting development is that in the last few years there have been negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) to raise substantial funds to assist developing countries in addressing the causes (mitigation) and consequences (adaptation) of climate change. The World Bank has stepped forward as the institution to manage these funds. As the largest development bank in the world, the Bank may have the reputation for being able to organise this well, but its current policy on energy doesn't match with the requirements for a climate bank yet.

### A different direction

Both ENDS worked on Dutch position papers that were issued in the context of the Energy Strategy review, to make sure that the World Bank would focus on energy access for the poor, phase out fossil fuels and help countries look for renewable energy options. In meetings and in letters to the Dutch Executive Director (ED) of the World Bank, we also stressed that local communities should participate in choosing their energy sources. The Dutch Ministry of Foreign Affairs wrote a position paper in reaction to the second draft of the Energy Strategy released by the World Bank. In this paper, it adopted some of the main points suggested by Both ENDS, like the demand to more strictly define renewable energy. Another suggestion adopted in the position paper is that the World Bank should develop sustainability criteria for investments in large-scale biofuel agriculture, and always check these criteria before granting a loan.

### THE EIB AND THE BARRO BLANCO PROJECT IN PANAMA

**The European Investment Bank (EIB) increasingly invests in projects in developing countries. To qualify for an EIB loan, a project officially has to meet the European Union environmental principles and standards. An 'Environmental Impact Assessment' (EIA) always has to be done, but unfortunately this doesn't always lead to sustainable and fair projects. Some EIB-financed projects have considerable negative consequences for nature and local inhabitants.**

### Counter Balance

Both ENDS is part of EIB Counter Balance, a network of civil society organisations that monitors the activities of the EIB to hold it accountable for eventual abuses, to promote transparency and the

compliance to strong social, environmental and human rights standards. Both ENDS concentrates on linking EIB Counter Balance to CSOs in developing countries, especially in Latin America. We use our expertise to inform policy makers in the Netherlands and the EU on the concerns of local communities around EIB supported mega-projects.

In 2010 EIB Counter Balance took a close look at the planned EIB funding for the construction of the Barro Blanco Dam in Panama. This mega-dam is planned in the Tabasara River, a river that serves as a lifeline to indigenous people living in the area. According to the Environmental Impact Assessment document, made by the Panama environmental authority (ANAM), the dam would not have negative impacts on man and nature. Local communities have not been informed of the plans, let alone been involved in their design.

#### Local concerns

M10, a local civil society organisation in Panama, called for public attention to this issue. In the spring of 2010, Both ENDS invited a representative of this organisation to an EIB Counter Balance meeting, to come up with a mutual strategy to call attention to the negative effects of the dam on a higher level. After M10 had filed a complaint on the procedure with the complaint committee of the EIB in the summer of 2010, the EIB agreed that the Environmental Impact Assessment for the Barro Blanco Dam was totally unsound and incomplete. The Bank decided to take a closer look at the area before considering the loan any further. The property developers withdrew their request for EIB funding at once: the visit would damage their reputation too much.

#### Further threats

Although the EIB did (involuntarily) withdraw from the project, the indigenous communities in the area still face the same threat: two other development banks (FMO from the Netherlands and DEG from Germany) might still grant loans for the project, without sufficient consideration for the negative consequences. Together with the German organisation Urgewald, Both ENDS informed these banks about the problems with the Barro Blanco Dam and brought them into contact with local civil society organisations. Dialogue and information sharing between different stakeholders

in the developments around the Barro Blanco Dam should work out more positively for the indigenous tribes and the ecology in this area.

#### DIRTY COAL

**International investors and mining companies often share responsibility for local problems in developing countries they operate in. Huge international financial interests and a jumble of trade agreements make it close to impossible for local communities to find out who is responsible, let alone to solve the problem. When put under political or media pressure, investors and mining companies turn out to be willing to discuss more sustainable and transparent ways of production. In the end, this clearly is in their own interest. A nice example of such a process emerged in response to public concerns about the origins of coal imported into the Netherlands.**

#### Where is our coal coming from?

According to the Dutch government and energy companies, fossil fuels such as coal are an important part of a reliable, affordable and stable energy supply. In 2007 the Dutch government therefore decided to permit the construction of five new coal-fired power plants. The negative impacts of the combustion of coal have been a topic for discussion in the Netherlands for years, but the negative effects of mining in the coal-exporting countries never really were. As most coal used in the Netherlands is imported from Colombia, South Africa and Indonesia, Both ENDS asked partner organisations in these countries to find out how exactly the coal is mined.

#### Finding solutions

Shocking stories about the coal mines came to light. In South Africa, crocodiles and other wildlife die because of the chemicals streaming from the mines. Children play in ponds with water that has the same pH as battery acid. In Colombia, whole villages have to move to make room for the mines, without adequate compensation. Indonesian authorities keep granting mining permits to mining companies in several protected forest areas, causing deforestation and water pollution. The circumstances in and around mines are often miserable, the poverty rate is high, and environmental and health regulations, if these exist, are often ignored.



It was clear to Both ENDS and the organisations involved: the production chain of coal, the so-called 'coal chain', had to become more transparent and sustainable, so as to identify and prevent abuses of workers, local communities and the natural environment. To bring the problems to the attention of coal-importing companies in the Netherlands and to explore solutions with them, Both ENDS organised a public debate in The Hague in the spring of 2010. The partner organisations from the three countries presented the results of their case studies to various Dutch energy companies and journalists. Following this meeting, Netwerk, a Dutch TV news programme showed interest in the concerns raised. Reporters travelled to South Africa and Colombia to see the problems for themselves. Netwerk broadcasted two rather shocking reports in the summer of 2010.

#### Wheels are in motion

After the Netwerk broadcasts, the Dutch Parliament requested an emergency debate. Both ENDS provided all parties with information on the coal mines. We published an article in the Dutch newspaper De Volkskrant, emphasising how the Dutch energy companies and the government should help to improve the situation in South Africa, Colombia and Indonesia. Energie-Nederland, the trade association of Dutch energy companies, took the matter seriously: led by former Deputy Minister Frank Heemskerk, the organisation started an initial dialogue with essential stakeholders to assess facts

and explore options for improvement. In consultation with relevant partner organisations, Both ENDS accepted an invitation to join this initial multi-stakeholder dialogue.

#### Coal dialogue

In September 2010, this 'coal dialogue' started in the Netherlands. Participants are the labour unions FNV and CNV, all Dutch coal-importing energy and steel companies, international mining companies and a number of civil society organisations. The Ministry of Economic affairs, Agriculture and Innovation monitors the dialogue. In the first phase, all participants explored the possibilities for reforms contributing to a more sustainable production of coal. The coal dialogue has now entered the second phase, in which the platform is given a broader basis and other stakeholders are involved. The objective is to enter into firm agreements and make sure these are complied to. Together with our Southern partners Both ENDS wants to ensure that the coal dialogue will lead to real improvements in the mining areas.

### BAOBABCONNECTIONS

Baobabconnections is Both ENDS' Internet-based and real time global youth programme. The organisation's activities mostly take place on the Internet, where Baobabconnections offers young people from all over the world a platform to express their global commitment, to share knowledge and experiences, to discuss problems and solutions, and to organise themselves. In 2010 Baobabconnections worked hard to consolidate and broaden the basis of its 'network of networks': Darua, which was launched the previous year.

With Darua, Baobabconnections wants to bring itself and six other member youth organisations from different parts of the world to a higher level. These six partners are socially involved, urban organisations active in the world of art, culture and sports. Among other things, they aim to create opportunities for underprivileged youth, and to involve young people in urban development programmes intended to prevent crime and combat poverty. The organisations also strive to (re-)build societies in (post-)conflict areas.

Baobabconnections intentionally chose artistic partners: they are able to reach many young people and often function as opinion leaders. Art, culture and sports as instruments for society building – that is the vision Darua spreads across the world. The organisations each have their own page on the Darua website, where they present themselves and their own partners. Because all these partners can be linked on the website, an enormous global network of youth organisations is created. Through this Internet platform all these organisations can directly share information and support each other. A prime example of the Both ENDS message: Connecting People for Change.

**Websites:**  
[www.baobabconnections.org](http://www.baobabconnections.org)  
[www.darua.org](http://www.darua.org)

### THE JOKE WALLER-HUNTER INITIATIVE

In order to promote lasting change towards a more sustainable world the environmental movement is in constant need of inspirational and skilful leadership. Young people working for environmental civil society organisations (CSOs), especially in developing countries, often have few opportunities to develop leadership skills due to a lack of resources for schooling, training or practical learning. The JWH Initiative creates these opportunities. By giving small grants to individuals to expand their knowledge, experience and training, the Initiative aims to strengthen environmental CSOs capacity and efficiency. The mission of the JWH Initiative is thus to provide an accessible and tailored small grant for education and training of individuals who are nominated by their organisation as potential future leaders.

Every year, the Initiative gives grants to approximately thirty people. The candidates are expected to have a clear view of how their leadership can contribute to a more sustainable world, and that they have a clear purpose for the grant. The grants are meant for courses, studies, exchanges and training, so the participants can strengthen their skills. An external advisory committee selects the participants.

In 2010, nineteen women and sixteen men received a financial contribution varying between €2,500 and €10,000. In the selected group of young leaders, fifteen people came from Asia, eleven from Africa, eight from South America and one from Eastern Europe.

Based on an evaluation of the JWH Initiative at the end of 2009, we made a plan to expand it in 2010. Within Both ENDS an employee was selected to work almost exclusively on the JWH Initiative, in order to elaborate and implement the new strategy. The JWH Initiative should become more widely known, both to organisations that can nominate candidates and to other players in the field. Since last year, the emphasis is therefore on coming into contact with organisations and institutions whose work and mission match with the JWH Initiative's goals. In the future we would like to enter into concrete collaborations with institutes and organisations working on similar themes more often.

### URBAN EARTH LEADERS

Based on their shared efforts to strengthen the positions of young people, the Joke Waller-Hunter Initiative and Baobabconnections set up the Urban Earth Leaders project in 2009. In 2010 they organised the second successful round of selection of young candidates in Cape Town, South Africa together with the local partner Environmental Monitoring Group (EMG).

As in the previous year, in 2010 the project organisers recruited five young urban artists with leadership qualities from poor areas in Cape Town. The idea behind the project is that artists, above all, can reach a broad public and inspire young people. This year the artists had to apply themselves and explain why they thought they would be suitable for this project. As a result, the group of candidates was even more motivated and dedicated than the year before.

The five selected participants had rarely, if ever, been outside their own city. To make them aware of the beauty and the importance of the nature around them, they first spent a week in the outdoors. There they took part in an intensive course in 'environmental awareness and social justice', with themes like climate change, the water cycle and waste management. After this short course, the participants put their recently acquired knowledge into practice. The five young artists each shared the contents of the course with their artistic group. One of the groups made a play on the waste of water; another made a musical about how bad facilities lead to riots in the townships; a third group used hip hop and rap music to address pollution. All five groups first presented their project in their own neighbourhood, before they all came to the centre of Cape Town for the final performance to show it to a much broader public.

**Phila, participant:** "This project has made my neighbours realise that farming in your backyard is a possible and worthwhile activity."



**Karen Goldberg,** Environmental Monitoring Group (EMG): "It was very affirming to hear from participants that this type of training is much needed and deeply relevant in their communities – that they no longer see environmental issues merely as a luxury concern of the middle and upper class, but rather as an integral issue in addressing issues of poverty, equity and redress in poorer communities. Often, one of the main challenges for the environmental movement is how to get the key messages out to a broader audience. Teaming up with artists whose main aim is just that, is a potentially powerful partnership for environmental organisations."

**Winslow, participant:** "I have learned that I am passionate about my environment."

**Jimmy, participant:** "I realised for the first time that I'm part of the system - that I'm a consumer!"



## COMMUNICATION STRATEGY 2011-2015

**To be successful as an organisation, it's important to let people know what you stand for and show them what it is that you do. This certainly applies to Both ENDS as a network-oriented organisation. All the more reason for us to discuss the exact message we want to spread and the best ways to do so.**

This year, we formulated the communication strategy for the years 2011-2015, with which we will present Both ENDS in a new, clear and accessible way. By allowing our partners in developing countries to tell their stories here, we show what our networks do, which successes have been achieved and also the setbacks one sometimes suffers. Photos, short videos and interviews with the people involved in our activities demonstrate that a fair and sustainable world is possible. They are proof that great results can be achieved through small steps.

Our new slogan really says it all: Connecting People for Change.

### Activities within Both ENDS

In 2010, we organised a theme day around 'storytelling': stories of and about Both ENDS and partners deserve to be told; and these stories are important to present our organisation and those of our partners. Since 2010, we have been active on Facebook and Twitter, a trend we will continue the coming years and expand to other new communication channels.

For important news on developments involving the environment and development cooperation; stories of our partners; live Twitter reports from various conferences; or interesting blogs by our co-workers, people can follow us through different channels:

Facebook: <http://www.facebook.com/both.ends>  
Twitter: [http://twitter.com/both\\_ends](http://twitter.com/both_ends)  
Blogs: [http://www.bothends.nl/index.php?page=5\\_1](http://www.bothends.nl/index.php?page=5_1)

### Political cafes

In 2010, Both ENDS organised two Political Cafes in The Hague on themes we thought really needed to be brought to the attention of politicians and the business community. These meetings included a public discussion programme, preceded by an expert meeting, where experts and stakeholders participated in a debate.

- March 25, A Burning Issue - on Dutch energy and the effects of coal mining in developing countries. (For further information on the coal chain and the initiated coal dialogue, see page 22-23 chapter 'Capital flows'.)
- June 22, How to Save the Mekong – on the construction of hydropower dams in the Mekong River and the effects these have on local people and their livelihoods. (For further information on dams in Mekong river, see page 16-17 chapter 'Water- infrastructure'.)

### Briefing Papers:

- Agriculture and Food Security in Africa's Drylands
- Climate Proofing European Capital Flows

## SERVICE DESK

**Both ENDS' Service Desk assists organisations from developing countries and Central and Eastern Europe in finding answers to their questions about development and the environment, and supports them in addressing their needs.**

The Service Desk covers four regions: Africa, Asia, Latin America, and Central and Eastern Europe. It offers demand-driven support in the following areas:

- identifying relevant NGOs and initiatives and linking them to experts and other NGOs;
- providing tailor-made information, relying on our vast experience and networks;
- assistance in fundraising;
- (non-financial) support for activities and campaigns, and mobilising solidarity and potential allies;
- capacity building, training, supporting strategic development processes;
- facilitating networks of NGOs working on similar issues.



In 2010, the Service Desk dealt with almost 400 requests. It received 153 requests from organisations in Asia, 181 requests from Africa, 25 requests from Latin America, and 16 requests from other parts of the world. On 171 occasions, Both ENDS provided the requesting organisations with information and contacts, and we supported fundraising activities in response to another 81 requests. The Service Desk supported campaigns, facilitated visits of Southern NGOs to the Netherlands, and Both ENDS service staff visited NGOs in the field.

### SOME EXAMPLES OF OUR WORK

#### Capacity building in Ethiopia

The American Christensen Fund asked Both ENDS to help its NGO partners in Ethiopia to find new funds. These NGOs support various ethnic minorities in Southern Ethiopia to preserve their rich cultures. In September 2010, Both ENDS organised a meeting with ten NGOs in Addis Abeba, Ethiopia, focussing on project presentations and donor relations. After a 'best practice' presentation, the NGO representatives discussed the rationale of the project. Other topics for this meeting were the relations with the different levels of government, and the existing contacts with donors. The meeting was a success, also because the partners got to meet each other for the first time. The presentations gave good examples of connections between culture and income, such as the growing of all kinds of indigenous crops like the Enset banana; butter churned by women; or mapping the cultural environment. The meeting also highlighted the difficult political circumstances in Ethiopia, where attention to the rights of minorities is discouraged. The cuts on development cooperation appear to have limited the activities of Dutch donors in Ethiopia. Still, although we might only see results of this support in the long run, it is just a matter of time before we will.

#### Capacity building in Latin America

Mines, large dams and highways running straight through the rainforest are examples of the colossal infrastructure projects planned and realised in Latin America. They make it easy to transport products like wood, soy and minerals for export from areas that are otherwise difficult to reach. These projects have enormous and disastrous consequences for

indigenous communities and their surroundings. The mega-projects put pressure on communities living in the rainforest, who are now denied access to land and natural resources.

It is often completely unclear to the local communities who are the driving forces behind these projects. As long as that is unknown, it is difficult to lodge a protest against a particular project. In cooperation with Cross Cultural Bridges, Both ENDS' Service Desk submitted a project proposal to PSO which was approved. A two-year program was started to give young indigenous leaders in the Latin American rainforest more insight in the dynamics behind large infrastructure projects. Who are the financiers? Where can you find information? How do you file an objection? What sustainable alternatives can you think of? By learning from the experiences of others, these young leaders acquired skills and methods on how they can stand up for the rights of their community in a constructive and effective way.

#### Koningsschool (King's School)

Since 2005 Both ENDS advises the King's School Foundation (full name: Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden) on applications from developing countries for small projects on sustainable forest management. The King's School offers small grants. Each year, ten to twelve projects are approved, mostly from Asia and Africa. This involves small projects related to forest management, often including an educational aspect. Both ENDS advises on granting subsidies and attends to the administrative side. We also monitor the projects and offer the applicants advice if so desired. In this way, we come into contact with new, very local civil society organisations that are active in developing countries in the field of forest management and the environment.

The number of applications has grown explosively over the last two years, considerably exceeding the foundation's capacity and possibilities. To give the Board of the King's School the opportunity to reconsider the foundation's procedures, the funding programme has been temporarily paused in 2011. The collaboration with organisations that have realised successful projects in the past with King's School subsidies will be continued as much as possible.

# LAND

## PROJECT OVERVIEW 2010



TITLE	PARTNERS	FINANCED BY
Drynet: a global initiative, giving future to drylands ( <a href="http://www.dry-net.org">www.dry-net.org</a> )	TENMIYA (Mauritania), EMG (South Africa), ENDA-TM (Madagascar, Senegal, Morocco), CAREC (Central Asia), LPPS (India), SCOPE (Pakistan), TEMA (Turkey), CENESTA (Iran), CARI (France), OLCA (Chile), Probioma (Bolivia)	
Identificatie van macro-effecten van biomassa productie in dialoog met CSOs in producentenlanden	IUCN NL (Netherlands), 4 Cantos do Mundo (Brazil), Mater Natura (Brazil), Reporter Brasil (Brazil), ECOA (Brazil), Sawit Watch (Indonesia),	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM), Cordaid
Desire: establishing promising strategies for land use, conservation and countering land degradation in drylands, based on a close participation between scientists and local stakeholders in 18 dryland hotspots around the world	CARI (France), University of Leeds (United Kingdom), University of Bern - CDE (Switzerland), Agricultural University of Athens (Greece), ISRIC (Netherlands), ITC (Netherlands), MEDES (Italy)	Alterra (through an EU funded project)
Forest Garden Tea	Talawakelle Tea Estate Ltd, Rainforest Tea Garden Ltd, Rainforest Rescue International (Sri Lanka), Greenfield-Harrington Tea Estate; ProFound (Netherlands)	Dutch Ministry of Foreign Affairs (Public Private Partnership)
The Dutch Soy Coalition ( <a href="http://www.sojacoalitie.nl">www.sojacoalitie.nl</a> )	Amigos da Terra Amazonica, CASA, ECOA, FETRAF Sul, ICV, ISA, Plataforma Soja, Reporter Brasil (Brazil), FARN, Fundación Proteger, Fundapaz, M'Bigua (Argentina), Probioma (Bolivia)	Cordaid, Fairfood International, ICCO, IUCN NL, Solidaridad, Milieudefensie (Friends of the Earth Netherlands), WWF Netherlands
Palm oil	Sawit Watch (Indonesia), FPP (United Kingdom), RSPO, members Dutch NGO Palm Oil Platform	IUCN NL, Oxfam Novib, WWF Netherlands, Cordaid
Land rights: wise use of land and forest resources, and ecological restoration of degraded ecosystems	ANCE (Togo), Focarfe (Cameroon), FfE (Ethiopia), NTFP-EP (Asia), ELCI (Kenya), Amichocó (Colombia)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Commodities and alternatives: strengthening small-scale producers in value addition and marketing	ANCE (Togo), Focarfe (Cameroon), FfE (Ethiopia), NTFP-EP (Asia), ELCI (Kenya), Amichocó (Colombia)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Commodities and trade: reversing the impact of large-scale commodity production like palm oil, soy and biomass	ANCE (Togo), Focarfe (Cameroon), FfE (Ethiopia), NTFP-EP (Asia), ELCI (Kenya), Amichocó (Colombia)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Non-Timber Forest Products	NTFP-EP (Asia)	Cordaid
Agrofuels Platform	Cordaid, WUR, RUL, ALTERRA, UVA, ETC, Mekong Ecology	DPRN
Sustainable spices and herbs	Cordaid, CREM, PHCC, Swiss Contact, NVS (Dutch Spices Federation)	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)
The social and environmental impacts of coal mining for the Dutch energy market	EMS, ILSA, Jatan	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)
Sustainable Biofuel production in West Kalimantan	ICRAF, Cordaid, WUR, VU-CIS	Dutch Ministry of Foreign Affairs
Regreening Niger	CRESA, VU-CIS	Turing Foundation
Creating an NGO platform for the inventory of revenues from Natural Regeneration in West Africa	Sahel Eco, newTree, Cresa, ICI	PSO

# CAPITAL

## PROJECT OVERVIEW 2010



TITLE	PARTNERS	FINANCED BY
Counter Balance: challenging the European Investment Bank ( <a href="http://www.counterbalance-eib.org">www.counterbalance-eib.org</a> )	Les Amis de la Terre (France), Urgewald (Germany), WEED (Germany), Campagna per la Riforma della Banca Mondiale (Italy), Bretton Woods Project (United Kingdom)	CEE Bankwatch Network (through an EU funded project)
Multilateral Financial Institutions (MFIs) and Export Credit Agencies (ECAs) Programme	CEE Bankwatch (Eastern Europe), NGO Forum on ADB (international), NAPE (Uganda), Articulación IIRSA (South America), Seatini (Zimbabwe)	Charles Stewart Mott Foundation
European ECA campaign	ECA Watch (Europe), Eurodad (Europe), The Corner House (UK), Les Amis de la Terre (France), Urgewald (Germany), CRBM (Italy), ODG (Spain), Euronatur (Portugal), WEED (Germany)	FERN
Resource extraction and large-scale infrastructure (MFIs)	CEE Bankwatch (Eastern Europe), NGO Forum on ADB (international), NAPE (Uganda), Articulación IIRSA (South America), Seatini (Zimbabwe)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Accountability, public participation, transparency and safeguard policies (MFIs)	EMG (South Africa), CEE Bankwatch (Eastern Europe), NGO Forum on ADB (international), NAPE (Uganda), Articulación IIRSA (South America), Seatini (Zimbabwe)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Export Credit Agencies (ECAs)	CEE Bankwatch (Eastern Europe), FERN (Europe), ECA Watch (Europe), Articulación IIRSA (South America), Seatini (Zimbabwe), NGO Forum on ADB (Philippines), Eurodad (Europe), Jubilee NL (Netherlands)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Investment regulations and tax policies	Seatini (Zimbabwe), SOMO (Netherlands), Articulación IIRSA (South America), FANCA Tax Justice Network (international)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Coherence Trade & AID	M.A.I.S. (Italy), Xarxa de Consum Solidari (Spain), Za Zemiata (Bulgaria), Védegylet Egyesület ("Protect the Future", Hungary), FAIR WATCH cooperazione e mondialità (Italy), World Development Movement (WDM, UK)	M.A.I.S. (European Commission)
Climate Proofing European Capital Flows	NAPE (Uganda), Gamba (Brazil), Institute for Environmental Studies (IVM, Netherlands)	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)
Jubilee Netherlands	Eurodad, Jubilee Debt Campaign, ECA-Watch and others	ICCO, Hivos, Oxfam Novib
Valuing the Amazon	International Rivers (Brazil), Reporter Brazil	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)
Nederland als duurzaam distributieland		Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)





# WATER

## PROJECT OVERVIEW 2010

TITLE	PARTNERS	FINANCED BY
Negotiated Approach to Integrated Water Resources Management	Telapak (Indonesia), EMG (South Africa), FANCA (Costa Rica), ECOA (Brazil), AEDES (Peru), Gomukh (India)	PSO, LP3ES, Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Adaptive water management at the local scale (ADAPTS)	ACACIA Water (Netherlands), Development Institute (Ghana), Water Resources Commission (Ghana), Action for Development (Ethiopia), Borena zone water resource office (Ethiopia), AEDES, (Peru), Ministry of Environment (Peru), Centre for Social Resarch and Development (CSR, Vietnam), Southern African Development Community (Botswana), Vitae Civilis (Brazil)	Institute for Environmental Studies at Vrije Universiteit Amsterdam
Large-scale water infrastructure developments and trade	M'Bigua (Argentina), ECOA (Brazil), CEADDESC (Bolivia), ARN (USA), African Rivers Network, NAPE (Uganda), EMG (South Africa), HYPHEN (South Asia), WAFED (Nepal), BAPA (Bangladesh), Gomukh (India)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Small-scale financing for development of locally based, sustainable water management initiatives	CASA (Brazil), FANCA (Costa Rica), Global Green Grants	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Human Right to Water and Sanitation	Freshwater Action Network (worldwide), COHRE (UK), UNESCO, UNDP, Waterlex, Jakarta Water Regulatory Body (Indonesia), Sobrevivencia (Paraguay)	Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Gender equity and water/natural resources management	ANCE (Togo), BARCIK (Bangladesh), Amichoco (Colombia)	PSO
Negotiated Approach Alliance	Telapak (Indonesia), Gomukh (India), AEDES (Peru)	PSO



# Annual Accounts 2010



# OTHER

TITLE	FINANCED BY
(Young) Environmental Leadership	JWH Initiative
Baobabconnections.org	Cordaid, Dutch Ministry of Foreign Affairs (MFS programme 2008-2010)
Urban Earth Leaders	JWH Initiative
Sustainability for CSOs	IUCN NL
Small Grants	Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden
Duur?zaam. Communicating for global sustainability	Dutch Ministry of Housing, Spatial Planning and the Environment (VROM)
Capacity Building	PSO
Services to CSOs in Ethiopia and Central Asia	The Christensen Fund

## PROJECT OVERVIEW 2010

## Balance sheet as per 31 December 2010 in Euro

	2010	2009
<b>ASSETS</b>		
Tangible fixed assets	33.818	48.043
Receivables		
Receivable project contributions	1.089.603	531.853
Debtors and other receivables	104.940	110.097
Liquid means	266.534	680.711
<b>TOTAL ASSETS</b>	<b>1.494.895</b>	<b>1.370.704</b>
<b>LIABILITIES</b>		
Reserve and funds		
General reserve	333.240	267.994
Short-term debts		
Project funds to be invested	366.304	477.234
Creditors	163.889	84.148
Debt Stichting JWHi	0	51.948
Staff expenses due	105.691	93.762
Accruals and deferred income	525.771	395.618
Total short-term debts	<b>1.161.655</b>	<b>1.102.710</b>
<b>TOTAL LIABILITIES</b>	<b>1.494.895</b>	<b>1.370.704</b>

### PRINCIPLES OF VALIDATION AND APPROPRIATION OF THE RESULT

• Although the Stichting Both ENDS and Stichting Joke Waller-Hunter Initiative are no fundraising organizations, decided is to formulate the annual account conform the 'Richtlijn Verslaggeving Fondsenwervende Instellingen (richtlijn 650), as published under responsibility of the 'Raad voor de Jaarverslaggeving'. The figures of 2007 are converted to these systematics.

#### • Fixed assets

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

#### • Foreign currencies

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

#### • Receivable project contributions

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

#### • Project funds to be invested

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

#### • Other assets and liabilities

All other assets and liabilities are valued at nominal value.

#### • Third party funding

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

#### • Allocation of support costs

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

#### • Result

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

## Statement of revenue and expenditure in Euro

	2010	Budget 2010	2009
<b>REVENUE</b>			
Income fundraising			
Stichting JWHi	173.155	150.000	173.378
Cordaid	169.044	124.500	128.219
PSO	381.443	213.302	159.165
Other	392.900	460.969	550.174
Revenue activities third parties			
IVM	63.257	50.000	54.386
Other	67.840		132.562
Government grants and others			
Ministry of Foreign Affairs - DGIS	2.227.443	1.877.700	1.580.480
European Union	156.418		648.350
Ministry of Housing, Spatial Planning and the Environment (VROM)	235.504	279.864	327.426
To be raised		482.997	
Other revenue	44.542	5.000	31.165
<b>TOTAL REVENUE</b>	<b>3.911.546</b>	<b>3.644.332</b>	<b>3.785.305</b>
<b>EXPENSES</b>			
Water			
Direct costs	277.006	216.682	368.250
Support costs	297.689	407.402	303.818
Land Use			
Direct costs	1.143.759	583.781	970.496
Support costs	352.569	442.881	425.677
Capital Flows			
Direct costs	267.143	292.992	217.942
Support costs	389.613	524.064	355.836
Other			
Direct costs	341.528	342.277	347.054
Support costs	168.530	132.830	178.640
Costs of Generating Funds			
Income fundraising	9.214	10.000	9.008
Revenue activities third parties	40.950	50.000	42.518
Government grants	169.007	113.488	134.631
Management and administration	389.291	487.935	387.024
<b>TOTAL EXPENSES</b>	<b>3.846.300</b>	<b>3.604.332</b>	<b>3.740.895</b>
<b>RESULT</b>	<b>65.246</b>	<b>40.000</b>	<b>44.410</b>
<b>Appropriate of:</b>			
General reserve	65.246	40.000	55.167
Appropriation fund			-10.757

## Explanatory notes on the balance sheet as per 31 December 2010 in Euro

### FIXED ASSETS

	Office equipment and building		Hardware and software	
	2010	2009	2010	2009
Value end previous financial year	38.364	53.711	9.679	19.391
Purchases	989	953	8.495	4.899
Depreciation	-16.065	-16.300	-7.644	-14.611
<b>Value end financial year</b>	<b>23.287</b>	<b>38.364</b>	<b>10.530</b>	<b>9.679</b>

Both ENDS has invested in software that enables all employees to access the Both ENDS server from outside the Both ENDS office.

### FLOATING ASSETS

	2010	2009
<b>Debtors and other receivables</b>		
Debtors	11.496	65.379
Deposit office rent	19.003	19.003
Receivable sums	10.161	14.354
Prepaid expenses	64.280	11.360
<b>Total</b>	<b>104.940</b>	<b>110.097</b>
<b>Liquid means</b>		
Cash	1.209	978
Current accounts Both ENDS	265.324	679.733
<b>Total</b>	<b>266.533</b>	<b>680.711</b>

Liquid assets decreased substantially. This is caused by the closing of the MFS programme. The final payment of this programme will be paid after the final report. Some of the payments for 2010 projects Drynet, Baobabconnections and the JWHI will be paid in 2011.

### RESERVES AND FUNDS

Overview	
Value end 2009	267.994
Result 2010	65.246
<b>Value end 2010</b>	<b>333.240</b>

### SHORT TERM DEBTS

The outstanding amount to be paid to creditors more than doubled. This is mostly an administrative cause, since some invoices with expenses for the next year were received earlier than in 2009.

Accruals and deferred income increased because of some contracts with Southern partners that raised the current liabilities funded by projects.

	2010	2009
<b>Staff expenses due</b>		
Salaries and holiday allowance	53.717	47.977
Taxes and contributions	51.975	45.745
Pension fund		27.967
<b>Total</b>	<b>105.691</b>	<b>121.689</b>

### STATED COMMITMENTS NOT IN THE BALANCE SHEET

Both ENDS has committed to the rent of its office until 2014. The rent is 122.175 per year. Part of the building is rented to SWP Publishing for the next 2.5 years; the revenue for this is 24.300 per year.

## Explanatory notes on the statement of Revenue and Expenditure as per 31 December 2010 in Euro

### GRANTS

Grants from the Ministry of Foreign Affairs increased compared with 2009 and with the budget 2010. This is mostly caused by higher expenditures within the budget of the MFS Programme and by a new project funded by the Global Sustainable Biomass Fund. The funding by the European Union declined, because of the closing of the Drynet programme.

### EXPENSES

	2010	2009
Objectives	84,2%	84,7%
Generating funds	5,7%	5,0%
Management and Administration	10,1%	10,3%

The percentage of spending on generating funds has increased. This is caused by the big effort made for the applications for MFS-II.

### EXPENSES ON OBJECTIVES

#### Direct project costs

**Land Use:** The expenses were much higher than expected. This is partly caused by the last installments to the Drynet partners that were much higher than expected. Furthermore the expenses of MFS Land Use and of the Forest Garden Tea project increased, and a new project started on Biofuel production in West Kalimantan.

#### Support costs

The support costs on objectives are accounted to the objectives based on the spent project time. Since the total support costs are lower than expected the support costs charged on most objectives could decline. Since more time was spent on the Joke Waller-Hunter Initiative for Young Environmental Leadership the support costs on Other Activities raised.

### COST OF GENERATING FUNDS

A large effort has been made for the MFS-II Applications. To advise us during the writing of these applications some professional help is engaged.

### SUPPORT COSTS

	2010	Budget 2010	2009
<b>Staff expenses</b>			
Salaries	1.121.206	1.288.145	1.112.026
Social securities costs	178.874	205.754	168.473
Pension expenses	105.919	110.000	102.492
Reimbursement travel	22.465	20.000	17.865
Training and courses	16.318	30.000	14.190
Other	40.449	55.000	60.289
<b>Accommodation costs</b>			
Rent	101.010	112.500	105.598
Gas, electricity	28.919	25.000	13.959
Other	14.882	32.000	23.156
<b>Publicity and communication</b>			
Office costs	17.063	15.000	9.281
Office costs	56.364	77.500	64.236
<b>Organisation costs</b>			
Auditor	15.867	20.000	16.926
Depreciation	23.709	40.700	30.913
Other	43.334	71.000	61.763
Travelling and hotel expenses	2.522	8.000	2.513
Miscellaneous expenses	13.542	23.000	-2.070
<b>Total</b>	<b>1.802.443</b>	<b>2.128.000</b>	<b>1.801.610</b>

The support costs are less than expected, simply because less is spent on almost all budget items.

	2010				2010			As per 1-1-2011	Through 2010 For substantiation			As per 31-12-2010 Balance sheet	
	Total budget	Invested through 2009	Budget for 2010 and further	Staff & overhead	Various project costs	Third party funds	Financial cover	Budget for coming years	Total budget	Total invested grants	Received	Project money to be invested	Project money to be received
<b>MFS Programme 2008-2010</b>													
Water	1.580.189	934.577	645.612	393.459	106.490	145.663	645.612		1.580.189	1.580.189			
Land Use	1.595.762	934.572	661.190	410.200	98.710	152.280	661.190		1.595.762	1.595.762			
Capital Flows	1.504.258	902.240	602.018	401.769	95.759	104.490	602.018		1.504.258	1.504.258			
<b>Total MFS Programme</b>	<b>4.680.209</b>	<b>2.771.389</b>	<b>1.908.820</b>	<b>1.205.428</b>	<b>300.959</b>	<b>402.433</b>	<b>1.908.820</b>		<b>4.680.209</b>	<b>4.680.209</b>	<b>4.445.700</b>		<b>234.509</b>
	532.035	358.880	173.155	37.061	19.494	116.600	173.155		532.035	532.035	410.827		121.208
Baobabconnections.org Cordaid, NCDO	1.587.629	1.494.557	93.072	37.992	10.605	44.475	93.072		1.587.629	1.587.629	1.478.129		109.501
Sustainability for CSOs IUCN NL	99.714	79.132	20.582	10.050		10.532	20.582		99.714	99.714	99.714		
Partners in the African Rift Valley and Central Asia The Christensen Fund	34.341	660	33.681	10.176	1.373		11.549	22.132	34.341	12.209	34.341	22.132	
Enhancing the European Investment Bank CEE Bankwatch Network (EU)	9.207		9.207	6.770	2.437		9.207		9.207	9.207	8.233		974
Towards Sustainable International Capital Flows Ministry of Housing, Spatial Planning and the Environment (VROM)	75.000	54.584	20.416	11.423	3.243	5.750	20.416		75.000	75.000	60.000		15.000
Creating Coherence. Trade for Development: Development Aid for Trade M.A.I.S. (EU)	81.271	27.584	53.687	22.605	1.582		24.187	29.500	81.271	51.771	66.238	14.467	
Identificatie van macro-effecten van biomassa-productie Ministry of Housing, Spatial Planning and the Environment (VROM), Cordaid	79.619	78.603	1.016		1.016		1.016		79.619	79.619	48.667		30.952
Sustainable biofuel production in West Kalimantan Global Sustainable Biomass Fund	262.352		262.352	15.138		79.883	95.021	167.331	262.352	95.021	44.139		50.882
Biobrandstoffen: instrument of bedreiging Cordaid	19.610		19.610					19.610	19.610		19.610	19.610	
Duurzaam. Communiceren voor mondiale duurzaamheid Ministry of Housing, Spatial Planning and the Environment (VROM)	320.003	181.512	138.491	70.223	11.772		81.995	56.496	320.003	263.507	304.002	40.495	
Het zuiden in beeld Ministry of Housing, Spatial Planning and the Environment (VROM)	65.434	65.434							65.434	65.434	63.586		1.848
Adaptive Water Management at the Local Scale (ADAPTS) Institute for Environmental Studies IVM (DGIS)	273.526	128.187	145.339	60.217	3.040		63.257	82.082	273.526	191.444	207.316	15.872	
Doorstaan internationale kapitaalstromen de klimaattest? Ministry of Housing, Spatial Planning and the Environment (VROM)	65.545	50.910	14.635	14.144	3.591	-3.100	14.635		65.545	65.545	69.255	3.710	
Samenwerking Cordaid - Both ENDS Non-Timber Forest Products (NTFPs) Cordaid	30.000		30.000	30.000			30.000		30.000	30.000	30.000		
Specerijen & Kruiden Ketens Ministry of Housing, Spatial Planning and the Environment (VROM)	75.000	30.089	44.911	9.000	850	32.133	41.983	2.928	75.000	72.072	71.250		822
Valuing the Amazon Ministry of Housing, Spatial Planning and the Environment (VROM)	74.960		74.960	14.430		28.000	42.430	32.530	74.960	42.430	71.212	28.782	
Sociale- en milieugevolgen van kolenmijnen in kaart gebracht Ministry of Housing, Spatial Planning and the Environment (VROM)	74.802	44.589	30.213	11.466	11.850		23.316	6.897	74.802	67.905	71.062	3.157	
Nederland als duurzaam distributieland Ministry of Housing, Spatial Planning and the Environment (VROM)	76.392		76.392	7.170		2.543	9.713	66.679	76.392	9.713	72.573	62.860	
Initiatief voor een groener Niger Turing Foundation	73.000		73.000	2.728		67.545	70.273	2.727	73.000	70.273	60.000		10.273
Desire Alterra (EU)	200.000	77.817	122.183	24.379	10.067		34.446	87.737	200.000	112.263	122.256	9.993	
Drynet EU / The Global Mechanism / PSO	2.376.805	2.047.071	329.734		17.865	311.869	329.734		2.376.805	2.376.805	2.233.650		143.155
MFIs and ECAs Programme Charles Stewart Mott Foundation	193.886	108.464	85.422	90.200	-4.778		85.422		193.886	193.886	193.886		
Fair Flower Fair Plants Ministry of Foreign Affairs - DGIS Public-Private Partnerships	1.098.061	1.033.810	64.251	11.925	155	52.171	64.251		1.098.061	1.098.061	1.098.061		
Forest Garden Tea Ministry of Foreign Affairs - DGIS Public-Private Partnerships	742.680	280.134	462.546	7.655	1.164	150.532	159.351	303.195	742.680	439.485	499.585	60.100	
South - South shared learning through a new approach for river basin management PSO	150.000	132.593	17.407			-8.627	-8.627	26.034	150.000	123.966	53.932		70.034
Kwaliteitsfonds PSO PSO	9.800	7.700	2.100		2.100		2.100		9.800	9.800	8.820		980
Strengthening the Negotiated Approach Alliance PSO	166.049	117.120	48.929	4.984	2.859	27.090	34.933	13.996	166.049	152.053	76.653		75.400
Strengthening the CSO in the River Basin Management LP3ES	20.135	20.135							20.135	20.135	15.990		4.145
Koningsschool Stichting School van Z.M. Koning Willem III en H.M. Koningin Emma der Nederlanden	215.921	168.454	47.467	2.000		33.244	35.244	12.223	215.921	203.698	209.121	5.423	
Global Greengrants Fund	1.541		1.541		154	1.387	1.541		1.541	1.541	1.541		
Towards a workable approach to mainstream gender PSO	140.250		140.250	14.128	591	89.201	103.920	36.330	140.250	103.920			103.920
Strengthening advocacy on inclusive regional integration PSO	105.376		105.376	2.013	492	99.800	102.305	3.071	105.376	102.305			102.305
Creating an NGO platform in the inventory of revenues from Natural Regeneration in West Africa / PSO	46.877		46.877		2.303	1.355	3.658	43.219	46.877	3.658	30.547	26.889	
Decentralising funds through local small grants facilities PSO	72.420		72.420					72.420	72.420		34.884	34.884	
Jubilee ICCO, Oikos, Oxfam Novib	185.311	69.863	115.448	34.791	16.267		51.058	64.390	185.311	120.921	132.811	11.890	
Tax Justice	6.650		6.650	4.813			4.813	1.837	6.650	4.813			4.813
Palmoilie IUCN NL, Oxfam Novib, WWF Netherlands	107.700	87.243	20.457	15.440			15.440	5.017	107.700	102.683	97.700		4.983
	457.769	375.596	82.173	32.125	3.652	19.465	55.242	26.931	457.769	430.838	432.994	2.156	
European ECA Campaign FERN	78.259	63.076	15.183	15.000			15.000	183	78.259	78.076	78.259	183	
To go with the flow ICCO	26.762	21.811	4.951	1.250			1.250	3.701	26.762	23.061	26.762	3.701	
Be in Balance Cordaid	85.000	61.055	23.945	844		17.000	17.844	6.101	85.000	78.899	75.000		3.899
	50.000	26.548	23.452		8.775	14.677	23.452		50.000	50.000	50.000		
<b>TOTAL</b>	<b>15.126.901</b>	<b>10.064.600</b>	<b>5.062.301</b>	<b>1.837.568</b>	<b>433.478</b>	<b>1.595.958</b>	<b>3.867.004</b>	<b>1.195.297</b>	<b>15.126.901</b>	<b>13.931.604</b>	<b>13.208.305</b>	<b>366.304</b>	<b>1.089.603</b>

## Funders 2010

	Actual 2010	Actual 2009
Ministry of Foreign Affairs - DGIS MFS	1.908.820	1.366.702
<b>Non - MFS income</b>		
European Union	156.418	648.350
UN - HABITAT	3.572	-3.442
Ministry of Housing, Spatial Planning and the Environment (VROM)	235.504	327.426
Joke Waller - Hunter Initiative Foundation	173.155	173.378
Charles Stewart Mott Foundation	85.422	108.464
Turing Foundation	70.273	
Nedworc Foundation		71.239
Alterra	34.446	22.202
Germanwatch		37.068
Stichting Koningschool	35.244	36.220
CEE Bankwatch Network	9.207	24.906
M.A.I.S.	24.187	27.584
Telapak		20.802
The Global Mechanism of the UNCCD	30.162	30.666
FERN	15.000	12.990
Stichting Natuur en Milieu (the Netherlands Society for Nature and Environment)		3.500
Freshwater Action Network (FAN)		14.322
Milieudefensie (Friends of the Earth Netherlands)	2.500	6.748
Development Policy Review Network (DPRN)	23.452	26.548
Fairfood International	2.500	3.500
The Christensen Fund	11.549	660
Global Greengrants Fund	1.541	
Private donors	320	100
<b>Subtotal Non - MFS Income</b>	<b>914.452</b>	<b>1.593.231</b>
<b>MFS - related Income</b>		
PSO	381.443	159.165
Ministry of Foreign Affairs - DGIS - Public - Private Partnerships (PPPs)	223.602	213.778
Ministry of Foreign Affairs - Global Sustainable Biomass Fund	95.021	
Cordaid	169.044	128.219
Institute for Environmental Studies (IVM) VU University Amsterdam	63.257	54.386
Oxfam Novib	33.740	64.825
ICCO	23.992	50.125
IUCN National Committee of the Netherlands (IUCN NL)	23.082	58.235
Stichting Oikos	13.371	17.363
WWF Netherlands	7.500	17.976
Hivos	7.500	
Solidaridad	2.500	15.000
NCDO		12.562
Greenpeace Nederland		2.500
Other		71
<b>Subtotal MFS - related Income</b>	<b>1.044.052</b>	<b>794.205</b>
<b>Total Project Grants</b>	<b>3.867.324</b>	<b>3.754.138</b>

## Allocation of support costs

	ACTIVITIES				COSTS OF GENERATING FUNDS			MANAGEMENT AND ADMINISTRATION	BUDGET 2010	2009
	Water	Land Use	Capital Flows	Other	Income fundraising	Revenue activities third parties	Government grants			
Direct project expenses	277.006	1.143.759	267.143	341.528			14.420		2.043.856	1.939.284
<i>Support costs</i>										
Staff expenses	245.298	290.519	321.043	138.870	7.592	33.743	127.381	320.778	1.485.223	1.475.335
Accommodation costs	23.917	28.326	31.302	13.540	740	3.290	12.420	31.276	144.811	142.713
Publicity and communication	2.818	3.338	3.688	1.595	87	388	1.463	3.685	17.063	9.281
Office costs	9.309	11.025	12.184	5.270	288	1.281	4.834	12.174	56.365	64.236
Organisation costs	13.693	16.217	17.921	7.752	424	1.884	7.111	17.907	82.909	109.602
Travelling and hotel expenses	416	493	545	236	13	57	216	545	2.522	2.513
Miscellaneous expenses	2.238	2.650	2.929	1.267	69	308	1.162	2.926	13.549	-2.070
<b>Subtotal support costs</b>	<b>297.689</b>	<b>352.569</b>	<b>389.613</b>	<b>168.530</b>	<b>9.214</b>	<b>40.950</b>	<b>154.587</b>	<b>389.291</b>	<b>1.802.443</b>	<b>1.801.610</b>
<b>Total project costs</b>	<b>574.695</b>	<b>1.496.328</b>	<b>656.756</b>	<b>510.058</b>	<b>9.214</b>	<b>40.950</b>	<b>169.007</b>	<b>389.291</b>	<b>3.846.300</b>	<b>3.740.894</b>

## Other information

### Salary Board

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

### Salary Director / Daniëlle Hirsch

Terms of employment	
Hours	38
Part time percentage	100
Period	1/1 - 31/12
Salary	
Gross salary	65.597
Holiday allowance	5.242
Year-end salary	0
Bonus	1.250
<b>Total salary</b>	<b>72.089</b>
Social securities paid by Both ENDS	
	5.278
Taxable allowances	
	0
Pension expenses paid by Both ENDS	
	5.360
Other allowances	
	42
<b>Total remuneration 2010</b>	<b>82.769</b>
Total remuneration 2009	79.973

## RELATED PARTY TRANSACTIONS

The Board of Both ENDS is similar to the Board of the Joke Waller-Hunter Initiative Foundation. Our former director is a member of the Fair Flowers Fair Plants Board and the Board of the Stichting School van Z.M. Koning Willem III en H.M.Koningin Emma der Nederlanden.

The Deputy Director, Paul Wolvekamp, is Vice Chairman of NTFP Exchange Programme for South East Asia. A member of staff is member of the Board of CASA (Center for Socio-Environmental Support), Brazil.

The aggregate amount of the company's transactions with these organisations amounted to:

	2010		2009	
	Grants received	Funds provided	Grants received	Funds provided
Joke Waller-Hunter Initiative Foundation	173.378		56.867	
CASA				1.500
NTFP-EP		17.500		6.250
Stichting Koningsschool	37.634		37.634	

## Consolidated balance sheet Stichting Both ENDS & Stichting Joke Waller-Hunter Initiative as per 31 December 2010 in Euro

	2010	2009
<b>ASSETS</b>		
Tangible fixed assets	33.818	48.043
Financial fixed assets	1.539.252	411.446
Receivables		
Receivable project contributions	968.395	531.853
Debtors and other receivables	105.053	117.579
Liquid means	295.253	1.755.809
<b>TOTAL ASSETS</b>	<b>2.941.771</b>	<b>2.864.730</b>
<b>LIABILITIES</b>		
Reserves and funds		
General reserve Both ENDS	333.240	267.994
General reserve JHWi	1.446.875	1.545.927
Total Reserves and funds	1.780.115	1.813.921
Short-term debts		
Project funds to be invested	366.304	477.234
Creditors	163.889	84.148
Staff expenses due	105.691	93.762
Accruals and deferred income	525.772	395.665
Total short-term debts	1.161.656	1.050.809
<b>TOTAL LIABILITIES</b>	<b>2.941.771</b>	<b>2.864.730</b>

## EXPLANATORY NOTES ON THE CONSOLIDATED ANNUAL ACCOUNTS

A consolidated annual account is made with the Joke Waller-Hunter Initiative Foundation. This is because both foundations have the same Board. Both ENDS can claim expenses for the Young Environmental Leadership Programme until a maximum decided by the board of the Joke Waller-Hunter Initiative Foundation. The investments made with the assets of the Joke Waller-Hunter Initiative are based on a defensive strategy. The investment portfolio as per 31 December 2010:

	Purchase value	Unrealised investment result	Value as per 31 December 2010
Equity	437.422	-2.187	442.765
Bonds	1.071.928	34.698	1.096.487
<b>Total</b>	<b>1.509.350</b>	<b>32.511</b>	<b>1.539.252</b>
Received dividend		49.050	
Interest		4.783	
Expenses investments		-12.045	
<b>Total investment result</b>		<b>74.299</b>	

## Consolidated statement of revenue and expenditure

	2010	Budget 2010	2009
<b>REVENUE</b>			
<b>Income fundraising</b>			
Cordaid	169.044	124.500	128.219
PSO	381.443	213.302	159.165
Other	392.900	460.969	550.174
<b>Revenue activities third parties</b>			
IVM	63.257	50.000	54.386
Other	67.840		132.562
<b>Government grants</b>			
Ministry of Foreign Affairs - DGIS	2.227.443	1.877.700	1.580.480
European Union	156.418		648.350
Ministry of Housing, Spatial Planning and the Environment (VROM)	235.504	279.864	327.426
To be raised		482.997	
Unrealised investment result JWHi	32.511	35.000	
Interest JWHi	53.833	35.000	26.568
Other revenue Both ENDS	44.542	5.000	31.165
<b>TOTAL REVENUE</b>	<b>3.824.735</b>	<b>3.564.332</b>	<b>3.638.495</b>
<b>EXPENSES</b>			
<b>Expenses on objectives</b>			
Water			
Direct costs	277.006	216.682	368.250
Support costs	297.689	407.402	303.818
Land Use			
Direct costs	1.143.759	583.781	970.496
Support costs	352.569	442.881	425.677
Capital Flows			
Direct costs	267.143	292.992	217.942
Support costs	389.613	524.064	355.836
Other			
Direct costs	341.528	342.277	347.054
Support costs	168.530	132.830	178.640
Expenses acquisition			
Income fundraising	9.214	10.000	9.008
Revenue activities third parties	40.950	50.000	42.519
Government grants	169.007	113.488	134.631
Management and administration	401.337	502.935	442.963
<b>TOTAL EXPENSES</b>	<b>3.858.346</b>	<b>3.619.332</b>	<b>3.796.834</b>
<b>RESULT</b>	<b>-33.611</b>	<b>-55.000</b>	<b>-158.339</b>
Appropriate of:			
General reserve Both ENDS	65.246	40.000	55.167
Appropriation reserve JWHi			-202.749
General reserve JWHi	-98.857	-95.000	
Earmarked fund Both ENDS	0	0	-10.757

## Budget 2011

<b>REVENUE</b>	
<b>Government grants and others</b>	
DGIS	2.134.500
PSO	110.186
JWH	217.000
VROM	109.000
Other	387.018
To be raised	458.899
Other revenue	10.000
<b>TOTAL REVENUE</b>	<b>3.426.603</b>
<b>EXPENSES</b>	
Water	
Direct costs	194.025
Support costs	405.703
Land Use	
Direct costs	679.354
Support costs	441.034
Capital Flows	
Direct costs	168.670
Support costs	521.878
Other	
Direct costs	185.000
Support costs	132.276
Costs of generating funds	172.764
Management and administration	485.900
<b>TOTAL EXPENSES</b>	<b>3.386.603</b>
<b>RESULT</b>	<b>40.000</b>

## INDEPENDENT AUDITOR'S REPORT

To: the Management of Stichting Both ENDS, Amsterdam.

### *Report on the financial statements*

We have audited the accompanying financial statements of Stichting Both ENDS, Amsterdam, which comprise the balance sheet as at 31 December 2010, the statement of income and expenses for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### *Board's responsibility*

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

### *Auditor's responsibility*

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

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

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

### *Opinion with respect to the financial statements*

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Both ENDS, Amsterdam, as at December 31, 2010 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions".

Amsterdam, 17 May 2011

Dubois & Co. Registeraccountants

Signed on original by:  
M. Karman and P.A.J.M. Bonants

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Postbus 53028  
1007 RA Amsterdam

Telefoon 020 571 23 45  
Telefax 020 664 21 87  
E-mail info@dubois.nl  
www.dubois.nl  
KvK nummer 34374865

VENNOTEN  
drs. A.P. Buteijn  
drs. J.J.M. Huijbregts  
M. Karman  
C. Offerman  
J.J.H.G. Stengs  
drs. G. Visser  
MEDEWERKERS-REGISTERACCOUNTANT  
M. Belkadi  
drs. P.A.J.M. Bonants  
drs. R.W.J. Brummooge  
drs. J.P. Walter  
SENIOR ORGANISATIEADVISEUR  
drs. P.W.A. Kasteleyn, RC