

# ANNUAL REPORT! 2024



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# ANNUAL REPORT 2024



**Annual Report 2024**

ActionAid is an international women's rights organisation that fights for an equal and sustainable world. We do this together with women's rights movements and communities worldwide. We believe in a feminist perspective and stand collectively against inequality and exploitation.

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**Cover photo:**

Keke, a South African youth activist from MACUA during a cycle event for fair mining to call on companies to protect their rights, July 2024.

**Photo credits** | ActionAid



Wala', youth volunteer with  
ActionAid Palestine in Gaza.

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# Index

A word from our Executive Director **4**

## **Chapter 1**

ActionAid in a nutshell **6**

## **Chapter 2**

Stories of change **12**

## **Chapter 3**

Stronger together **20**

## **Chapter 4**

Feminist leadership **26**

## **Chapter 5**

Our organisation **29**

## **Chapter 6**

Financial result **33**

## Women in action worldwide

# A word from our Executive Director

As 2024 comes to a close, it's a moment to reflect on the journey we've shared together. For me, personally, this year has been a time of transition and growth. In April I had the honour of taking over the role of Director from Marit Maij. As interim director I encountered a year marked by significant challenges, particularly the changing political landscape. Fundraising is more competitive, pressure on human rights and women rights has increased, while civic space is shrinking in many countries including in the Netherlands. These challenges have not only tested us but have also shaped how we approach our mission moving forward.

### **Resilience and dedication**

Looking back at this year, what stands out most is the resilience and dedication of our team, our supporters and the women at the frontlines of the struggles we fight. Despite a shifting environment, we have maintained our focus on our core mission and created lasting change in the communities we serve.

One of the things I am most proud of, is our ability to strengthen relationships with our donors. In times when institutional funding is scarcer, the unwavering support from both our loyal and our new individual donors has been crucial. We are deeply grateful for their trust, as it allows us to continue our impactful work. This relationship-building effort has been central to our strategy in 2024, ensuring that our donors not only understand the work we do but also see the tangible impact of their contributions. Thereby, as an organisation we always encourage ourselves to reflect, learn and improve. One area that deserves more attention is our fundraising. The current climate presents significant challenges, and we must adapt to secure the resources needed to meet the growing demands of our mission. We are actively working on new strategies to address this challenge and to diversify our funding sources.

Together, we worked towards an equal and sustainable world, where women play an

"2024 has been a year of adaptation, resilience, and deep gratitude."

Laura Klokke  
Executive Director



indispensable role. Worldwide Women in Action In 2024, we achieved a lot!

### Global impact

In South Africa, youth activists cycled for fair mining to call on companies to protect their rights. In the Netherlands, our Feminist Climate Academy expanded and trained 70 youngsters to become future climate justice leaders. And in Gaza, thanks to our donor base, we were able to support a quarter of a million people with hot meals, hygiene products, and psychological support.

The cuts in development cooperation severely impact our work and make the challenges for women in the global South even greater. Through our projects, more women are strengthened to make a difference. This is only possible thanks to

our loyal donors and other supporters.

Looking ahead to 2025, the road will undoubtedly remain challenging. We are preparing for a reorganization that will streamline our operations and projects, while ensuring we stay effective and powerful.

In summary, 2024 has been a year of adaptation, resilience, and deep gratitude. We are more committed than ever to our mission, and we are excited to continue working alongside women in the global South, our donors, and our partners, as we look toward the future.

**Laura Klokke**  
Executive Director a.i. ActionAid Netherlands



# 1.0 ActionAid in a nutshell



## This is ActionAid!

ActionAid is an international women's rights organisation that fights for an equal and sustainable world. We do this together with women's rights movements and communities worldwide. We believe in a feminist perspective and stand collectively against inequality and exploitation.



**Vision:** A just, sustainable and gender-equal world in which human rights, climate and the environment are protected and respected.



**Mission:** We strive for a feminist, just and green transition by shifting power and creating system change.



**Values:** Equity, anti-colonialism and sustainability.

## Our DNA

**ActionAid International** is active in more than **70 countries**



The entire federation works with over **2,000 communities**, local partners and social movements

**15 million people** work together worldwide.



ActionAid Netherlands works with **419 community-based organisations**, networks, movements, communities, feminist organisers, legal networks and human rights and climate activists around the world.



The climate justice debt collectors at COP29: Activists are calling on rich countries to pay their climate debt.

## Making a difference

ActionAid works towards a feminist, just and green transition into a fair and sustainable world by shifting power and creating system change. The following examples of our impact are part of our theory of change towards a fair and equal world.

- We have worked with **346 organisations and communities** in the global South to join forces and share knowledge, and to strategise together.
- **208 organisations & communities** strengthened their capacities, as a result of joint strategising and workshops to improve lobby and advocacy skills.
- **136 organisations & communities** have actively advocated for access to justice towards (local) governments and companies after receiving training.
- The agendas of **60 political parties, corporations and governmental entities** were influenced by our recommendations in Bangladesh, Guatemala, Kenya, South Africa, Uganda, Zimbabwe and the Netherlands.
- Targeted companies, political parties and governments publicly **supported our recommendations 44 times**, in relation to respecting women's rights, inclusivity and climate justice, and other issues.
- ActionAid and others advocated for restoring integrity in the energy sector in Bangladesh by repealing the QEEES act. This is just one of **45 policy or practical changes** made based on our recommendations.

“Climate finance is not charity — it is enlightened self-interest for every country at the negotiating table.”

Agnes Schim van der Loeff, Policy Advisor



# 2024

## Highlights & Achievements

● **March**

ActionAid achieved the inclusion of debt and taxation in the CSW68 conclusions, advancing women's rights globally.

**More info**

● **March**

ActionAid Uganda helped secure land restitution and compensation for displaced communities in Kiryandongo.

**More info**

● **March**

ActionAid participated in the national demonstration against racism and discrimination in Amsterdam.

● **April**

Publication of *Dutch Fund for Climate and Development report* with recommendations to improve climate financing.

**More info**

● **June**

Corporate Sustainability Due Diligence Directive (CSDDD) adopted, a key step in holding companies accountable for their environmental and human rights impact in their supply chains.

**More info**

● **June**

Toxic Cycling Tour organized by partner YAMUA in Johannesburg to raise awareness on how mining pollutes the environment.

**More info**

● **June**

In Uganda, the Ministry of Gender, Labor, and Social Development re-submitted the Social Impact Assessment and Accountability Bill to the Cabinet to be considered and passed into law.

● **July**

Women made 18 concrete recommendations for an inclusive water law in Guatemala, with ActionAid supporting their advocacy efforts and ensuring women's voices were heard in the policymaking process.

**More info**

● **July**

Launch of the 2024 Responsible Mining Audit by the Zimbabwean Government.

● **September**

Kick-off of Feminist Climate Academy in the Netherlands, empowering young people to lead climate activism with a feminist, anti-colonial approach.

**More info**

# 2024

## Highlights & Achievements

### September

The license of a palm oil plantation (NaturAceites) in Guatemala was suspended after an audit found 5 violations, with ActionAid contributing to raising awareness and supporting local communities in the process.

**More info**

### September

Launch of Gender Based Violence report Beneath the Surface by ActionAid partner WAMUA in South Africa, revealing patterns behind violence.

**More info**

### September

Kick-off of the EPRM project Co-Mining: United for Responsible Copper and Cobalt Mining, focusing on Zambia.

**More info**

### October

ActionAid publication *Agents of Change* showcasing the empowering impact of Palestine's women-led organizations in crisis.

**More info**

### November

Publication of the *Green Hydrogen Report* revealing the hidden harm of EU's green hydrogen ambitions on communities around South Africa's Mogalakwena mine.

**More info**

### November

Representatives from ActionAid in Ghana, Kenya, Nigeria, and Uganda, along with other African CSOs, demanded sustainable investment frameworks that protect people and the environment in Africa in the Entebbe Declaration.

**More info**

### November

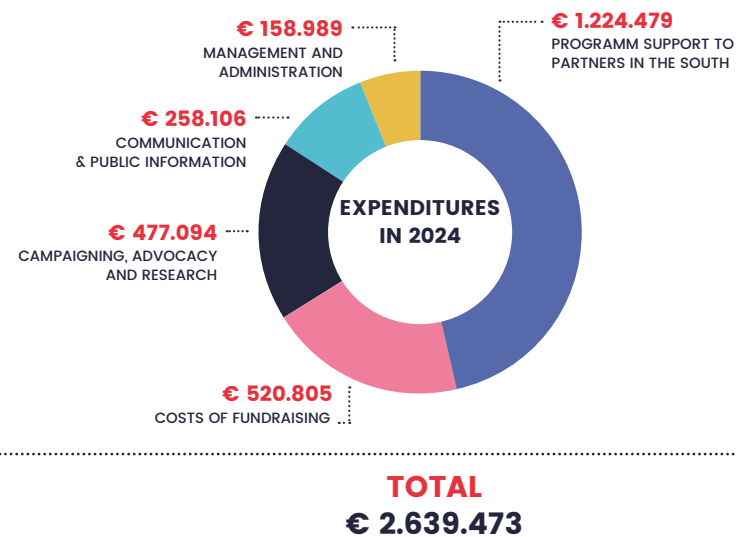
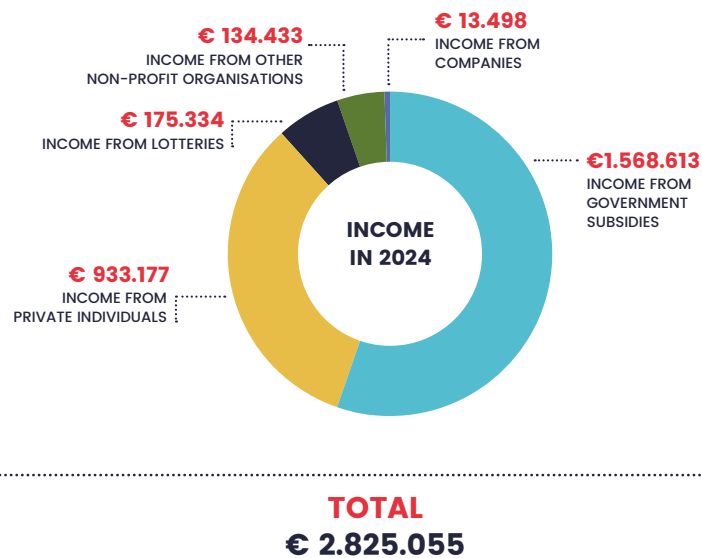
COP29, where ActionAid lobbied for stronger climate justice policies, including a briefing for the Dutch Parliament, a meeting with Minister Hermans, and actions from the Feminist Climate Academy, such as the Klarna campaign.

**More info**



Global Day of Action stunt, giant invoice and ActionAid delegation protest at COP29.

## KEY FIGURES



### Income in 2024

Government subsidies	€ 1.568.613
Companies	€ 13.498
Lotteries	€ 175.334
Other non-profit organisations	€ 134.433
Private individuals	€ 933.177
<b>TOTAL</b>	<b>€ 2.825.055</b>

### Expenditure in 2024

Program support to partners in the global South	€ 1.224.479
Fundraising	€ 520.805
Campaigning, advocacy and research	€ 477.094
Communication public information	€ 258.106
Management and administration	€ 158.989
<b>TOTAL</b>	<b>€ 2.639.473</b>

### Ratio's in 2024 (between cost category and total costs)

	Budget 2024	Actuals 2024	Notes
Mission Objectives	69%	74%	We were able to spend more funds to our mission objectives as we saved funds in fundraising structures.
Costs of fundraising	25%	20%	We have studied our ways of working for fundraising and were able to decrease expenditure and increase income.
Management and administration costs	6%	6%	We had less program costs ,so ratio is higher

## 2.0 Stories of change



Fatma is a Project Officer with ActionAid, working to support women and girls who have been displaced in Gaza. ©Watman Media Network/ActionAid, September 2024







In 2024, we continued to build on our mission for a feminist, fair and sustainable future. With ongoing actions and campaigns, we remained committed to raising awareness about women's rights violations within supply chain, and the disproportionate impact of the climate crisis on women. Our efforts focused on advocating for those most affected, including women in vulnerable communities around the world. The year 2024 was also marked by profound global challenges, including the ongoing war in Ukraine, the humanitarian crisis in Gaza, and severe flooding in Bangladesh, all of which devastated communities and heightened the urgency for collective action and solidarity.

“Solidarity is our currency,”

Arthur Larok, Secretary General of ActionAid

Noakhali flood response.

© Fahad Kaizer / ActionAid

# Climate Justice

## **Feminist Climate Academy trains future climate justice leaders**

In 2024 over 70 participants of the Feminist Climate Academy received training to become active citizens standing up for climate justice. They learned about climate justice, and how they can take action. This resulted in many creative outputs, such as an online campaign calling on the Dutch Minister for Climate to pay the climate debt. It supported our advocacy at COP29 for climate justice, specifically our demand for climate finance for affected communities.

“ Together, we can make a difference. Together, we achieve climate justice for all! ”

Participant Feminist Climate Academy

**Led by the Feminist Climate Academy, LinkedIn erupted in a collective call: the Netherlands must settle the climate bill.**



© Melissa Vermeulen

**Sophie, je bent te laat.  
Betaal nú voor het klimaat.**



# Climate Justice

## ActionAid Bangladesh launches just energy network

On September 30, ActionAid Bangladesh, alongside 74 civil society organizations (CSOs) and leading energy experts from academia, business, and NGOs, launched a new national network in Dhaka: the Just Energy Network Bangladesh (JETNET BD), which aims to promote a sustainable, green energy transition in the country. The event was attended by dozens of international high-level delegations, including representatives from the World Bank, the EU, the Asian Development Bank, embassies, and international development organizations, and was widely covered by leading newspapers across Bangladesh. ActionAid Bangladesh played a key role in initiating and facilitating the network, reinforcing its pioneering position in advancing green energy policy and influencing the public agenda in Bangladesh.

**The Just Energy Network Bangladesh (JETNETBD), aims to promote a sustainable, green energy transition in the country.**



Noakhali flood response. © Fahad Kaizer/ActionAid

“Through the journey of JETNET BD, we can collectively work towards achieving a 100% renewable energy transition.”

Farah Kabir, ActionAid Bangladesh Country Director



# Fair Supply Chains

## Youth activists pedal for change in South Africa

In July, youth activists from South Africa, in collaboration with ActionAid, cycled to large polluting mining companies in Johannesburg to raise awareness of the pollution, abuse, and exploitation affecting their communities due to large-scale mining. As the global demand for resources for the energy transition grows, these issues worsen. The activists called on companies to protect human rights. Keke, one of the participants, emphasised the importance of a just transition free from human rights violations and not harmful to the planet.



Activists from MACUA during a cycle event for fair mining to call on companies to protect their rights. ©ActionAid, July 2024

**As the global demand for resources for the energy transition grows, issues such as pollution, abuse and exploitation worsen.**

“Activism runs through my veins; I want to make an impact on the next generation – our children – so that they can grow up in a better world and live in a better place.”

Keke, Activist MACUA



# Fair Supply Chains

## **ActionAid drives push for responsible mining in Zimbabwe**

In Zimbabwe, the Ministry of Mines and Mining Development carried out a National Audit for Responsible Mining in 2024. With this, the government assesses whether mining has taken place in a responsible and sustainable manner. In Zimbabwe, mining is the main (export) industry and causes great damage to people and the environment. ActionAid Zimbabwe and their partner provide support to affected communities and have influenced the government to conduct these audits.

**ActionAid Zimbabwe and its partners have supported affected communities and influenced the government.**



Zimbabwe. © ActionAid



Zimbabwe. © ActionAid

# Humanitarian Aid

## 237,000 people supported in Gaza

The situation in Gaza remains heartbreaking, with tens of thousands dead and many others still at great risk of violence or hunger. Israel's violent response, bombing and denial of aid, has claimed at least 45,000 lives, according to official figures. The actual death toll may be many times higher – and nearly 70 percent of the dead are women and children. Despite this, ActionAid continues its efforts to support Gaza. Thanks to generous donations, we've raised €1,7 million since October 2023, directly assisting 237.000 people with food, hygiene kits, water, medical aid, shelter, and psychological support. We have also called for for a permanent ceasefire and have published a report on the impact of female leadership in Palestinian territories.

**ActionAid raised €1,7 million since October 2023, directly assisting 237.000 people with food, hygiene kits, water, medical aid, shelter, and mental support.**



Sahar, 47, is a displaced humanitarian worker who has established a camp for displaced women. ©Watman Media Network/ActionAid, September 2024

“I understand the depth of the pain and the struggle these women are going through.”

**Sahar**, Head of the Palestinian Development Women Studies Association (PDWSA), an ActionAid partner organisation

# Humanitarian Aid

## ActionAid continues to stand with Ukraine

The Russian war against Ukraine continues to devastate lives in 2024. Families remain torn apart, while relentless bombardments cause widespread destruction of homes and vital infrastructure. Humanitarian needs are immense and continue to grow. With ongoing donor support, ActionAid remains active on the ground, having reached over 2,3 million people to date. This includes women, people with disabilities – including those who have experienced hearing loss as a result of the conflict – and marginalised groups such as Roma and LGBTQI+ individuals. We provide food aid, shelter, psychological support, and legal advice, working in close partnership with over 40 women's rights organisations to create lasting change during these difficult times.

**ActionAid provides food aid, shelter, psychological support, and legal advice, working with over 40 women's rights organizations.**



Deaf people Chernihiv protection committee. ©Julia Kochetova/ActionAid, November 2024

“ I can only see with my eyes. I look out of the window, and if I see people moving, then I am also going to move. I don't hear the sirens. Really, it's very difficult for the deaf. ”

Svitlana, Ukrainian Society of the Deaf



# 3.0 Stronger together



Juliet, chair of ActionAid partner COTA, Uganda. © Esther Mbabazi/ActionAid

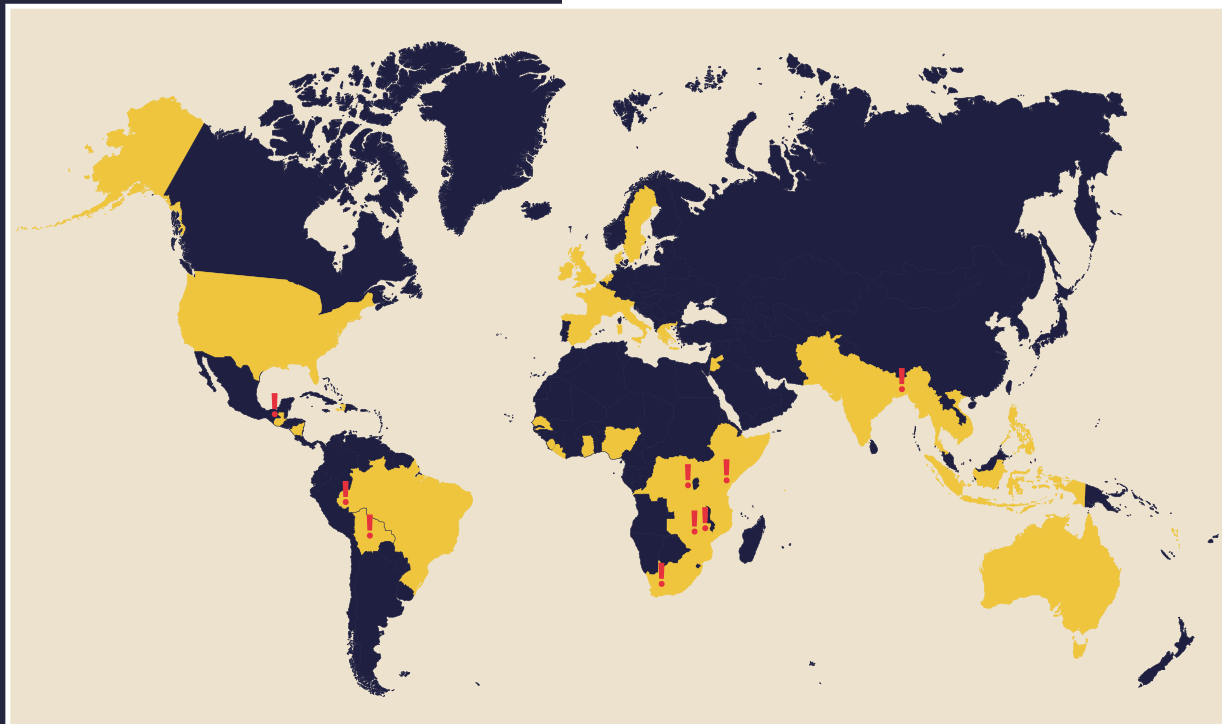




# Stronger together

## Working with our partners

Collaboration is at the core of our work. We engage in active dialogue and work together with a wide range of organisations. Our Fair, Green and Global (FGG) programme partners are Both ENDS, Clean Clothes Campaign, IT for Change, Milieudefensie, SOMO, The Samdhana Institute and TNI. Through our Feminist Climate Academy, we closely work together with World Youth for Climate Justice, Women Engage for a Common Future, Lowlander Project, Nederland Maakt Impact and Pakhuis de Zwijger.



Our partners in other networks include BMO, CAN, Friends of the Earth International, HandelAnders, IDVO, Internationale Klimaatcoalitie, MVO Platform, OECD Watch, Partos, the Tax Justice Network, Women's Rights and Mining and WO=MEN. Effective collaboration requires mutual transparency and shared learning. We meet regularly with our partners to exchange knowledge, research, results and views.

### Partners and activists in the global South

Our partners in the global South are at the heart of everything we do. As part of our human rights-based approach, the experiences, stories and knowledge of communities in the global South are central to our work. We stand in solidarity with them as they fight for their rights, with ActionAid playing a supporting role. Their stories are key ingredients for our advocacy and communication in the global North.

Name organisation	Country/Continent
Initiative for Rights	Bangladesh
Prantojon	Bangladesh
Songshoptaque	Bangladesh
Initiative for Rights View	Bangladesh
Consumer Association Bangladesh	Bangladesh
CONGCOOP	Guatemala
Centre for Human Rights and Civic Education	Kenya
Malindi Rights Forum	Kenya
Nyarongi Paralegals Network	Kenya
Scoda Community Centre for Peace and Justice	Kenya
Taita Taveta Human Rights Watch	Kenya
Action Alliance	Uganda
Network of Public Interest Lawyers	Uganda
Mining Affected Communities United in Action	South Africa
Women Affected by Mining United in Action	South Africa
Green and Justice	Zambia
ZELA (Zimbabwe Environmental Law Association)	Zimbabwe

Collaboration with these partners is built on mutual accountability, solidarity and transparency. In practice, interaction with our partners is realised through frequent online contact, and planning and implementing joint initiatives.

In 2024, we worked with numerous community-based organisations, networks, movements, communities, feminist organisers, legal networks and human rights and climate activists. We have highlighted the following organisations because they receive direct and long-term financial and strategic support from ActionAid Netherlands:

**In 2024, nearly  
28.000 people  
supported  
ActionAid in the  
Netherlands.**

### **The power of public engagement**

The fight for women's rights continues to inspire people throughout the Netherlands. In 2024 we were overwhelmed by the support from our supporters, ambassadors and activists in response to our campaigns. Many share our vision for a just and equal world and are willing to contribute.

In 2024, nearly 28.000 people supported ActionAid in the Netherlands. From generous donations and signing petitions, to subscribing to our e-newsletters: support comes in all shapes and sizes. We are especially grateful to our ambassador Geraldine Kemper, who once again committed in 2024 to be the face of the organisation and used her own platform to amplify our message. Additionally, we would like to thank all the participants of our Feminist Climate Academy whose actions have drawn much needed attention for climate justice.

Public engagement plays a crucial role in our work. We engaged in dialogue with policymakers, politicians, journalists and the ActionAid Federation while mobilizing thousands of people through campaigns and events. One highlight was the pre-climate COP event at Pakhuis de Zwijger, which brought together supporters and experts to push for climate justice.

Thanks to the generosity and commitment of our supporters, we can continue standing up for women's rights worldwide. We look forward to pursuing our mission in 2025.

### **Funding partners & due diligence**

In addition to individual support, ActionAid has focused on expanding institutional, philanthropic and corporate cooperation in the past year. By involving a broader portfolio of donors, we can do more to make a difference for the communities we partner with around the world.

We are extremely grateful to all of our donors and partners, from those who contributed to our work in Gaza, to the Dutch foundations supporting our Feminist Climate Academy.

#### **Corporate Partnerships & Due Diligence Policy**

Over the past year, we have intentionally expanded our collaborations with companies. When partnering with businesses, we prioritise to carefully select those who share our commitment to economic system change, addressing inequality, and upholding corporate social responsibility. To guide this process, ActionAid applies a clear due diligence policy across all offices worldwide.

#### **Fair, Green and Global programme**

In partnership with eight INGOs and civil society organizations worldwide, and with support from the Dutch Ministry of Foreign Affairs, the FGG Alliance promotes socially just, inclusive, and ecologically sustainable societies. As part of this programme, ActionAid Netherlands collaborates with five other ActionAid offices and their local partners to advocate for fair and sustainable supply chains. Through long-standing relationships with women and their communities in Bangladesh, Guatemala, Kenya, Uganda, and



Activists from MACUA during a cycle event for fair mining to call on companies to protect their rights.

©ActionAid, July 2024

Zimbabwe, we work toward structural change. Our goal is to strengthen the power and decision-making influence of organised, mobilised, and informed civil society—especially women—to drive forward fair and green trade and value chains.

### That's Mine!

The continued support of the Nationale Postcode Loterij for our *That's Mine!* programme has enabled us to raise awareness about mining communities in South Africa. On 9 July 2024, we successfully organised the FAIRBIKE roundtable discussion on the impacts of mineral extraction for e-bike batteries, with 30 representatives from the e-bike industry. The event increased industry awareness of the social impacts along the supply chain and emphasised the need for human rights due diligence.

### Improving the black granite supply chain

In 2024, we worked with five companies—Mondial, Arte, Jetstone, Kemie, and Tuytelaers—on a project funded by the Fund for Responsible Business (FVO) to improve the black granite supply chain from the Netherlands to Zimbabwe. Our efforts included supply chain mapping, conducting a life cycle assessment, identifying key risks, and improving policies and actions in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and OECD (Organisation for Economic Cooperation Development) Guidelines, with a focus on gender responsiveness.

### International Responsible Business Conduct

We also joined the TruStone Initiative, a collaboration between businesses, civil society and the Dutch and Flemish governments to improve International Responsible Business Conduct (IRBC) in line with the UNGPs, OECD Guidelines and ILO labour standards. Furthermore, legislation that requires IRBC for many companies has been adopted. The natural stones sector in The Netherlands and Belgium identifies risks in their supply chains and works together with all parties who support the initiative to actively tackle problems such as child labour, forced labour, restrictions on trade union freedoms and health and safety throughout the value chain.

### Co-Mining

ActionAid Netherlands, ActionAid Zambia, and two partners are working together on the Co-Mining project. The goal is to improve working conditions, market access, and incomes of artisanal and small-scale copper and cobalt miners in two Zambian provinces: Copperbelt and North-Western Province. The project is financially supported by the European Partnership for Responsible Minerals (EPRM).

Project partners will open two centres to help artisanal and small-scale miners apply for permits, register activities, and process and sell copper and cobalt. Miners will also receive trainings on health and safety risks, fair prices, and land restoration after mining. Additionally, the partners will advocate to governments, businesses, and at international fora for the rights and recognition of the role and needs of artisanal





**OECD Forum Paris.** From left to right: Obert Bore (ZELA), Sifiso Dladla (ActionAid South Africa), Mayely Müller (GIZ), Patricia Rabanye (WAMUA) and Sophie Kwizera (ActionAid Netherlands)

and small-scale miners. With the growing global demand for copper and cobalt, it is crucial that these miners are recognised as key players in the supply chain and are meaningfully included in decision-making.

### **Feminist Climate Academy**

The Feminist Climate Academy 2024 brought together nearly 70 participants over four months to explore the intersection of climate activism and feminism. The programme started with a training weekend in September, participants launched ideas for activities and engaged in content sessions on climate justice and campaigning. The Academy also hosted an Online Exchange, fostering solidarity and knowledge-sharing among young activists from over seven countries. Participants launched 10 creative actions, including social media campaigns, to raise awareness of gender and climate issues. During a closing event in Amsterdam, activists presented their work and deliberated on the upcoming COP29 summit. This initiative was made possible through the support and collaboration of key partners, including World Youth for Climate, Nederland maakt impact, Women Engage for a Common Future, Lowlander Project, and Pakhuis de Zwijger.

### **Policy makers & politicians**

We are in regular contact with ministers, state secretaries, members of the Dutch and European Parliament, Dutch embassies in the countries where we work, civil servants and other officials who deal with issues relating to our change agenda. We engage in (online) workshops,

seminars, roundtables and conferences to ensure that our voice and the voices of our local partners are heard.

### **Media & press**

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

### **ActionAid International**

Since 2012, we have been a formal member of ActionAid International, a federation working in over 70 countries, with its headquarters in Johannesburg, South Africa. Our membership entails cooperation in programmes and campaigns as well as shared strategies, procedures and processes. We place significant importance on this cooperation because it allows us to tap into far more knowledge than we would otherwise be able to, and because it brings us in close contact with women and their communities in the global South.

## 4.0 Feminist leadership



Agents of Change: Palestine's women-led organization in crises.







Team ActionAid during the national demonstration against racism and discrimination in Amsterdam.

© ActionAid

**An equal and meaningful economy is only possible if the system changes. We can achieve this by making choices based on feminist values, respecting people and nature. This is feminist leadership.**

At ActionAid, feminism is not just about fighting gender inequality, it is about fighting all forms of inequality. Through a feminist lens, we look at how unbalanced power relationships and systematic oppression lead to inequality and exploitation. And more importantly, how this can be solved. Women benefit from this approach, and ultimately so do people and the planet at large. We believe that feminist values in politics and the economy will lead to greater (gender) equality, inclusion and sustainability.

We believe in feminist leadership. All over the world, women have less social, economic and political power than men. We work with more than 2.000 communities, mostly women, where we support feminist leadership to protect their rights. Together with these groups, we demand accountability from governments and businesses to ensure lasting change.

Ten principles form the basis of feminist leadership for a healthy climate, equal opportunities and fair power structures. We implement these values in all our work and within all ActionAid organisations worldwide. In collaboration with all ActionAid offices, we have adopted the following 10 principles of feminist leadership that guide the way we work to achieve change:

**Feminism is not just about fighting gender inequality, it is about fighting all forms of inequality.**

# 10 feminist leadership principles



1

## SELF-AWARENESS

Working towards accepting our vulnerabilities, as well as recognising and valuing our own strengths and those of others.



6

## RESPONSIBLE USE OF POWER

Being clear, prompt and transparent in making decisions.



2

## SELF-CARE AND CARING FOR OTHERS

Taking care of our own emotional and physical wellbeing and encouraging and supporting others to do the same.



7

## ACCOUNTABLE COLLABORATION

Ensuring collective goals are clearly defined and mutually owned. Holding ourselves and others accountable for achieving them.



3

## DISMANTLING BIAS

Checking our own and institutional privilege and power, based on advantages we have such as gender, class, race and ability.



8

## RESPECTFUL FEEDBACK

Seeking, giving and valuing constructive feedback as an opportunity for two-way learning.



4

## INCLUSION

Building diverse teams and responding to different barriers to participation.



9

## COURAGE

Giving each other the confidence to try new things. Taking initiative, learning from mistakes and not fearing failure. Trust is the foundation for growth and change.



5

## SHARING POWER

Creating a space for others to lead.



10

## ZERO TOLERANCE

Calling out any form of discrimination and abuse of power and ensuring our own conduct is free from any kind of harassment and exploitation.



# 5.0 Our organisation



Anna Hengeveld, Policy Advisor



## Female leadership saves lives

# How we are organised

**ActionAid Netherlands is a member of the ActionAid Federation. Notwithstanding that membership, ActionAid Netherlands is an independent foundation registered at the Chamber of Commerce (KvK), with formal autonomy in its decision-making.**

## Three departments

ActionAid Netherlands is structured in the three departments: Policy & Programmes, Fundraising & Communications and Operational Support. Policy & Programmes oversees our collaboration with partners in the Global South, coordinates research and takes part in lobbying efforts both nationally and internationally. Fundraising & Communications works on brand recognition, campaigns, fundraising and partnerships. Operational Support ensures that everyone within the organisation has the means to do their jobs and makes sure we comply with rules and regulations of the sector.

## Staff & integrity

The ActionAid office in Amsterdam employed 15 staff members (13,8 FTE) in 2024. ActionAid also regularly benefits from working with interns and volunteers who contribute to projects, research, events and our website. We also host colleagues from ActionAid International in our office.

The ActionAid Federation has a strict code of conduct. New staff members are required to read and sign the code before they start working at ActionAid. No violations to the code of conduct in the Netherlands were reported in 2024. Additionally, online Sexual Harassment, Exploitation and Abuse (SHEA) and Safeguarding courses were available for all

staff within the Federation. This year, instead of a staff representation body, ActionAid staff was included in decision-making through two special personnel meetings (personeelsvergaderingen).

## Governance

### Executive director

The executive director is responsible for the daily management of the organisation. Together with the management team, she drafts strategies, action plans, the budget and key policies. The executive director represents ActionAid Netherlands in the ActionAid Federation and participates in the meetings of the European directors and of all directors of the Federation, called the General Assembly.

### Supervisory Board

The relationship between the Supervisory Board and the executive director is formally captured in the constitution, the Supervisory Board code, and the management code policies. The Supervisory Board subscribes to subscribe to the Code of Good Governance for Good Causes (Code Goed Bestuur). The Supervisory Board appoints, evaluates and dismisses the executive director, and determines the executive director's compensation in accordance with the 'Adviesregeling Beloning Directeuren van Goede Doelen'.

### Way of working Supervisory Board

The Supervisory Board met during seven formal meetings in 2024 to discuss quarterly reports and the annual accounts and one meeting to prepare the General Assembly of the ActionAid Federation.

The Supervisory Board receives quarterly updates and supervises priorities such as organisational focus and structure, financial sustainability and fundraising as described in the annual plan, the budget and the financial report. They also approve the annual plan, multiannual plan and budgets before the executive director can adopt these and start implementation together with the team. The Supervisory Board is regularly informed and consulted on major changes and important strategic choices. These include organisational development, operations, finances and the strategic direction of ActionAid Netherlands.

Our Finance and Audit Committee (FAC), consisting of two Supervisory Board members and supported by the executive director and head of operational support, also met five times

to monitor the financial health of the organisation as well as the internal administrative processes. The FAC makes recommendations to the Supervisory Board on appointing an external auditor and discusses annual management letters and annual reports with the external auditor. The remuneration committee meets yearly with the executive director to assess her performance. The chair of the Supervisory Board and the executive director have monthly informal meetings.

### Members of the Supervisory Board

Members of the Supervisory Board are appointed for a three-year term, after which reappointment is possible for a maximum of one additional term. Supervisory Board members are selected on predetermined profiles and come from diverse backgrounds, all adding to the knowledge and profile of ActionAid. They are not paid for their duties. They can be reimbursed for expenses incurred in the performance of their duties.

#### Names and Information about the Supervisory Board members:

Name	Position	Member Since
Ans Zwerver	chair and member of the Remuneration Committee	13 October 2021
Karen Lampe	vice-chair since June 2024	14 February 2023
Devika Partiman	member of the Finance and Audit Committee, member since 11 April 2022	11 April 2022
Anne van Marwijk	member	1 February 2023
Wietse Potiek	member of the Finance and Audit Committee	1 April 2024
Maarten van Heems	member since 5 June 2018	Left the board on 19 June 2024
Hans van Egdom	member of the Finance and Audit Committee	26 January 2021. Left the board on 24 April 2024
Marjorie Henny	vice-chair, member since since 13 July 2021	13 July 2021. Left the board on 19 June 2024





# Transparency & accountability

ActionAid Netherlands holds the Central Bureau on Fundraising (CBF) seal of approval (Erkenningsregeling). We also hold the Dutch charitable status (ANBI) since 2008. In 2019 we first received the ISO 9001:2015 certificate, which was once again successfully renewed in 2024. This is the international standard for a quality management system. In addition, we abide by ActionAid International's strict requirements in the sphere of governance, monitoring and impact measurement.

Risk assessments are developed annually, updated quarterly, and discussed once a year in a Supervisory Board meeting. The management team monitors financial performance, presenting quarterly reports to the Supervisory Board. Internal processes are reviewed regularly, with external parties providing oversight. An external auditor issues a management letter annually, and the Dutch CBF conducts evaluations every three years before awarding a renewed seal of approval.

## Complaints policy

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

## Corporate social responsibility

We act as environmentally responsible as possible in keeping with ActionAid's ideology and duty of care to the environment, the world and its inhabitants. We have a savings account with ASN Bank, and our regular bank account is with

Triodos Bank. Our pensions are administered by Zwitserleven. Donations from companies are assessed using our company fundraising policy to ensure that these businesses meet the conditions of corporate social responsibility. Finally, we monitor our travel behaviour to ensure efficient use of resources and awareness of our carbon footprint.

## Ensuring the best use of resources

Our strategy, "A Feminist Perspective," covers 2022-2030 and aligns with the broader ActionAid International strategy. Progress is tracked through a monitoring framework, with annual action plans based on SMART indicators (Specific, Measurable, Achievable, Relevant, Time-bound). Continuous learning and improvement of our operations are central, using a feminist PMEL approach for planning, monitoring, evaluating, and learning. More information on how we use this approach is explained here. Internal processes are outlined in a quality manual, and the Supervisory Board approves long-term policies, annual plans, and budgets.



## 6.0 Financial report



Ashtami Majhi, Bangladesh. © ActionAid Bangladesh



**The political challenges and the announced cuts in development cooperation severely impact our work and make the challenges for women in the global South even greater.**

**The financial statements 2024 have been prepared in accordance with the Dutch Directive 650 Fundraising Institutions (updated in 2016). On 7 April 2025 the Supervisory Board approved the annual accounts after an audit by Dubois and Co. The Financial Report is available in Chapter 3 (p.14) of our full Annual Report.**

### **Financial result 2024**

The financial report shows a surplus of €208.360. This positive result is largely due to a significant improvement in our unrestricted fundraising efforts. Thanks to better contracts, higher-quality leads, and improvements in engagement, we were able to increase our fundraising revenue with lower associated costs.

As we saw the options for institutional fundraising decreasing, we made the strategic decision not to replace positions when colleagues left. This allowed us to reallocate resources and invest more in programming, ensuring that we could continue to deliver on our core mission despite the challenges.

### **Continuity reserve**

The aim of our reserves policy is to safeguard our financial solvency and ensure the continuity of future activities. According to this policy, the ideal continuity reserve is defined by a minimum of 10% of institutional income (€156.861) and a maximum of six months of total operational costs (which includes all staff costs, office, and facility expenses, with a combined total of €609.868). At the end of the year, our free reserves (continuïteitsreserve) amounted to €536.977+ €208.360 = €745.337. This exceeds our reserves policy. In light of the upcoming

changes in our funding landscape, we have decided to allocate the €208.360 surplus to our reserves. This allocation will be set aside as a precautionary measure for an anticipated reorganisation in 2025. Due to the new political context and the fact that government funding for the next phase of the Power of Voices project will not be available, we will need to adjust our organisation accordingly. The reorganisation will be necessary to adapt to this shift in funding, and having this additional reserve will provide us with the financial flexibility to manage the transition effectively.

### **Risk**

Risk management is an important aspect of our governance. Standard procedure is to discuss the risks register every year in the supervisory board's Finance and Audit Committee, as well as in the full Supervisory Board: once at the time of the approval of the annual plan and once mid-year. The risk register is presented with ratings for probability and impact as well as with risk mitigation actions.

### **Securing financial stability**

Our immediate mitigation strategy is diversification in income streams through investing in individual and high value fundraising,





Global day of action stunt, giant invoice and actionaid delegation protest at COP29

piloting new channels of fundraising and enhancing our brand. ActionAid Netherlands will strengthen its effort to generate new institutional and philanthropic income and will invest in specific expertise to source and apply to new opportunities. The Supervisory Board is in control of the structure, the existence and operation of the AO/ IC systems. It has identified and evaluated the risks as indicated in this report. A different risk is the shrinking political space in which we operate. This is both a medium risk for the wellbeing of our overseas colleagues as well as for our compliance with commitments to donors. Building good relationships with members of parliament, press and embassies and continuously emphasising the importance of protecting human rights and space for civil society is our key mitigation strategy.

A standard risk for organisations working in remote areas with complex project chains is fraud. The ActionAid Federation has robust anti-fraud policies and stringent processes in place to prevent and deal with fraud. In that respect it is worth mentioning that regular internal audits from the ActionAid International Global Secretariat are performed in all 45 ActionAid countries. The most recent of these audits in the Netherlands took place in 2023 took place in the Netherlands in 2023.

### Preparing for change

At the end of 2025 our FGG program will end. We are aware of this and intensified our fundraising strategy in 2023 to work on our continuity after 2025. The political challenges and the announced cuts in development cooperation severely

impact our work and make the challenges for women in the global South even greater. Looking ahead to 2025, the road will undoubtedly remain challenging. We are preparing for a reorganisation before 2026 that will streamline our operations and will ensure that we emerge as a smaller and still effective and powerful organisation. This is a necessary step to adapt to both the external environment and our internal needs, and we are confident that it will position us for continued success in the years to come.

### Future developments

Our program focus in 2025 will remain on assisting partners and communities to lobby for proper corporate conduct and to fight against human rights violations such as land grabs, unfair tax regimes and unfavorable investment policies. As always, working on equality, we will focus on strengthening the rights and voices of women. We will continue to work closely with our colleagues in the Federation and seek to strengthen international campaigns where possible. We aim to be bolder and more visible. To this end we will finetune and roll out our new positioning, strengthen our thought leadership and engage in innovative campaigns, further strengthening the ActionAid brand in the Dutch public landscape. This will support our fundraising, which itself will gradually shift from street fundraising to online fundraising and telemarketing. But we will also look in and beyond the Netherlands to find institutional and philanthropic partnerships.

For more details, see the [Financial Report](#) in Chapter 3 (p.14) of our full Annual Report.



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