

2017

END OF YEAR REPORT

STICHTING FAIRFIGHT

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Executive Summary

2017 was a year of rethinking and recalibrating for FairFight. We started the year with some difficulties on the ground in India, and after a successful visit to the Netherlands by Gerald Muusha at the end of April, FairFight elected a new board which struggled to steer the organisation into a productive direction. However, from September onwards, the team engaged in a Theory of Change process to hone in on our mission, activities, short-term and long-term goals. This process breathed a new dynamism into FairFight, compounded by the recruitment of Katie Alexander and Mary Stevens from the UK, such that 2018 began with fresh energy and motivation.

Summary of Activities in 2017:

January – India 2017 & Zim 2017

April – Gerald visits the Netherlands

May – New Board elected

September – Tatami arrives in Marondera, Theory of Change begins

November – Katie and Mary recruited to FairFight. European Tang Soo Do Championships.

December – End of Theory of Change. Alex leaves for Zimbabwe.

Summary of key issues addressed in 2017:

Mission: redefining our mission, recalibrating our activities with that mission through a Theory of Change process.

Volunteers: Better determining the fit between volunteers we recruit and project goals we establish. Seeing volunteers as part of our mission rather than just inputs. Writing guidelines for the project coordinator role. Developing a timeline and budget for a standard project preparation process.

Impact visits:

India: Establishing a link of trust and open communication with all partners. Establishing rules of the game for karate classes at Disha. Investing time and resources into teaching capacity at Dragon Martial Arts Academy.

Zimbabwe: Working towards financial self-sustainability. Building resilience into the Marondera dojo so it is not completely dependent on Gerald and Kofukan.

Fundraising & Outreach: Looking for new opportunities beyond the partnership with the HE Space Foundation.

Administration & Communication: Working towards ANBI status. Re-organising our file-keeping strategy. Improving communication with volunteers and with the outside world.

Finances: Working towards a better accounting system. We remained in the black the entire year, but do not yet have a steady source of income.

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Revisiting our Mission

One of the key feedback points that we received from the Zimbabwe 2017 team and the India 2017 team was a lack of clear objectives for the trips. The lack of clarity could be attributed to poor preparations towards the end of 2016, but also to a lack of clarity on the mission of the charity within the FairFight board and core volunteer team.

In May 2017, a new board was elected comprising of:

- Ginie Servant (Chair)
- Emma Bouterse (Secretary)
- Floris Eland (Treasurer)
- Alexander Whitcomb (Outreach officer)

One of the first things the new board tried to do was to define an “empowerment narrative”. For this, they compiled a list of academic articles and NGO reports on empowerment, budo, martial arts projects, women’s rights projects etc. Despite these efforts, the team did not manage to agree on either a method for defining empowerment, or a definition of empowerment. Without this, it was not possible to move forward. At the same time, three out of the four board members encountered personal challenges that made progress even more difficult, leading one member to take a break from the board for a period of two months (Nov - Dec 2017). For this reason, it was decided that external help would be needed to kick-start a reflection process on the charity’s goals and activities.

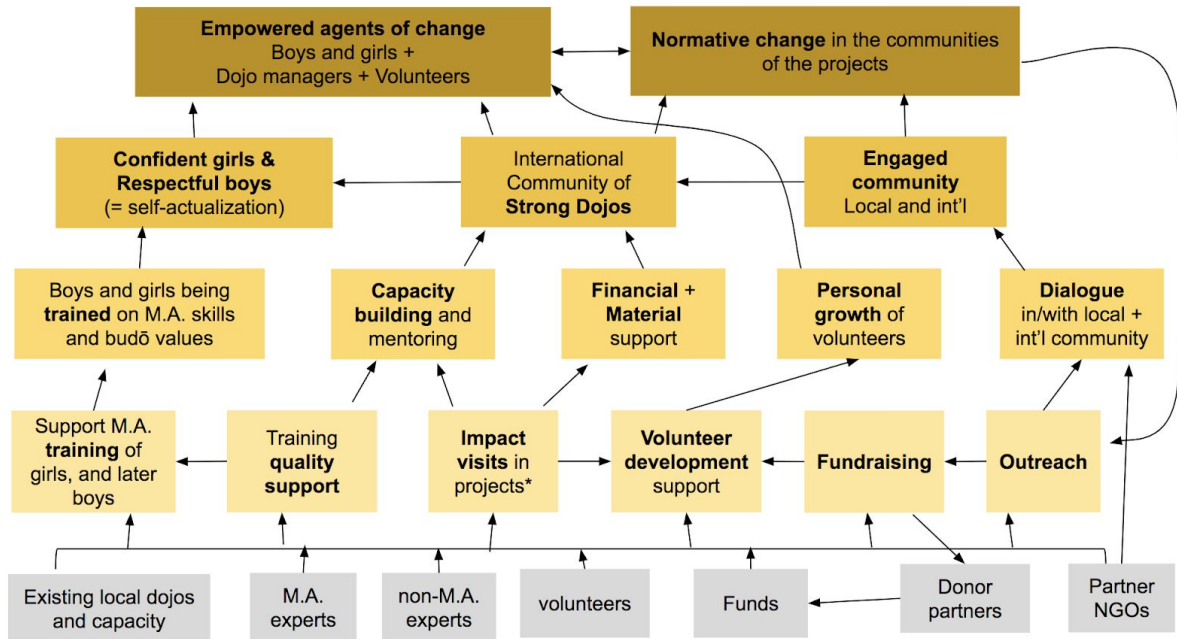
FairFight received the help of Nienke Keen to work through a Theory of Change process (TOC). TOC can be considered a “business case” for non-profits, and Nienke had successfully worked with this method in her own NGO in the past. It helps organisations to make sense of their higher level goals and offers practical insights to these organisations on how to generate change which is explicit, actionable and measurable. Nienke structured our TOC into three workshops which were attended by board members and FairFight volunteers on September 30, October 29 and December 10.

Going through the TOC made us realise several important things:

- We had been focusing too heavily on specific activities (like impact visits on project locations) and not enough on the long-term outcomes of FairFight actions.
- There was a mismatch between what we thought our long-term outcomes should be and what activities we were spending the most time on.
- We had up until then considered volunteers only as an input to support fundraising efforts and impact visits. We realised that volunteers are also a part of our mission – they also need empowering, and we should work to help them develop.
- We had no overview of where FairFight was heading, so putting it all down on paper enabled us to picture the short-run and the long-run for the charity.
- From now on, we should make sure that whatever we do fits in the TOC the we develop. If it does not fit, we need to ask ourselves if we need to stop doing that activity, or if the theory needs amending.



Theory of Change



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* a project is a location where Fair Fight works to empower a dojo and its community

The Theory of Change of Stichting FairFight, December 2017

Short-term outcomes

1. We want a group of girls and boys trained in martial arts skills and who understand the values of Budo. What is Budo or “do”? It may be internalised for black belts, but it must be clarified to the rest of our stakeholders.
2. We want to build local teaching capacity and develop a mentoring relationship with our local teachers.
3. We want financial and material (equipment, training spaces...) support for our local dojos.
4. We want our volunteers to feel like they have personally grown from working with us.
5. We want a relationship of mutual dialogue with the local communities around our projects and our community of partners and donors.

Long-term goals

1. We want our girls to actualize into their most empowered self, and we want the boys in their community to be respectful partners in that process. But with the best intention in the World, we Europeans cannot come in and define what that empowerment will look like in the context of our girls' lives. *Instead we must ask:*

what does that empowerment look like from the perspective of our girls? How can we help them once we know that?

2. We want an international community of strong dojos as the starting point where empowerment can take place. Our dojos need to be literally strong – well equipped, with a safe space to train, and good quality classes – and more abstractly, they need to be role models for change. And since it's a community, we all need to learn from each other and strengthen each other.
3. We want the local community of the projects to feel emotionally invested in our projects and to want to engage with us. We also want our communities in our own dojos to feel invested in the work we do in Zimbabwe and India. An engaged community makes the message stronger and our projects more sustainable.

Ultimate outcomes of FairFight involvement:

1. We have a group of empowered agents of change for gender equality – our girls, the local dojos and their boys, our local teachers, our local partners, our volunteers – who can act as ambassadors for further change in their communities.
2. This causes a normative change in the community towards gender equality and fair treatment of girls and women on their own terms. This in turn grows the group of agents of change, which strengthens the normative change etc.

Steps forward for 2018

We agreed on the following steps to take us forward in 2018:

Fact finding mission in India – January 2018

Basic project metrics: Floris Eland

Empowerment: Myrthe Minnaert

Fact finding mission in Zim – October-November 2018

Basic project metrics: Alex Whitcomb & Gerald Muusha (Jan 2018)

Empowerment: Ginie Servant and either Myrthe or Emma Bouterse (or both).

Development of tools:

1. A toolkit for capacity building and mentoring of local teachers. Until we complete the empowerment research, this toolkit will be based on the premises of good pedagogy and the understanding and experience of budo of our volunteers. This toolkit is currently being developed by Katie and Mary to take to India in January 2018. It is based on Mary's previous work in her dojo.
2. A toolkit for helping our volunteers to grow while they work with us. Krissi and Ginie will make a start on this before the team head out to India. It will be built with iterative feedback from volunteers.
3. A plan for raising funds to support our activities in 2018 both in Europe and locally on our project sites. Alex is taking the lead on this project.

Long-run plan

1. **Build a plan for FairFight to impact directly on the most important aspects of empowerment** in the dojo and in the community, specific to each project. This

needs to be done with the assistance of the Masters and experts within the FairFight network, adapting our activities to connect them with our three long-term outcomes, via our short-term outcomes. This is the most important issue that we need to tackle in 2018, and the TOC is our road map.

2. **Developing quality-control standards** by which we can assess if projects are meeting our expectations in terms of MA quality and Empowerment. This will be done after we have developed the impact plan, and with the input of our Masters and our network of expert martial artists. As this is contingent on everything else being done first, it may only be developed in 2019.

Improving our volunteer recruitment and care

FairFight is a non-profit organisation that relies exclusively on volunteer work and does not have any paid staff members. As such, we are completely dependent on attracting talented and motivated volunteers who are willing to give up their time for free and support themselves (or fundraise) for the duration of their involvement with us.

In 2017, we hit two problems regarding volunteers:

1. During the General Assembly of 2017, some of the members present suggested that the organisation should become better at matching volunteers to the goals of each impact visit. It was remarked that our strategy up until this point had been to invite volunteers to apply for projects before the project proposals and objectives were finalised. This could be seen as partly responsible for the mismatch between the expectations of the volunteers for India 2017 and the needs of the project on the ground at that time, which frustrated both the volunteers and the local trainers.
2. A feedback point from the Zimbabwe and India trips in early 2017 was that FairFight does not provide sufficient support for project coordinators and does not provide enough appreciation for its volunteers. This theme came back in our theory of change when we realised that we failed to account for volunteers in our outcomes and goals.

After the TOC process, the following decisions were made to address these issues:

Matching volunteers and needs

Volunteers for India were recruited on a needs basis, after the project proposal was approved by the local partners.

We wanted one representative from each of the arts within the FairFight family. We needed a project coordinator with experience on the ground, and we needed volunteers with competences in teacher-training who would not have the level of logistical expectations that tends to come with the rank of Master. Therefore, Floris Eland, a veteran of India 2016, was appointed as project coordinator. He wrote a project proposal that was approved by

the FairFight Board and the Disha coordinator Heifara Danielsson. Then, through the WTSDA and Jindokai, we recruited the following volunteers:

Mary Stevens (UK)

Mary is a teacher based at Oxford School of Martial Arts in the UK. Her main passion is teaching confidence and independence through a blend of martial arts and life coaching. She teaches students from 2 years old: building focus, self-discipline, leadership and teamwork. She also trains martial arts instructors and mentors the young Black Belts in their professional development. Over the last 25 years - in addition to 15 years of martial arts - she has taught history, English, all types of fitness plus competitive public speaking and debate. Her recent time in state education led to her protesting against the current system of cramming and testing which disadvantages the students who need most help from the education system. Returning to martial arts teaching full time has meant she has been able to focus on students' purposeful individual development.

Katie Alexander (UK)

Katie is a second dan black belt in Tang Soo Do based in the UK. She is passionate about building confidence in the vulnerable and using martial arts to express this through the ethos it teaches as well as what it brings physically to empower the individual. Katie has been doing Tang Soo Do for many years and competes internationally, where she recently met other members of the team in the Netherlands. She has previously been involved with local charities in the UK that empower underprivileged children and inspire through sport camps and other fundraising events. Today she works in healthcare with children with complex physical needs.

They were also accompanied by Myrthe Minnaert, a 3rd year student from Erasmus University college who ran the impact evaluation for the project, but she did not formally join FairFight until 2018.

Volunteer Development Tools

Krissi Silianova is in charge of developing a volunteer reflection and development tool that will contribute to the volunteer development and care goals agreed in the TOC. She is joined in this effort by Emma Bouterse. This project was launched in early 2018 and will be reported upon in the 2018 annual report.

Coordinator preparation

In 2017, we developed a set of guidelines and a standard timeline for project coordinators to follow. The guideline document (available to all volunteers in the volunteer section of our Drive) sets out all of the tasks that need to be accomplished by the coordinator, and gives an indication of when these tasks should be performed in relation to the estimated impact visit date. We also agreed to allocate 100 euros of support money per week per group for every impact visit to cover local transport, translation and other basic operational expenses. This document was successfully tested by Floris Eland for India 2018. In addition, we agreed to provide much closer supervision of first time coordinators to make sure that they

experience their job in a positive way, that the volunteers are supported by an effective coordinator and that the board knows what is happened at any time with the project.

Volunteers not involved in impact visits

During TOC, we came up with the idea that any volunteer not assigned to an impact visit at a given point can ask to join one of the core task teams for the year, or can be asked to join by the team leader.

So far, the following allocation has been made:

- Sushma Sing and Mathieu van Kooten on the fundraising and marketing project with Alex as team leader.

Unallocated but interested:

- Iris Bos, Mark Caddy

Inactive:

- Nivedita Sarveswaran, Pearla Papiernik, Laurent Masson and Simone Punzo

Part of the plan developed by Krissi and Emma will involve encouraging volunteer participation and support outside of impact visits. This is something to work on and improve for 2018, especially as volunteer numbers increase.

The India Project in 2017

# girls	22
Belts	22 x white belt
Competitions	/
Local trainer	Devesh Verma
Local coordinator	Heifara Danielsson

The India project ran into numerous difficulties in 2017, and our top priority in the preparation of India 2018 was resetting the project on the basis of a sound agreement between all the stakeholders. The volunteers to go on this trip were Master Wahing Lee (Tang Soo Do), Ms. Lijnie Reijers (aikido), Ms. Madeleine Papiernik (karate), Pearla Papiernik (karate) and Laurent Masson (project coordinator). Originally, Floris Eland (aikido) was supposed to join the trip, but due to a severe knee injury he could not make it. Floris had been to India before on the first trip and was the only volunteer with experience on this project.

Issues with the project

The chief problems encountered were as follows:

1. The impact visit in January 2017 did not go well: the volunteers did not feel like they had a clear roadmap to follow, our coordinator was not sufficiently prepared and the local trainers were not very organised, and had unrealistic expectations of our volunteers. There is a full report available on the causes and consequences of these issues, but it can be summarized as mismatched expectations between the

- volunteers and the local trainers, lack of preparation of part of FairFight, and a misalignment of values and practices between FairFight and the local trainers.
2. In the beginning of 2017, we had almost no contact with Act & Help, the French NGO backing Disha. This meant that we were not aware of the situation on the ground in Varanasi and the HQ in Paris was not aware of FairFight's plans for the project.
 3. Disha changed coordinators twice in the time that we worked with them. This made continuity difficult.
 4. The progress of the girls was stalled as a result of these difficulties. They were not able to grade, their training was cut short by repeated absences on part of the local trainers, and the quality of the training offered was not in line with FairFight objectives.
 5. It was not clear to us what motivates the local instructors to give their time to FairFight, and it was not clear to us how the girls were experiencing the karate classes. This made the building of a trusting relationship with the local trainers with open communication quite difficult. It also meant that we could not be sure how to tailor the teaching to the girls' needs.

Tentative Solutions

The following steps were taken to address these issues:

1. A direct line of communication was opened with Act & Help in February 2017. Our chief contact person there is Juliette Guyot, who is based in Paris and can be reached by email and on the phone.
2. As soon as a new Disha coordinator was appointed in March 2017, we made contact with her. This new coordinator, Heifara Danielsson, is also a Shotokan karate instructor. She was therefore able to judge the quality of the classes as soon as she arrived in Varanasi, and deemed it to be insufficient, and too much geared towards competition sparring. She took over the classes with a strong emphasis on the basics until we could figure out a plan with the local instructors. However, it was very clear from the start that this solution was only temporary, and we needed to figure out a way to align the practice, pedagogy, and level of the local martial artists with our empowerment goals.
3. We made impact evaluation a primary goal leading up to the India 2018 project. We selected Myrthe Minnaert, a volunteer with experience of Varanasi and a solid track record of social sciences research, to develop the impact evaluation programme. This interview and observation-based impact evaluation programme included the local trainers, the FairFight volunteers and the girls, and included the use of a local translator for all interviews. The findings will be reported on in the annual report of 2018.
4. The second important goal leading up to the India 2018 was re-establishing a working relationship with the local trainers. This required (re) building trust. Mary Stevens took the lead on this process. She developed a teacher training manual in English and Hindi for the teachers, made contact with Devesh Verma, our local trainer, in advance of the project to share expectations with him, and made sure to include him in the preparations of the programme. Floris also made sure to share

the project proposal with Devesh in advance of the project and to work on the dates and the planned activities in conjunction with him and Heifara

The Zimbabwe Project in 2017

# girls	16
Belts	?
Competitions	FairFight Indoor, Marondera, 8/7/17 Invitational Championship, Marondera, 6/11/17 Champion of Champions, Harare, 3/12/17
Local trainers	Gerald Muusha & Prichard Zishumba
Local coordinator	Gerald Muusha

In 2017 the Zimbabwe project remained stable: there were no major issues, no major achievements, but some signs of incremental progress towards self-sustainability.

Zim 2017 Trip

In January 2017, Alex Whitcomb (Zimbabwe liaison and coordinator), Simone Punzo (project coordinator), Mark Caddy (karate) and Nivedita Sarveswaran (karate) went to Zimbabwe. Alex stayed over the Christmas period for four week, Simone stayed in January for four week with the main objective of pursuing an academic research project, and Mark and Niv went for a period of two weeks and the end of January with the unspecific objective of "letting people know we are still here". The political situation was unstable at the time, leading to the end of the Mugabe dictatorship later in the year. We had originally not planned to have a trip at all until things settled down, but given a lull in the political unrest, the trip was given the go-ahead, with an understanding that it would be relatively short and low key. The goal of letting people on the ground feel our presence was successful:

- Mark and Niv visited Nagle House several times, renewing our partnership with Calvin Karivetti, the teaching staff and the students there.
- Mark, Niv and Gerald visited the site of the Ruwa Dojo, a community project outside of Harare run by Sensei Taneta Kagande, funded by Jindokai. This was the first point of contact between FairFight and the Ruwa project. Floris Eland ran a fundraising campaign with a women's organisation in the Netherlands in December 2017 to provide Ruwa with 300 euros to purchase gis for the children of Ruwa. The connection with Ruwa will provide us with some inspiration and contacts when it comes to building a FairFight dojo in Marondera.
- Mark, Niv and Gerald visited the Old Hararian dojo several times and renewed our contacts there. The Old Hararian dojo is the nexus of karate in Zimbabwe. Most of the members are highly educated, well connected businessmen and women, and highly ranked in karate. This is where the National Zim team trains, and provides a route for our most successful girls to join international competitions. These are very valuable people to have as partners.
- Mark and Niv also attended several classes of the Marondera Karate Club, and brokered an arrangement between MKC and the Old Age Home Ida Wekwako in

Marondera to have the club relocated to their dining hall. Indeed, it emerged that Gerald was no longer authorized to use the school grounds he had previously been using to train, so this arrangement suited everyone, though it did underscore the need for a permanent training facility for Marondera outside of Nagle House (which can only cater to Nagle House students).

Mark also brought with him a bag of much needed competition equipment, including eight chest protectors, and Simone brought a bag of FairFight t-shirts for the Nagle House girls, and to use as tokens of appreciation and political goodwill with our partners.

However, the trip did not do much to reinforce community ties outside of the martial arts groups, and did nothing to address some pressing issues such as the dropout rate of girls at Nagle House, which continued to be a concern throughout 2017. One of the key takeaways from the participants of the trip was that our next step in Zimbabwe will require bringing the community and the martial arts groups together in the interest of the girls and their empowerment journey. Now that the political situation seems to have come to some resolution, it is possible to plan a larger operation in 2018.

A full report on the trip is available from FairFight.

Tatami Mats

With the help of the HE Space Foundation, FairFight ordered and arranged the shipping of a tatami mat from South Africa. The mat itself cost 2000 USD, but due to a lack of reliable transportation options, we were advised by Paul Danisa from the Old Hararian dojo to use a courier company. This cost FairFight more than 700 USD, including an import tax. Despite our extended efforts to obtain an exemption for this tax, it was requested from us by the courier company after they had already taken custody of the mats. They refused our tax exemption papers and asked for some other papers that we did not have and could not get, and refused to release the mats until the "tax" was paid. Even after we agreed to settle the "tax", it took persistent visits to their Harare office on Gerald's part to get the mats released. The outcome was that it took much longer and was much more expensive to get this set of mats from Durban to Marondera than we expected. Should we require this sort of import from South Africa again, Gerald and Prichard will hire a truck and drive to South Africa to collect the items instead. However, the mat is now safely stored at Nagle House, gets used during training, and was used during the Invitational Championship. There are very few full sets of tatami mats in Zimbabwe, making this a very special and important gift on part of the HE Space Foundation. The purchase of the mats also moves the Zimbabwe project closer to self-sustainability in that we are no longer dependent on renting the mat from the Old Hararian dojo for tournaments.

Gerald's Netherlands Trip

Gerald visited the Netherlands between April 26 and May 10, 2017. The purpose of this visit was as follows:

- To introduce Gerald to Sensei Gonzalo Villarubia of Delft Karate Club. The main purpose of this is to assist Gerald in changing the karate curriculum in Marondera,

from his current curriculum to the so-called Ishimi curriculum (named after Yasunari Ishimi - <http://www.shitokaiishimi.com/>) which Gonzalo teaches in Delft.

- To introduce Gerald to the NTSDA Dojang Chiban and Aikido Dordrecht to build goodwill and good relations.
- To organise an evening for FairFight stakeholders to meet Gerald and get up to date with the progress of FairFight projects (details listed under “fundraising & outreach”).
- Fundraising seminar

On May 7, we organised a 3-hour fundraising karate seminar at Karate Delft during which Sensei Gonzalo Villarrubia and Gerald taught the kata suparimpei, which raised 200 euros. There were around 20 participants in this seminar. Gerald was able to visit both the Aikido Dordrecht dojo and the NTSDA Dojang Chiban in The Hague.

Gerald made a start on the Ishimi curriculum but it became quickly apparent that this was going to take more than one visit. One possibility is to have Gerald come back to further his learning of the Ishimi curriculum. Another possibility is for Gonzalo to go to Zimbabwe. He has expressed an interest in doing so, and we will therefore plan accordingly in 2018.

Financial sustainability

In 2017, we have been moving slowly toward financial self-sustainability in Zimbabwe. Gerald has all of the equipment needed to run a dojo of up to 30 girls – gis, belts, protections, and now a tatami mat. We have a hall for our use in Nagle House, and we can use the assembly hall for tournaments. Recurring costs are therefore gradings and competitions – whether we organise them or we need to get the girls to tournaments in Harare or other cities. In order to meet these costs without needing constant cash injections from FairFight, we have begun looking for local partners – Gerald found a dental clinic willing to purchase the certificates for our last tournament. However, in 2018 we will need to make a much broader push for local sponsors to support the project. Alex is taking a lead on this, and made headway with potential partners when he went to Zimbabwe in December 2017. The results of these actions will hopefully become apparent in 2018.

Issues persisting

Some issues do persist with the project:

- We still have little insight into what the girls are thinking and feeling, or what their life conditions are like. Therefore, we do not fully understand why so many of them drop out of the programme. We suspect this has to do with their parents – both our experience on the ground and the insights from Alex and his family indicate that Zimbabweans tend to see martial arts as a purely fighting sport that should be reserved for boys. But we do not have concrete evidence that we can use to target the problem and resolve it. Therefore, an impact evaluation mission, aligned with our TOC objective to understand what empowerment means to our Zimbabwean girls should be a priority for 2018.
- Gerald remains a fantastic and committed teacher for the girls, going out of his way to teach them, train them for tournaments and accompany them in every step of their journey. But the day to day running of the charity remains a challenge,

including: keeping us informed of developments; making plans ahead of time and coordinating those with us; seeking out sponsors; providing us with useable photo and video footage; making realistic budgets; and finally, having a broader vision of what should happen with FairFight in Marondera. It is therefore important that we provide Gerald with more on-the-ground support. This can be done by finding people who can help him with more practical aspects of the project.

Fundraising & Outreach

FairFight did not engage in a systematic fundraising and outreach strategy in 2017. Though there were two moments of outreach that were impactful, and *ad hoc* fundraising events in between. In order to prepare for India, however, Mary and Katie both ran *gofundme* campaigns online, and both met their fundraising targets.

Outreach Event May 2017

As part of Gerald's visit to the Netherlands, Secretary Emma Bouterse organised a stakeholder's evening at EUC on May 2, 2017. We invited major stakeholders such as the NTSDA, Aikido Dordrecht, the HE Space Foundation as well as EUC staff and students to an evening of presentations on the state of each project and on the progress of our mission. Gerald was the main event of the evening – he answered questions from Emma about the programme in Zimbabwe and his personal martial arts philosophy. This was accompanied by presentations on the trips and FairFight by Ginie, Krissi, Laurent and Floris. The turnout was around 30 people. The event allowed us to renew ties with our partners and move forward after the difficult India 2017 project.

WTSDA European Championships

On the 18th October, we were invited by Master Wahing Lee, Emma Bouterse and Krissi Silianova to give a presentation at the Masters Clinic of the WTSDA in Schiedam, ahead of a full day fundraiser at the WTSDA European Championships. This was a very special opportunity, as it is exceptional that anyone that is not a participant at this Masters Clinic (WTSDA 3rd Dan Master candidates and above) attends this evening of presentations. At the clinic, Ginie gave a presentation of the current situation of FairFight, followed by a presentation by Master Wahing Lee of his experience in the India 2017 project. They were supported by Krissi Silianova and Emma Bouterse. Both Grandmasters R.E. Beaudoin and W.R Strong expressed their gratitude and support for the organisation. After the presentation, various Masters asked questions and expressed their interest. On the Saturday, Floris, Ginie, Iris Bos, Sushma Sing, Emma Bouterse and Krissi Silianova manned a table at the European Championship where they sold FairFight t-shirts and wristbands, collected email addresses for the newsletter and displayed a photo book of three years of FairFight. The fundraiser and presentation was made possible by the efforts and support of Master Lennard Heskes, head of the NTSDA, thanks to whom we raised 487.30 euros.

Ad Hoc Fundraising

Throughout 2017, we hosted *ad hoc* fundraising and outreach events. These were mostly run by Floris, who organised a self defense seminar at EUC, thereby raising 60 euros, and participated in a fund collection from the women's group Soroptimist in Dordrecht, raising 304,00 euros.

Mary and Katie's gofundme campaigns

Mary and Katie both used the online donation website *gofundme* for their fundraising campaigns ahead of the India trip. This website charges a commission but allows anybody from around the world to donate using a credit card or PayPal. This tool has been successfully used by Mark Caddy in 2015 and 2016. Both Mary and Katie tapped into their network of martial artists and friends – and Mary went further to advertise her campaign in the local newspaper and on the local radio. Katie also separately raised funds through selling artworks. Both were able to cover their own costs for the trip, and provide extra money for purchasing equipment, printing manuals and other operational costs for the trips. It is recommended for FairFight to investigate the usefulness of *gofundme* campaigns on a more systematic basis. We should acknowledge the effect of the network in these campaigns, however, and beware donor fatigue among our martial arts network.

Administration and Communication

Administration

In 2017, we began the process of applying for ANBI status. This status would enable us to grant tax relief to donors and (Dutch resident) volunteers who incur costs on behalf of the organisation. This process was near completion by the end of 2017, but held up on a legal technicality requiring a change of statutes. This will need to be solved in the early days of 2018.

We moved our file-keeping to a centralised electronic system on Google Drive. While this is not a perfect solution and some files are still missing, this is not due to any fault on part of the system, but because record-keeping prior to this was patchy. The system has already required one round of re-organisation but it is evolving in the right direction – being accessible, safe and centralised.

External Communication

The biggest improvement on external communication for 2017 was the instigation of a monthly newsletter which gets sent out using a MailChimp account. We created a form which enables people to subscribe to the newsletter from our home page, and posted the link several times on Facebook. We also collected interested persons' email addresses at the

WTSDA fundraiser, and will continue to do so at future fundraisers. The challenge for this newsletter will be to maintain a regular schedule for sending it out and a good quality of contents.

Some minor updates were done on the website, but much still remains to be improved on that front. We do not have a system for keeping contents up to date, which means updates are *ad hoc*, and contents rapidly becomes outdated. We have not made a move to a dynamic website.

Our Facebook page has remained active throughout the year, mostly managed by Ginie. In the future, it would be wise to have a more systematic approach to the social media posting. Our Instagram account has long periods of quiet followed by sporadic posting. Our work continues to be reposted heavily on the SOAS Jindokai Facebook page, which provides us with quite some exposure in the UK.

In terms of press interest in FairFight:

- The India project received some attention in the Oxford Mail: http://www.oxfordmail.co.uk/news/15638713.Indian_girls_taught_how_to_fight_ba ck_by_an_Abingdon_mum_of_two/
- We were also featured in a BBC Oxford Radio show thanks to Mary Stevens (link to audio expired after one month).
- In our project locations, we featured in the Varanasi local paper after the January 2017 impact visit, and the Marondera local paper after our first tournament.

Internal Communication

Internal communication remained a chief area of concern in 2017 as volunteers tended to feel that they were not informed sufficiently rapidly or comprehensively on progress or problems arising in the organisation and the projects. The main method of communication outside of face-to-face meetings remained WhatsApp throughout the year. While this has the advantage of being instantaneous, free, and easy to use, it has the disadvantage of “flooding”, where too many messages get sent out with no way of sorting the important messages from the rest, which is very time consuming, and becomes a nuisance. It also tends to split the conversation into several parallel and uncoordinated groups. While we have maintained a Facebook group for all volunteers, not all volunteers are prone to responding to the messages on the group, either because they do not see the messages or because, because by the time they get to it it’s already drowned in their news feed.

Regarding task-management, after the failure of a Google sheet and Trello as task managers, we finally switched to Kanbanchi, which has the advantage of working within the Google Drive while being more intuitive and appealing than a spreadsheet. The success or failure of this tool will once again depend on people’s willingness to use it.

The question to tackle in 2018 will be how to engage the volunteers in using the communication and management tools that we decide on.

Outstanding communication issues

1. The central issue of concern with internal communication is maintaining commitment to one efficient method of sharing progress and group communication – we should recognise however, that ultimately no tool will work if we do not have the following elements in place:
 - Volunteers interact with the tool and update as need be.
 - Everyone is respectful of everyone else’s time and does not flood any given means of communication with messages.

A successful internal communication strategy will hinge on the balance between the volunteers’ commitment to communicate as needed, and their restraint not to communicate more than needed on joint groups and platforms. Volunteers can pursue one-on-one conversations and meetings with other volunteers as much as they want, and this may indeed be desirable to sort out issues and develop ideas before they make it to the group.

2. The board needs to maintain a high level of diligence in communicating with its members.

Finances

The financial report of 2017 can be found in Appendix.