



FairFight

Annual Report
Year: 2018

Date: 20th April 2019
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Executive Summary

2018 was a good year for FairFight, spurred by the energy of motivated volunteers, visible progress on the projects, and the beginnings of a professionalisation process for the organization. The organization went from being centred in the Netherlands to also operating with a significant base of volunteers in the UK, managed 3 impact visits during the course of the year, recruited a number of professionally experienced volunteers with various skill sets and talents, and set the foundations for moving towards a more resilient, professional organizational structure. The least effective aspect of FairFight's functioning in 2018 was its fundraising, which remained ad hoc and will need to be stepped up considerably in 2019.

Summary of Activities

January: Impact visit to India led by Floris Eland, with Mary Stevens, Katie Alexander and Myrthe Minnaert.

March: We launched Tinashe's book "Salted Village", we organised the first EUCxFairFight International Women's Day event.

June: Guy Shpak, Gonzalo Villarubia, Charlie Stevens and Jet Huwae join FairFight.

July-August: Nora Chirikure and Tinashe launched their Women's Reproductive Health workshops in Zimbabwe.

October: Simultaneous impact visits in Zimbabwe, with Ginie Servant-Miklos, Gonzalo Villarubia and Myrthe Minnaert, and India, with Mary Stevens, Guy Shpak, Jet Huwae, Charlie Stevens and Harald Herland.

November: We launched our 2019 Calendar campaign.

December: New structure for the organisation approved at our largest ever volunteers' gathering. ANBI Stichting Status confirmed by the Belastingdienst

Key Issues Addressed

Mission: Expanding our Theory of Change to include a broader life path for the girls. Restructuring our organisation to meet that goal.

Volunteers: Organising volunteers into a clearer structure with coordinators to support each volunteer team; recruiting senior volunteers with professional experience; creating a volunteers support team and a volunteers' manual; organising large volunteer gatherings 2-3 times per year.

Impact visits:

India: Moving into stage 2 in the first half of the year, securing stage 2 in the second half of the year. 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. Establishing a closer relationship with the girls. Developing a community partner network.

Zimbabwe: Project is still at stage 2. First steps were taken to move away from Kofukan. There was a focus on reinforcing the project at Nagle House and developing teaching capacity with local partners, particularly Gerald and Prichard.

Fundraising & Outreach: Launching specific campaigns that brought in the bulk of our income for the year. We have not yet managed to get corporate partners.

Administration & Communication: Obtaining ANBI status; reducing the board to 3 members; reactivating Trello.

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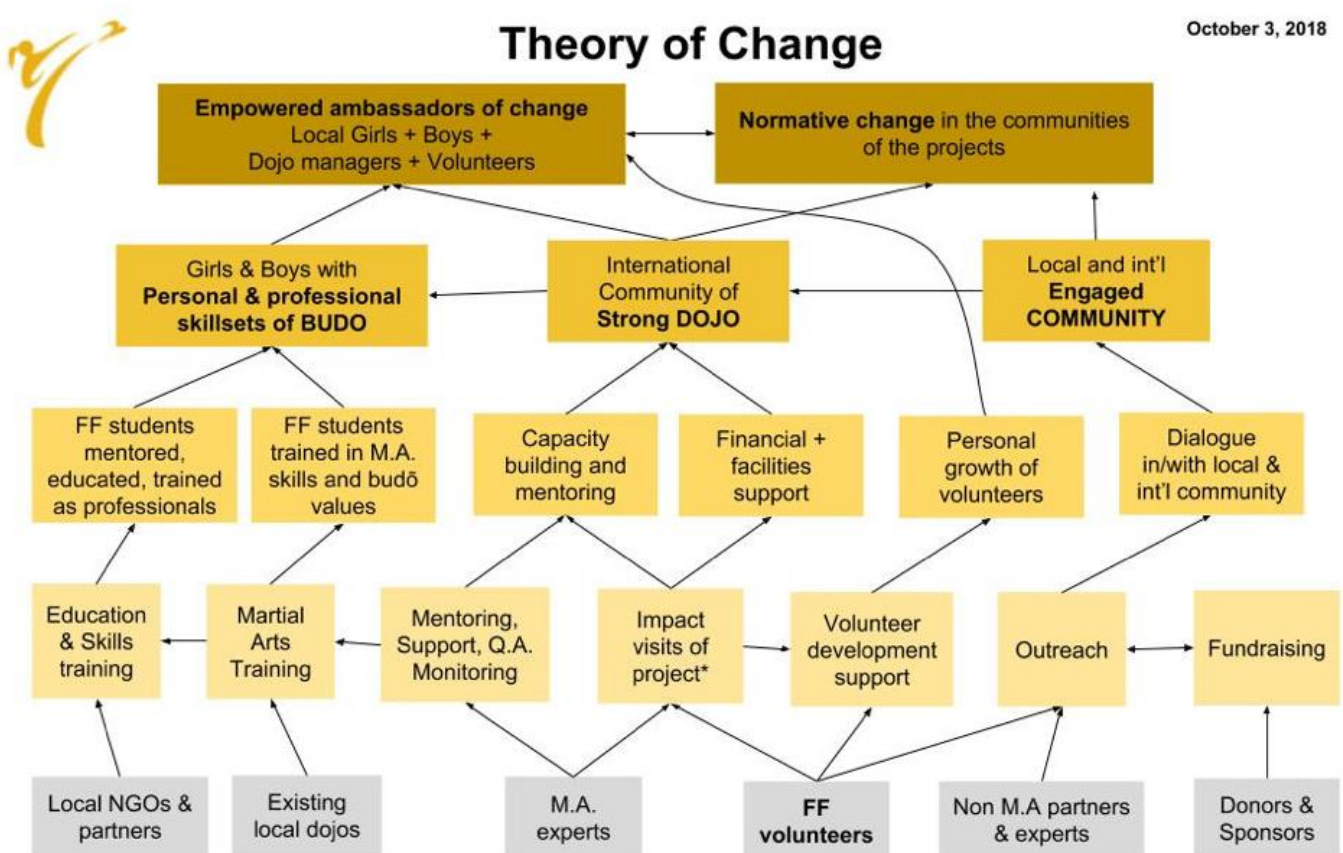
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Towards a Professional Organisation

In 2018, FairFight grew into a larger organisation, with two projects in "Phase 2" [community-building phase, building a dialogue with the local town, the girls' teachers, their parents (if they are involved in the girls' lives), their siblings, the boys of the community, taking in a second group of girls, providing greater support to the local martial artists based on an evaluation of their needs], a group of motivated new volunteers, and a group of committed girls in both India and Zimbabwe. Even though our flexible, ad hoc structure allowed us to weather the storms of the startup phase of FairFight, all of our members clearly felt that it was time for more structure and direction.

Revisiting our mission

In 2017, we started a process of thinking about our mission in a structured way through a Theory of Change (TOC). The TOC is not a static instrument, and we therefore knew that we would have to revise it as circumstances changed and we gained more experience and insights into the projects. In August 2018, we held a workshop in The Hague, attended by the majority of FairFight volunteers, in which the volunteers agreed that it was time to expand our TOC to account for new developments.



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

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Towards a Professional Organisation

The main point that we have reconsidered is what an ambassador of change looks like. Particularly, thanks to the lessons learnt from our interaction with Tinashe, our 1st ambassador of change, we realised that martial arts (MA) training was not sufficient but that it had to be embedded within a life path, consistent with the values of Budo. Those values include improvement of the mind and gaining agency as an active member of your community. That means growing the mind through education and growing personal and professional capacity through experience, training, mentoring. FairFight cannot do these things alone. We are an organisation primarily based in Martial Arts and not an educational / vocational skills provider. Our ambition is therefore to find like-minded partners (universities, local NGO's, local community projects...) that can help us to create this life-path for our most dedicated and committed FF students.

Although this realisation and the subsequent changing of our TOC is a step forward, as of early 2019, we still need to work out what we expect of ambassadors of change in concrete terms, and how we can operationalise this concept in both of our communities.

Restructuring the organization

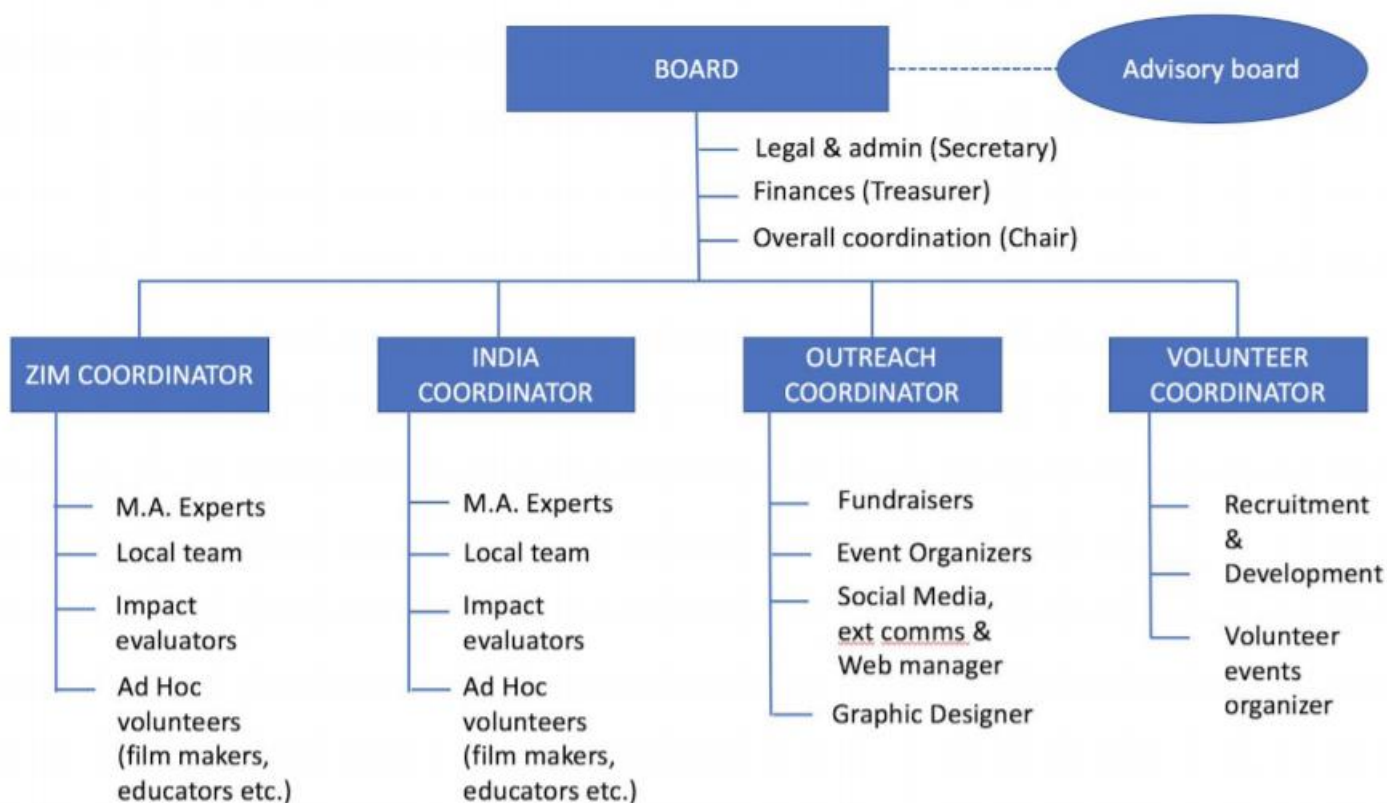
In October 2018, we ran two impact visit projects simultaneously. At the same time, Emma Bourterse, Alex Whitcomb and Floris Eland all left the board to move or travel abroad within 3 months of each other, which meant losing a lot of experience and institutional memory within the board. These are the sorts of events that test the limits of an adhocracy, and made us realise that we must restructure the organisation for resilience, stability and growth. We further identified the following limits to our current mode of functioning:

1. We have operated since 2015 with an ad hoc division of labour, centralised around the board, with other volunteers unclear about their exact position in the organisation.
2. Any organisation that grows and aims to grow needs a structure to grow into.
3. Some jobs have fallen through the cracks, such as website development, or have been done by board members who already have a lot on their plates, such as day to day management of the projects or organising fundraising events.
4. Overall strategy management and planning constantly competes with operative tasks for board members' attention while volunteers are unsure how they can help and are underutilised.
5. The geographically scattered location of our volunteers means that we can't operate as a "flat" organisation, which can only work when everyone is in close proximity (i.e. the same office). There needs to be a structure to share out operative tasks that limits the needs for micromanagement on part of the board, while providing a channel for frequent reporting and feedback.
6. As an ANBI, our operational management is more likely to come under scrutiny from either large donors or the government.

In December 2018, at a large gathering of volunteers, we agreed to the following structure (see next page):

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Towards a Professional Organisation



The Advisory Board

The advisory board consists of at least three senior people who in their professional life occupy functions relevant to FairFight. Their role is to provide strategic advice to the executive board, formally twice a year - after the publication of the annual report, and after the G.A. However, they may be solicited for informal advice in the interim. Members of the advisory board should not hold any role on the executive board, any coordinator role, or any other heavily involved project role such as martial arts expert or impact evaluator. The role should be undertaken for a minimum period of two years. Having an advisory board in place will help us stabilise the organisation, enable it to grow, and provide it with respectability in the eyes of the outside world.

The Executive Board

The executive board, also known as "bestuursraad" in Dutch, is described in our statutes. It comprises of at least three people (for now, we have agreed to keep it to three) who fulfill at least the functions of Chair, Secretary and Treasurer of the charity. With the operational aspects distributed amongst the coordinators, the prime function of the board should be to thing through strategic issues. The legal, administrative and financial operations are the only operations that will remain with the board for now.

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The coordinators:

Coordinators are people responsible for one operational area of FairFight. We have currently identified four coordinator roles that need to be filled: Project coordinators for India and Zimbabwe, a coordinator for volunteers recruitment and management, and a coordinator for outreach and fundraising. Coordinators are expected to:

- Be the central point of contact for all volunteers on their team, for local partners, and for the board.
- Be in charge of operationalising the FF strategy as set by the board by proposing an agenda for their project for the coming year.
- Proposing a budget for their project for the year.
- Setting the objectives, the dates and HR requirements of impact visits (if applicable).
- Report to the board at the end of each month on the progress of their project.
- Liaise with other coordinators to ensure that operations do not differ wildly between teams, and that volunteers are used effectively.
- Take part in 3-4 coordinators' meetings per year.

Requirements for coordinators:

- They would have 4 to 5 hours available for FairFight per week, on average.
- They would already have some experience with the organisation – either from traveling to one of the projects, or volunteering to help in Holland / the UK.
- They would have some professional experience relevant to the coordinator role they are taking on, or at least be willing to commit to learn what is needed for the role.
- For the Zimbabwe and India coordinator roles, they need to have travelled to the projects at least once and be on good terms with the local partners.
- A coordinator should commit to a period of at least one year in the role.

Volunteer teams:

Volunteers will no longer be loosely affiliated to FairFight, waiting to be called upon when an ad hoc event or an impact visit requires hands on deck. Each volunteer will be part of a team, run by a coordinator. That does not mean that volunteers are expected to increase their time commitment to the organisation - volunteers should make it clear when they join how much time they wish to commit and that commitment will be respected by the coordinators. It does mean, however, that volunteers can focus their efforts within FairFight, and when they are unsure what to do, they can refer to their coordinator as the main point of contact.

Structure rollout

We aim to have the structure fully in place by the G.A. of 2019. With our existing volunteer capacity, we were able to fill the positions of India project coordinator (Mary Stevens), Zimbabwe project coordinator (Myrthe Minnaert) and volunteers coordinator (Jet Huwae). The role of outreach coordinator is still outstanding and will require recruiting outside of our current volunteers base.

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Towards a Professional Organisation

We began the process of assembling the advisory board at the end of 2018. The advisory board will likely be headed by Mark Caddy for the period 2019-2021. We are still in the process of recruiting its other members.

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Towards a more stable, professional volunteer group

In its early days, FairFight drew its strength from the energy of enthusiastic students who helped make the first impact visits a success. As we evolve in Stage 2 on both projects and look for stability and continuity rather than start-up energy, it is clear that we need to shift our focus towards recruiting people with more extensive professional and martial arts experience, who are also interested in committing for more than just one impact visit. Given the huge boost that the recruitment of Mary Stevens and Katie Alexander gave the organisation at the end of 2017, we were looking for similar profiles to recruit for 2018.

New volunteers in 2018

- *Myrthe Minnaert*

Myrthe Minnaert graduated from Erasmus University College in 2018. She was born and raised in the Netherlands, but has always had an international mindset. At EUC she studied International Relations and Philosophy. She sees every new bit of knowledge as an addition to her toolkit and doesn't want to sit and wait till she can start using it. That's why she is active in different organisations raising awareness about sustainability and inequalities. When she was in Varanasi in 2016, she saw the opportunities for FairFight there and was happy to be part of our trip to India in 2018 as our impact evaluator. During the two weeks there, she did interviews with the girls, the volunteers, Devesh and the local coordinator and helped us get a better understanding of what martial arts means for each of them. The report had so much impact that she ran the study in Zimbabwe in October 2018. Myrthe has been secretary of the board since September 2018, and Zimbabwe coordinator since November 2018.

- *Guy Shpak*

Guy is working at the Erasmus MC psychiatry department in Rotterdam as a post-doc researcher, investigating the biology of mental disorders. As a weak boy, he was often abused by kids at school, and started his journey in the martial arts world in a Karate dojo, more than 30 years ago. After almost a decade of Karate (in which he obtained a 1st dan), he learned and later qualified as a military Krav Maga instructor in the Israeli Defense Forces. Following demobilizing from military service, and for the next 20 years, he practiced different Kung-Fu and Tai Chi styles and in parallel continued training and teaching civilian Krav Maga. Over the years, he did his best to experience any other art that was available, like Systema and Ninjutsu, and recently rediscovered his first love, Karate, at Delft Karate Club. He believes martial arts are an amazing tool that can improve any aspect of our life, both at the individual and society levels. As the famous proverb say, give people a fish you will feed them for a day, but teach them martial arts, and you feed them for a lifetime. Guy is married to Yael and is raising three little martial artists. Guy joined the impact visit to India in October 2018. Guy is the martial arts expert for the India Project.

- *Jet Huwae*

Jet Huwae is an alumnus of Technology University Delft, and now works as an IT consultant specialising in teaching programming to children and teenagers, as well as tutoring secondary school children who are unable to attend school for medical reasons. Jet started boxing in 2006 under Bep de Winter, until February 2018. She started karate at Delft Karate Club in 2011 and has now obtained her brown belt. She heard of the FairFight project through Delft Karate Club and volunteered to join the impact visit in India in October 2018. She hopes to use her experience in teaching your children and at-risk children to help the

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Towards a more stable, professional volunteer group

Disha girls develop. Having seen how martial arts helped her and her sons gain in confidence, she is a great believer in using it as a means towards empowerment. Jet is the volunteers coordinator.

- *Gonzalo Villarrubia*

Gonzalo is originally from Spain and has been practicing karate (shitoryu) and kobujutsu for over 30 years, trained under Ishimi-sensei, the director of Shitokai Europe. He is currently the owner and coach of Delft Karate Club where he has been teaching for around 10 years. The dojo is recognised by the KBN (Dutch Karate Federation), European Shitokai, and affiliated to the NFK (Dutch Federation of Martial Arts). Although he no longer competes himself, he trains and supervises successful national and international kata competitors, most of which are girls and women. Gonzalo believes that the fact that Karate was originally developed as an overwhelmingly ritualized male oriented discipline based on strict hierarchy, would offer us an unique opportunity to make use of Karate as a tool for role modelling and de-gendering as well as to kick off some cultural shifts. Gonzalo is the martial arts expert for the Zimbabwe project.

- *Nora Chirikure*

Nora is an alumnus of Erasmus University College, born in Harare, Zimbabwe. Although Nora is not a martial artist, she is interested in projects that promote sustainable development. In particular, the opportunity to help women and children emancipate themselves in the developing world motivated Nora to get involved with FairFight. As Nora is enthusiastic about organizing projects and connecting with people, the charity is the perfect place for her. Further, her linguistic and cultural knowledge of Zimbabwe makes her valuable member to the group. Together with Tinashe she set up a project around Marondera to educate children about sexual/menstrual health and raised money to provide local girls, including the FairFight girls with reusable pads. She was involved in fundraising for FairFight on several occasions.

- *Charlie Stevens*

Charlie is about to take on a liberal arts degree in the Netherlands having just completed her A Levels in the UK. She has been training in martial arts since she began karate at the age of three, and since then has gained experience in a range of different styles including TAGB taekwondo, jeet kune do and Brazilian Jiu Jitsu. She hopes to take her black belt in karate in 2019. Charlie first became involved in FairFight when she encouraged her mother, Mary Stevens, to apply to take part in the Varanasi project in January 2018, and has since visited Varanasi herself as part of the October 2018 impact visit.

Keeping volunteers engaged

During the build-up to an impact visit, it is easy enough to have all volunteers engaged. The problem has always come after the impact visit, where volunteers are unsure what is expected of them. Appointing a volunteers coordinator will hopefully structure their interactions with FairFight better, but already in 2018, we have tried to organise regular volunteers meetups and events. The main meetups and events of 2018 were:

- Self-defense workshop with Master Babak Javid at EUC in May 2018 Emma and Krissi organised a workshop in which Master Babak Javid, a self-defense and security expert, shared his insights into the mental aspects of self-defense.

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Towards a more stable, professional volunteer group

- FF UK meet-up in London in May 2018 Ginie Servant flew out to London for the day to meet with the FFUK team. This included Mark, Mary, Niv and Ez. Katie was unable to attend. Stephen Chan, the head of the Jindokai Association, also joined the meeting. This was mostly an informal meeting to enable all the volunteers in the UK to meet each other and discuss their plans with the organisation.
- FF G.A. in June The annual GA of FairFight took place at our HQ in Rotterdam. The annual report of 2017, the annual budget, and the plans for the forthcoming impact visits were shared and approved.
- FF pre-impact visits TOC meetup in August Mary and Charlie Stevens flew to the Netherlands for the weekend, to take part in our largest volunteers meetup to date in the Hague (were present: Ginie, Alex, Sush, Krissi, Gonzalo, Jet, Guy, Floris, Mary, Charlie, Myrthe). The meeting covered our TOC, a self-defense workshop with Guy, and developing student manuals for the girls. It was closed off with a barbecue.
- FF post-visits meetup in December The group met in Rotterdam after the impact visits of October to go over the results of the impact visits, discuss and approve the new structure of the organisation, and take part in a self-development workshop. Were present: Mary, Guy, Alex, Floris, Nora, Sush, Myrthe, Jet, Ginie, Krissi, and former member Laurent Masson. Katie joined on Skype.

With the appointment of a volunteers coordinator, we hope to have a less ad hoc approach to volunteer events, with a calendar for volunteer engagement known for any given year in advance, and other devices such as a members-only web section and an internal newsletter to keep volunteers engaged. This is very much a work in progress for 2019.



Volunteers meet up in Rotterdam, December 2018

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Zimbabwe Project

Coordinator for the year 2018: Ginie Servant-Miklos

Project Stage: 2

Number of girls: around 20 stable participants

Instructors: Gerald Muusha and Prichard Zishumba

Impact visits in 2018: 1, in October.

October team:

Ginie Servant-Miklos (coordinator)

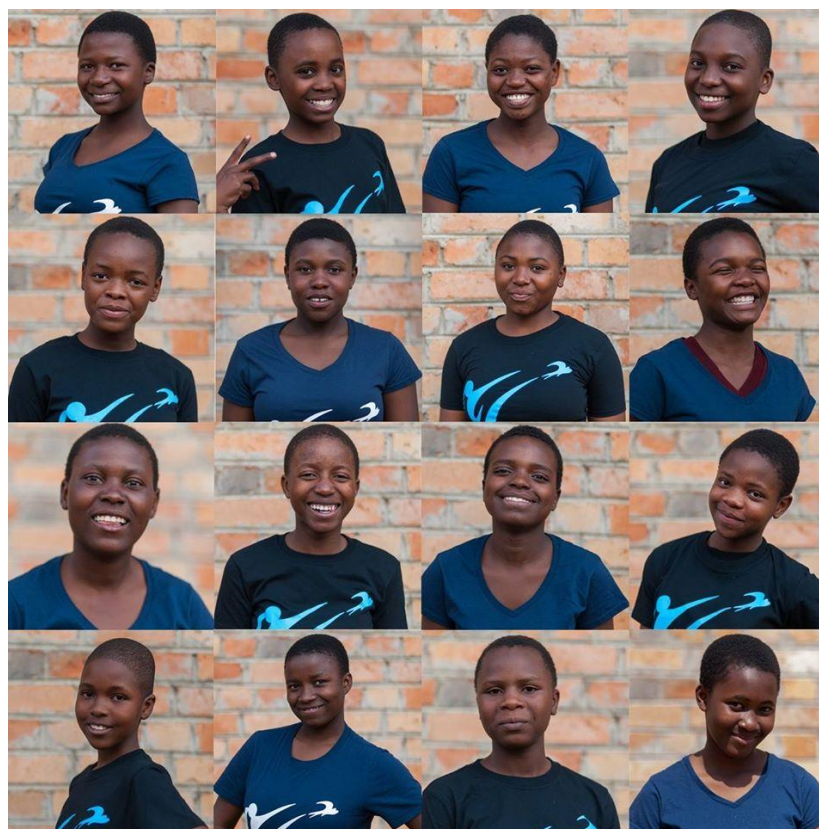
Gonzalo Villarrubia

Myrthe Minnaert

Overview of the project in 2018

2018 was marked by successes and challenges for the Zimbabwe project. Successes include Tinashe Munemo's continued studies at the University of Zimbabwe, and her sporting achievements the Kofukan Tri-Nations Tournament in Durban; the continued commitment of both Gerald and Prichard to the project; the dedication of a core team of girls who have now reached orange, green and blue belt levels; a successful impact evaluation that has given us much better insights into the way the girls experience karate.

Challenges include the worsening economic and political situation in Zimbabwe; the need for stronger and more continuous engagements with the community; the need to upgrade Gerald's leadership skills; the need to upgrade Prichard's technical karate skills and teaching skills



The girls from the FairFight Zimbabwe Project in 2018

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Zimbabwe Project

We are making an impact, but there are major challenges

The overall conclusion from our impact visit in October is that karate is indeed helping the girls that train regularly to find their voice, find a community of friends they can relate to, and increase their confidence. In that regard, our mission has been successful.

However, we have a dual problem:

1. There is a significant drop-out rate of girls, attributed in part to pressure from parents, to economic pressures, to competition from other sports that are better included in the curriculum, to lack of information about karate, and to the prioritisation of school work.
2. The level of karate is not sufficient to meet our standards, as assessed by our martial arts expert for the project Gonzalo Villarrubia. We believe that the quality problem stems from Gerald prioritising Peterhouse (which he is right to do, since he gets paid for Peterhouse classes), and leaving the majority of Nagle House classes for Prichard to take. Whilst Prichard is very dedicated to the girls at Nagle House, he struggles with his own karate proficiency, as evidenced by the fact that he failed his shodan grade in October.

Myrthe, as the new coordinator for Zimbabwe in 2019, is developing a strategy of constant communication with the girls, their teachers, and Prichard, in order to encourage the girls to stay with us and prioritise karate. We have also produced a karate manual for the girls to take home to their parents. Efforts to engage parents and teachers are currently on standby, given the economic difficulties currently faced by everyone. Likewise, Sensei Gonzalo developed a plan to increase the quality with Gerald and Prichard, that involves uniting all shito-ryu practitioners under one banner in Zimbabwe, thereby encouraging peer-learning and a self-sustaining system of quality checks that is not reliant on outside Masters that only visit every two or three years. But this planning is proving difficult to implement as the situation deteriorates in the country and traveling from one city to the other becomes prohibitively expensive.

Better communication, greater insights

A key development in 2018 has been communication with local stakeholders. In 2018, we were able to establish a dialogue with the girls' teachers and parents, to share information and expectations so that they might better support their daughters' karate journeys. We initially did this in workshops planned at Nagle House in October, but we have since established several whatsapp groups with key participants, including the girls who have phones, Tinashe, Madeline, Prichard and Gerald, key people at Nagle House like Calvin Karrivetti, Sister Sandra and Jenica Nechombo. We also have access to a broader support network: people like Godwin Murambiwa and Taneta Kagande.

Even though we are seriously hampered in our efforts to move the project forward by the material conditions on the ground, this improved communication means we are aware of problems much faster, and can provide guidance, support, and even emergency financial help if needed. Despite the current challenges, staying in contact with our network is of the uttermost important, to keep the momentum going.

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Zimbabwe Project

We are making an impact, but there are major challenges

Broadening our scope We realise that empowerment cannot happen by karate alone. One of the concepts developed in 2018 was to broaden the scope of our activities in Zimbabwe to include workshops on women's reproductive health. This idea came from reading a report about the way in which period taboo was hampering the efforts of a project similar to FairFight in Uganda. Nora Chirikure and Tinashe set up a format for teaching the girls about periods, the monthly cycle and fertility. The girls were all provided with reusable, washable sanitary pads, which also aim to alleviate period poverty and allows them to train during their periods.



Tinashe and Ruvarashe lead a workshop on reproductive health at Nagle House

Continuing support after school ends

One of the key sticking points we need to address in the future is what happens to the girls once they leave Nagle House. We have explored several avenues: partnerships with universities for scholarships, setting up a community dojo in Marondera for those who do not go on to university education, skills training in a community centre... however, none of these proposals have yet materialised. Partly, this is because none of the girls except Tinashe is old enough to go to university or leave school yet, and so in a culture where advance planning is not the norm, anything we negotiate now would be forgotten by the time it should be implemented. Partly, this is because any plans to move forward with a community dojo were contingent on Nagle House taking certain actions, which it has not done, and we are reluctant to push given the economic situation.

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Zimbabwe Project

The project's future: wait and see

Unfortunately, the greatest challenge that this project currently faces is the volatile economic and political situation. Rampant inflation, a defunct monetary system, the world's most expensive fuel and 95% unemployment means that running any kind of project in Zimbabwe is currently a logistical nightmare. Understandably, karate is not the #1 priority for people who are having to grow their own food in their backyard to survive. In addition, recent spates of political violence, beatings, rapes and kidnappings particularly targeted at political opponents but also seemingly hitting random people who are in the wrong place at the wrong time means that not only is it unsafe for our girls to be outside alone, especially in Harare, but we cannot currently guarantee the safety of any team we send out there.

Our current position is "wait and see", focus on India, develop best practices there that can be transposed to Zimbabwe when operating there is safe again. In the meantime, we do our best to stay in touch, encourage those who wish to keep training, and potentially organise ad hoc fundraisers to support the girls if the financial situation of the country is such that they are no longer able to afford school or other basic necessities.

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India Project

Coordinator for the year 2018: Floris Eland until February, then Mary Stevens.

Project Stage: 2

Number of girls: 22

Instructors: Devesh Verma, Pankaj Jain and Amit Kumar, under supervision of Sohan Bhardwaj.

Impact visits in 2018: 1 in January and 1 in October.

January team:

Floris Eland (coordinator)

Katie Alexander

Myrthe Minnaert

Mary Stevens

October team:

Mary Stevens (coordinator)

Guy Shpak

Charlie Stevens

Jet Huwae

Harald Herland (not FF volunteer, but coming as part of Jindokai)

Overview of the project in 2018

2017 was a very difficult year for the India project, such that in January 2018, the question on the table was whether to keep the project running or close it down. The team that went to Varanasi in January 2018 had for mission to evaluate the state of the project, and see if a way could be found out of the impasse in our collaboration with the local team. Improving on 2017, we planned everything in 2018 with the full support of Act & Help, which made our task far easier. The outcome of the January visit was a tentative plan agreed upon in writing by all parties (the FairFight team, the AshaDiya Management, and the local Karate team) for resetting the project from square one. If the plan was scrupulously respected, the project could continue, and if it was not, it would be shut down. Not only was the plan respected, but our local teachers went above and beyond the call of duty to make the project a success. When our team returned to Varanasi in October 2018, it was like a completely different project. The girls were focused, the teachers were committed, our partners were all on board and communicating well, and we had one dedicated channel at FairFight for managing the project, namely Mary Stevens. Going into 2019, we have high hopes for the project, which is now firmly in Stage 2, and will likely enter Stage 3 by the end of 2019 as we dedicate the majority of our resources to supporting its growth while the situation in Zimbabwe remains unstable.

Rescuing the project from the brink

It is no exaggeration to describe the state of the India project in early 2018 as "chaotic". Communication between FairFight, local AshaDiya management and the local karate team headed by Devesh was difficult at best, counterproductive at worst. Caught in the middle of this chaos, the girls were not progressing and lacking commitment and focus in their training. After nearly two years of training, they were still all white belts and seemed to lack basic kihon.

- The first emergency measure put in place in January 2018 was to provide the girls with a

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India Project

- written manual outlining the full karate curriculum, techniques and ethos. This provided them with an anchor point for focus.
- The second emergency measure was to agree to a regular training schedule, with assistant teachers Amit and Pankaj attending the lessons and able to cover the class in case of Devesh's absence.
- The third emergency measure was to agree to a grading schedule. The first grading, which was run by the local team, and supervised by the FairFight team during the January visit, did not go well. The girls were confused about what was expected of them and many of them underperformed. Although this was experienced as something of a fiasco by all participants, it allowed us all to agree on standards for future gradings, and all the girls who failed were allowed to retake their belts a month later. They all passed.

After the January impact visit, it was agreed that impact visits to India should be scheduled bi-annually rather than annually, to ensure proper support for the project. Mary Stevens was also named as fixed project coordinator, to provide some continuity for the project, the girls, and the local team.

Consolidation and progress

We received reports from Act & Help volunteers visiting the site in the summer of 2018 that the girls were doing very well, that the training schedule was being scrupulously respected, and things were going well with the project. This was confirmed when our team visited again in October 2018. The following areas of progress were identified:

- The girls had a much better understanding of karate, its purpose, ethos and the requirements of the grading system. The impact evaluation run by Mary and Jet revealed that they enjoy training, see the value of training for their personal development, and are excited to continue in their karate journey. Many of the empowering values we want to transmit are beginning to show up in their vocabulary: self-confidence, team work, personal growth...
- The teachers were very committed to the project, and very happy with the collaboration with AshaDiya and FairFight. They have established a system for making sure that a regular training schedule is maintained, and have clearly developed an important personal relationship with the girls.
- The collaboration with AshaDiya runs smoothly. The new manager, Uday, fully supports the project and works well with Devesh. He is well organised and diligent, and we are therefore happy to let him manage the FairFight purse in between impact visits to ensure that gradings and competitions are paid for.
- There was a better integration of the training programmes at ICM in Sarnath, which predates FairFight, and the FairFight program. This sets the foundation for future collaboration between Varanasi and Sarnath karate clubs.

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India Project

Improving curriculum quality - self-defense

Despite the incredible progress in the organisation and delivery of training, we identified self-defense as a weakness in the curriculum. The self-defense taught by the local team is not very different from basic kihon - which is fine for karate purposes, but not very immediately applicable in the street, especially for beginners. We recruited Guy Shpak, a krav maga specialist and former military and civilian self-defense instructor, to join the October impact visit and impart a krav maga seminar with the local teachers and girls, including the girls from Devesh's other training ground at ICM in Sarnath. The seminar was well attended and appreciated. We feel this is an area in which we can continue to support Devesh, Amit, Pankaj and the other members of the local karate team in 2019.

Competition and Gradings

Although it was not part of the original plan for 2018, the opportunity for the girls' first competition came in September 2018. We made suitable arrangements with AshaDiya in terms of logistics and equipment for the girls to join, chaperoned by their trainers and the Disha managers. The results were astounding: the FairFight girls won 13 medals. This was a great boost to their confidence and sense of purpose. The girls who did not win, far from feeling left out or jealous, actually felt buoyed by their sisters' success.



The Disha girls with their medals at their first tournament in September 2018

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India Project

Kajal Chaurasia was selected from the Disha girls to participate in the national shotokan championships in Kolkata in November 2018. She went with a chaperone from Disha, a group of ICM girls and the trainers from Devesh's karate club. She entered in kumite, and won a silver medal. This represents a colossal achievement, and one we are keen to build on.

In terms of grading, all of the girls passed their yellow belts in 2018, and half of the girls passed their orange belts. There is now a regular, bi-annual grading schedule, with the possibility of a retake for those who do not succeed the first time round. We have allocated an annual budget of 150 euros for grading, which we send directly to AshaDiya.

Future prospects - onwards and upwards

As we enter into 2019, the situation of both projects has been reversed: the Zimbabwe project is in limbo until the political and economic situation improves, and the India project is firing on all cylinders. Mary has committed to bi-annual visits, which will greatly enhance our opportunities for action. Projects in the works for 2019 include:

- School and university collaborations, to move the project into the community. So far, two schools and the university of Banaras have expressed interest. Devesh is on board for this as well. Guy has suggested that he would be willing to return to India to start up the collaboration with the university. Quite what shape that collaboration will take is still under discussion.
- More high quality seminars with leaders in self-defense, kumite and kata. Mary is working on finding and recruiting such leaders, and as of early 2019, it seems that some big names will join our cause and really support the FairFight cause and name in India. This in turn is very good for our partners at AshaDiya who constantly need to prove results to the Uttar Pradesh government in order to stay open.
- Working towards developing our first ambassadors of change. We are still in discussion with the board as to what this might entail, but based on the example of Tinashe, it requires girls to go beyond just training, competing and grading, and actually take responsibility for improving their own community, as Tinashe did with the health workshops. Rinki Paswan, the oldest of the girls, may be a candidate for this. Her commitment to training despite having left Disha is a promising sign.

Challenges for 2019 include fundraising for what will likely be increased expenditure - counting around 1000 euros per impact visit, 150 euros for grading, and though we do not have an indication of the competition schedule yet, likely another 150 euros for that. Another challenge is to "cope with our success", so to speak:

1. We must make the most of the progress to really learn about empowerment and the experience of the girls.
2. We must stay on top of the ball and systematically follow up on progress with the local teams, especially if we expand to different schools and projects. We must not get overwhelmed and risk watering down the quality of the projects because we are stretched too thin.

Annual Overview

India Project

3. We must not get carried away with assumptions based on previous success - due diligence must be respected for every impact visit, every competition, and every grading. This is especially important considering that we are working with very vulnerable girls.

Our ambition is to make this project a poster for FairFight success, and hopefully transpose the lessons learned to Zimbabwe once that project is out of its current state of limbo.

Annual Overview

Administration and Communication

Administration - ANBI status

Resolving our administrative situation, and particularly our legal status, was a key priority for 2018. Indeed, in 2017, we realised that while we were registered as Stichting (association), we did not possess the ANBI status (charity), which would allow us to provide tax deductions to our dutch-resident volunteers who incur costs (such as flights) for us, and Dutch donors to claim their donations back on their taxes. The path to ANBI was not straightforward: we were required to update our statutes, for which we had to hire a notary. Then we had to submit a full business plan for the coming three years, as well as financial reports compliant with Dutch regulations. Our treasurer, Floris Eland, had to rewrite all of the financial information since the creation of the Stichting, as it appears that our previous treasurer had not filed the information in the proper format. Nonetheless, we received confirmation of our ANBI status in late 2018, applied retroactively for all of 2018. This means that all volunteers who live and pay tax in the Netherlands can reclaim the cost of their flights and other travel expenses from the Belastingdienst in 2019.

Communication

Communication remained one of our key challenges in 2018. External communication was much improved, with the appointment of Charlie Stevens as social media and external communications officer. She now runs the newsletter, the facebook and instagram accounts, and the blog on our website. She also makes sure that the website information is up to date. Thanks to her, our newsletter is always on time and high quality. Our facebook is also regularly updated with pictures of the girls in both projects. At the time of writing, we had 795 likes on our facebook page.

However, we need to appoint an outreach officer to manage overall external relations and communications. This should be done by mid-2019.

Internal communication remains haphazard - not due to lack of technological options, but because in 2018, nobody was specifically in charge of this aspect and it had not been prioritized by the board. It is hoped that with the appointment of a volunteers coordinator, this will be markedly improved. As of early 2019, Jet Huwae was working on a proper communication strategy with volunteers and hopes to launch an internal newsletter in March 2019.

Financial Report

Dates: 1st January 2018 – 31st December 2018

	Intermediary Items	Total Amounts
Opening Balance		€1,427.46
Income		
Short-term loan (V. Servant – School fees Tinashe)	€ 350.00	
Donations (Miscellaneous)	€ 697.43	
Donation (Mitopics)	€ 500.00	
Donations (Fundraisers)	€ 1270.25	
Donation (KMW Foundation)	€ 360.00	
Donations (Paypal)	€ 162.00	
Donation (Calendars)	€ 562.17	
Donations (Tinashe's art)	€ 648.50	
Donation (WTSDA)	€ 125.00	
Donations (Volunteer made costs)	€ 6161.63	
Donation (Nesodden karate club)	€ 1130.00	
Total Operating Income		€ 11,966.98
Expenses		
Vistaprint BV (postcards Tinashe)	€ 53.84	
Shipping costs (DHL parcel)	€ 37,75	
De Bondt G.C. BV (books Tinashe)	€ 824.01	
Repayment Loan (V. Servant – School fees T.) Stamp for cards + membership card	€ 350.00	
Notariskantoor Vermeul (Statutory Change)	€ 40.11	
Supplies for annual meeting	€ 375.01	
Drukzo printer (Business cards)	€ 8.40	
Mayo Digital Media (Calendars)	€ 56.81	
Tinashe school fees	€ 362.70	
Volunteer made costs – Impact visits	€ 710.00	
Operating costs bank account	€ 6161.63	
Operating expenses:	€ 135.47	
- Zim Trip	€ 741.02	
- India Trip	€ 380.00	
- Pads Cost Zim	€ 497.32	
- Slier Sport prijzen	€ 41.00	
Total Operating Expenses		€ 11,291.07
Total Money Left Over		€ 2,103.36