



# Annual Report 2018

# Our mission

Oak Foundation commits its resources to address issues of global, social and environmental concern, particularly those that have a major impact on the lives of the disadvantaged.

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# Our history



Since its establishment, Oak Foundation has made more than

# 4,650

grants to not-for-profit organisations around the world.

The resources of Oak Foundation originated from an interest in the Duty Free Shoppers business which Alan Parker helped to build. Today, the Foundation comprises a group of philanthropic organisations based in various countries around the world.

Oak Foundation was formally established in 1983. Early grants were made in Denmark to organisations supporting single mothers and torture victims (1983) and in Zimbabwe to groups supporting vulnerable children and families, primarily at community levels (1984). Grants continued to be made annually in several countries until a new phase for Oak Foundation began in the early 1990s, when annual grant-making increased and staff were hired to run substantive programmes.

Since then Oak has been growing steadily and today we have 11 programmes, through which we have made more than 4,650 grants to organisations around the world. Our six main programmes are: Environment, Housing and Homelessness, International Human Rights, Issues Affecting Women, Prevent Child Sexual Abuse and Learning Differences. In addition our Trustees support causes that fall outside the remits of the main programmes through the Special Interest Programme. There are also four national programmes: Brazil, Denmark, India and Zimbabwe.

Oak Foundation has its main administrative office in Geneva, Switzerland and a presence in seven other countries: Brazil, Bulgaria, Denmark, India, the United Kingdom, the United States and Zimbabwe.

## Remembering Tony Barfoot

Oak Foundation was deeply saddened by the passing of our friend and colleague Tony Barfoot on 11 December 2018.

Tony Barfoot and our Trustee Alan Parker met in school in Zimbabwe and the Barfoot and Parker families were long-time friends. Tony was entrusted to guide and oversee Oak's grant-making in Zimbabwe since 1983. He was committed to supporting organisations that serve Zimbabwe's most vulnerable populations, including HIV/AIDS-affected communities, people with disabilities, child-headed households and disadvantaged youth. He guided Oak's work in Zimbabwe with pragmatism and common sense through difficult and tumultuous times.

Tony is survived by four daughters and 12 grandchildren. Our hearts go out to them at this difficult time.

# Letter from the Trustees

2018 has been an extraordinary year for Oak Foundation. First, we increased our grant-making budget by more than 60 per cent, largely through the special initiatives described on pages 63 and 65. In addition, we strengthened support to vulnerable people and the communities in which they live, at the same time addressing the root causes of this vulnerability. The results are highlighted in the five key themes below, which run through this annual report. We are supporting our partners to:

- **Navigate difficult environments** – while not a new trend, the situation has deteriorated rapidly over the last 12 months for our partners, particularly for human rights defenders and environmental activists. Our International Human Rights and Issues Affecting Women Programmes highlight the growing use of surveillance, legal sanction, threats and violence. Several of the countries in which our partners work have adopted legislation that regulates civic action and restricts funding flows to national groups, making it even more difficult for our partners to carry out their work.
- **Redouble efforts to hold those in power to account** – for our recently re-named Prevent Child Sexual Abuse Programme, accountability is now a major theme. Among other efforts, the programme will support the full implementation of child protection standards in mega-sporting organisations and financial institutions, so that children's wellbeing comes first, and their rights are upheld. In Brazil and India, our partners are helping low-income urban communities protect their land and assets and are supporting local groups to push back against discrimination. Other programmes are assisting communities to fight corruption; local residents to demand affordable housing in fast-

gentrifying neighbourhoods; women to participate in peace agreements; and students to advocate for more inclusive learning environments. Inspired by the courage and determination of our partners, we are committed to improving their individual and collective security.

- **Strengthen their organisations** – improving strategic planning, governance and fundraising are priorities for Oak Foundation. We are increasing the skills of Oak staff to help our partners identify their capacity-building needs and to develop appropriate solutions. We understand that organisational change is complex, takes time and requires buy-in at all levels, which is why we aim to be responsive to our partners' needs and support them as leaders. In addition, in 2018 we made progress on an issue that we see as critical to organisational development: the promotion of robust child safeguarding policies for all partners who have direct contact with children. We have a new member of staff to support our partners' implementation of these standards, to which we also hold ourselves accountable.
- **Innovate and scale up interventions that work** – in the face of extraordinary challenges, our partners are still making progress. For example, in China the electrification of vehicles has taken a leap forward, thanks in part to the dedication and hard work of our Environment Programme's partners. In the US, our Learning Differences Programme supports efforts to engage youth with learning differences in movements for social change. It is expanding its efforts outside of the US by supporting organisations that foster the exchange of knowledge and experience among teachers. In Uganda, promising efforts are now underway to reduce family

violence, by helping men connect meaningfully with their families. Oak Denmark is supporting young artists in Greenland to promote social change and, in the UK and US, the Housing and Homelessness Programme is working to amplify the voices of people at greatest risk of losing their homes and livelihoods.

- **Create positive, concrete impacts on the lives of people and the communities in which they live** – our Special Interest Programme highlights the work of Good Shepherd Sisters and Safe Horizons – two organisations that serve the most vulnerable citizens of New York City. In Zimbabwe our partners offer child-headed households and communities affected by HIV/AIDS healthcare and training on the path to independence.

2019 is a year of transition for Oak Foundation. Kathleen Cravero, who was Oak's President for the previous decade, stepped down at the beginning of the year. Douglas Griffiths took over as the new President of Oak and will support Trustees and Oak staff to continue – and further develop – the good work underway. We thank Kathleen for her ten years of service and are pleased to welcome Doug as the new President of Oak Foundation.

## Trustees of Oak Foundation:

Caroline Turner, Kristian Parker, Natalie Shipton, Jette Parker, Alan Parker, Christopher Parker

# Our grant-making in 2018

We made

## 352

programme grants to

## 338

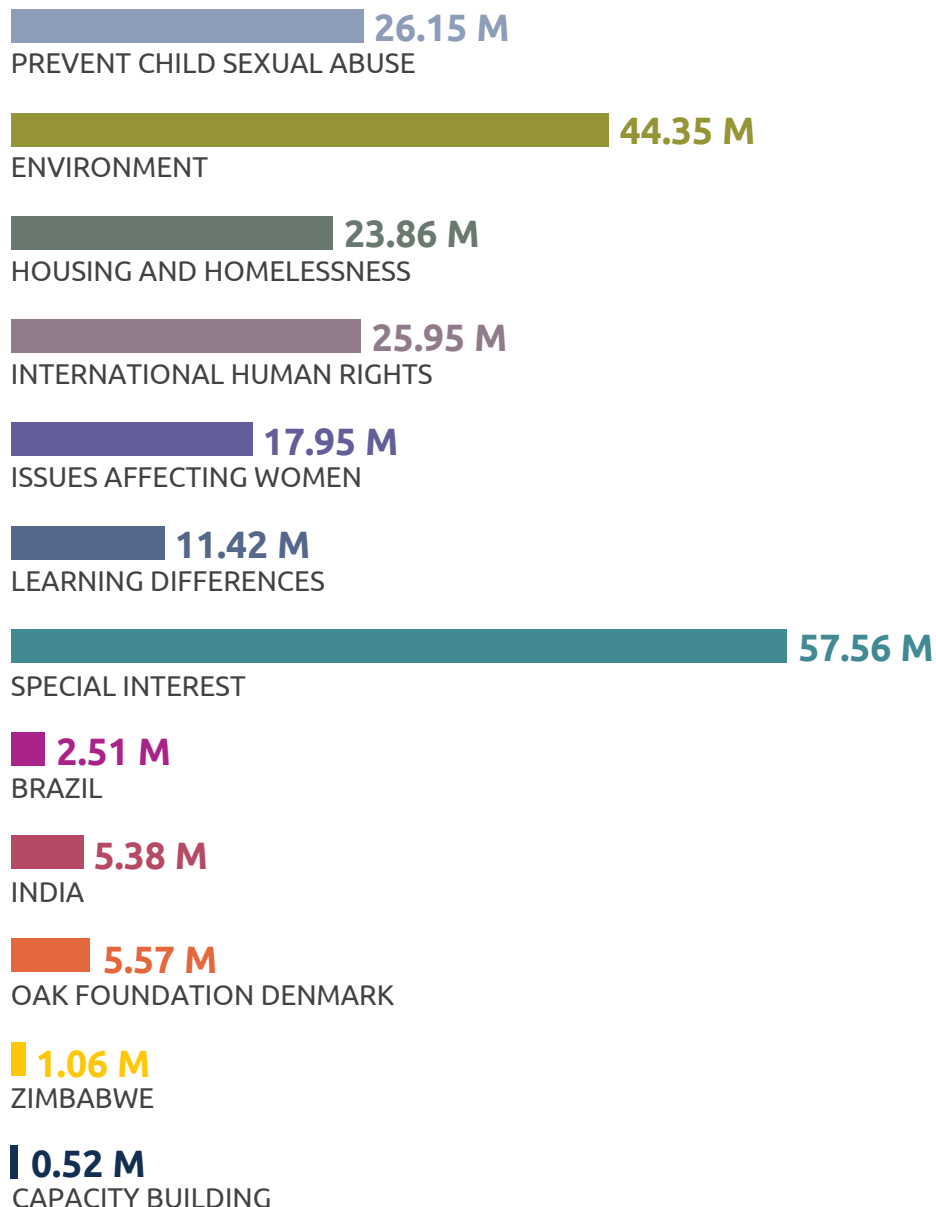
organisations in

## 36

countries.

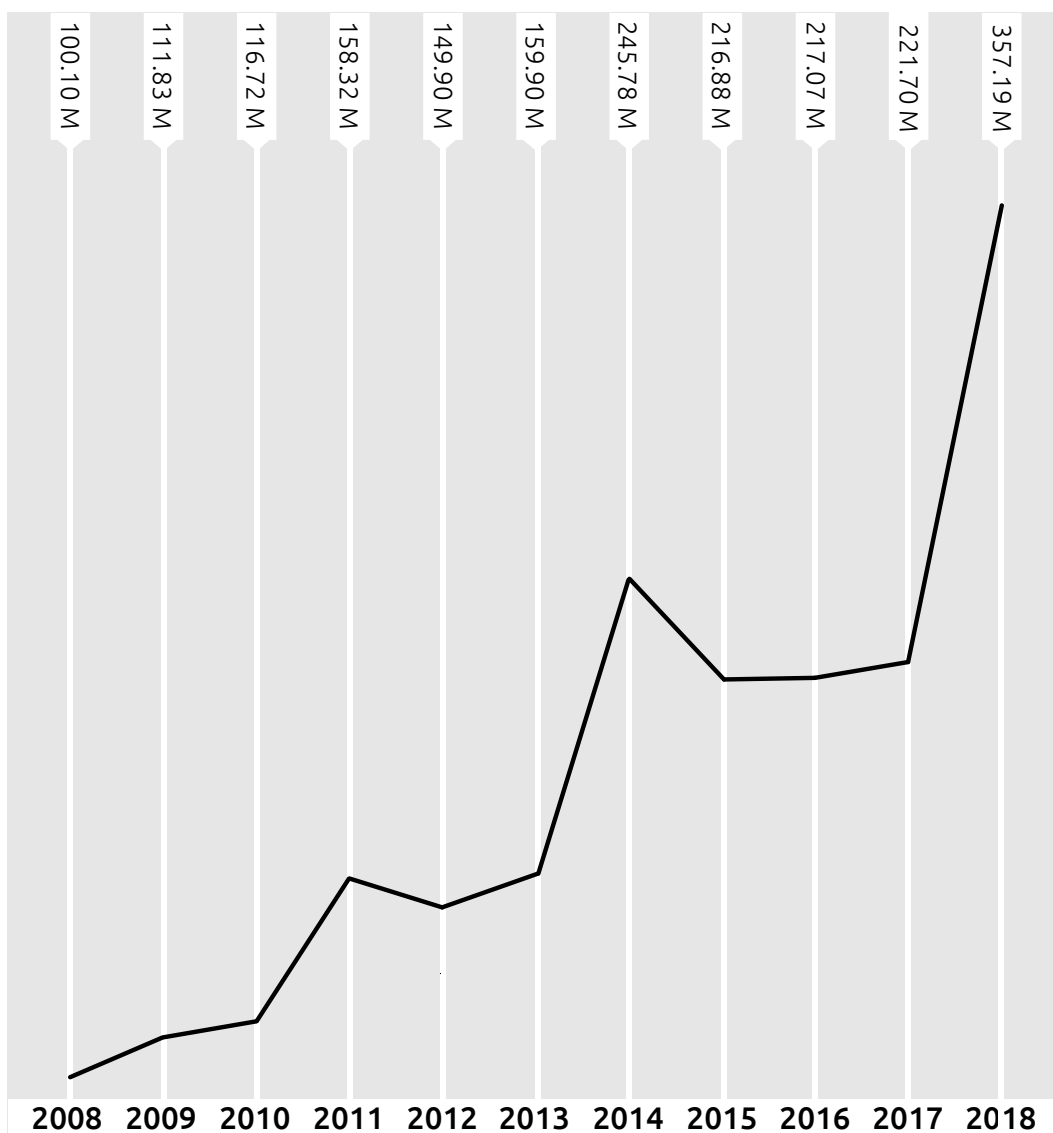
During the 2018 calendar year, Oak Foundation's total net amount granted was USD 357.19 million. This figure includes 352 programme grants, 7 Special Initiative grants, discretionary grants, refunds and cancellations. See page 5 for details. Overall, Oak provided programme and Special Initiative grants to 338 organisations based in 36 countries. The work of these organisations is carried out throughout the world. Not including the Special Initiative grants, the size of grants varied from approximately USD 25,000 to USD 10 million, with an average of USD 644,000.

## Total programme and discretionary grant-making in 2018



222.28 M	Total programme grants
12.52 M	Discretionary grants
(1.42 M)	Refunds and cancellations
<b>233.38 M</b>	<b>TOTAL REGULAR GRANT-MAKING</b>
123.81 M	Special Initiative grants*
<b>357.19 M</b>	<b>NET AMOUNT GRANTED</b>

## Total grant-making 2008-2018



A searchable grant database containing grants approved in previous years, grant-making criteria and application information are available on Oak Foundation's website ([www.oakfnd.org](http://www.oakfnd.org)).

\* Please see page 65 of this report for the Special Initiative grants.

# Capacity building

## Peeling back the layers: strengthening organisations at the core

“Understanding an organisation is like peeling back the layers of an onion,” INTRAC consultant Rick James said, “The first layer is the organisation’s funding needs. But then, as you peel back the layers underneath, you might find staff skills that are lacking or systems or structural issues. Inside that you get strategy issues and right at the heart are questions of leadership, culture and relationships. The most important capacities are at this core. These layers all connect, so when looking to strengthen an organisation at one level you may need to consider the implications for other layers.”

Over the years we have learned that grantees’ capacity needs hinge on a few key areas: raising funds; building leadership skills; good governance; communications; and, notably in the last couple of years, security. We have managed to identify several capacity-building providers who use innovative models of support and can foster meaningful peer learning and exchanges among grantees working in different fields and countries.


## Building stronger leadership skills

Oak supported a group of chief executive officers (CEO) from not-for-profit organisations to participate in a peer consultation group. The project leverages the collective wisdom and experience of a group of leaders with similar roles, challenges or interests. “We are aware of the pivotal role that leadership can play in achieving – or not – an organisation’s mission,” says Adriana Craciun, senior adviser for organisational development and

capacity building at Oak Foundation. “Leading a not-for-profit organisation is tough.”

Indeed, leaders face a myriad of issues every day: strengthening and managing governing boards, recruiting and retaining top-quality staff and juggling the demands of donors. Many CEOs become exhausted and worn out. They can often feel lonely, without trusted advisers with whom they can discuss these challenges openly. “That is why we decided to experiment with a process that provides support for the CEOs to learn from each other,” said Adriana.

The first ever peer consultation learning event took place in 2015; Oak invited seven CEOs from partner organisations to participate. The learning event involved three one-day meetings six months apart. During these meetings each participant shared an issue they are facing, while the other six listened and then discussed possible solutions. The feedback was so positive that the consultation learning process has been repeated three times since.

 **“I cannot believe how much more complex the not-for-profit world is to the business world in terms of stakeholder complexity, challenges of evaluation and having to fundraise.”**

– Laura Lewin  
Consultant

Participants have described the peer meetings as an “invaluable space for honest and frank exchange”, which gave them “a unique chance to breathe”. Each participant also felt supported and heard by sharing their experiences, listening to each other’s stories, and realising together just how challenging it is to lead a not-for-profit organisation. They garnered strength from the realisation that although their current situation may feel awful at times, it is quite normal.

“I cannot believe how much more complex the not-for-profit world is to the business world,” said Laura Lewin,

**We offer capacity-building support to our partners because we believe that by strengthening their resilience, civil society becomes more robust.**

the consultant who facilitated the group's discussions and who has worked with large multinational corporations, "in terms of stakeholder complexity, challenges of evaluation and having to fundraise."

One participant said, "this peer consultation helped me figure out a way to re-imagine my job and leadership at my organisation, and so much has changed here as a result." Participants also said that they have been directly applying the learning to their own organisations since. One CEO even took the process as an example and repeated it in his own organisation as part of an away-day.

## Building Oak's own capacity

The success of this leadership development programme is an example of the benefits of supporting organisational strengthening among our partners and one of the reasons that Oak is committed to supporting its staff to be skilled facilitators of capacity-development support. Oak's programme officers are experts in their respective fields of work and find it easy to talk with partners about programmatic issues. Oak wishes to strengthen them to also deal with issues like leadership transitions, governance or organisational transformations. "Making sure that Oak staff understand organisations and what it takes to change will help them recognise and advise on the right opportunities for support," says Adriana. "Programme officers are on the front-lines managing the grants, so it makes sense to increase their awareness of what's possible from an organisational development perspective."

Oak launched an e-Learning programme in autumn 2018 which aimed to develop programme officers' abilities to support the capacity building of our partners. The training is run by INTRAC, a UK-based organisation that works to reinforce the effectiveness of civil society to challenge poverty and inequality. Thanks to this training, programme officers can better guide





**Find out more on oakfnd.org about capacity building and organisational development opportunities with Oak.**

partners through needs assessments, as well as signpost and advise on capacity-building resources and solutions. The first day-long event took place in November 2018 and was attended by 35 Oak staff. Attendees shared experiences and discussed how best to understand the organisations they work with to help catalyse positive change owned by Oak's partners.

"The training taught me how to better facilitate deep and open dialogue with Oak's partners and how to build trust with them," said Nathan Argent, programme officer for the Environment Programme.

The training day was a precursor to an eight-week e-Learning course that was facilitated in two four-week blocks – the first block at the foundational level and the second at the advanced level. The foundational module dealt with: assessing capacity-building needs; ensuring partner ownership; selecting appropriate capacity-building methods; and supporting capacity building effectively. The advanced module delved into: programme officers as change agents (including trust, difficult conversations, self-care); how to build capacity through field visits; capacity building in relation to intermediaries/networks; capacity building in relation to exit grants; and capacity building evaluation.

"Capacity building and organisational development are not just technical processes but are processes of change-making that can be difficult and emotional for those involved," said Stephen Campbell, campaigns leader for Oak's Environment Programme. "Nonetheless, the experience of grantees is nearly always positive. So, I welcome any training that teaches tools and systems to facilitate this type of support."

We know that organisations which are effective in achieving their goals have a few things in common: strong leadership; clear strategies; sound financial systems; and robust fundraising plans. Resolving any issues in these areas increases an organisation's chances of success. Oak's organisational development and capacity-building support is there to enable our partners

to have the greatest possible impact, by improving their leadership and management skills and developing a more robust structure. Stronger organisations achieve better social justice outcomes and are more sustainable, resilient and effective.

"Ultimately, we want grantees to feel supported in their individual learning journeys and that they can access appropriate packages of support so that they become stronger and more able to achieve their goals," says Adriana. "We want organisations to have options to access good quality capacity-building providers when they need to build capacity in fundraising, staff training, leadership and in other areas. So, after a few years, they are able to turn around to us and say, 'Hey, thanks, but we don't need you anymore'. This makes us very happy – then we can focus our energy on supporting other organisations in need."

When former Oak President Kathleen Cravero reflected on how she left Oak Foundation stronger than she found it, she highlighted Oak's commitment to being responsive to our partners and to strengthening the fields in which they work. "I hope that Oak continues along this path of capacity building," Kathleen said. "Strengthening the resilience of not-for-profit organisations is critical, especially as the environments in which they work become more difficult. I believe that Oak's responsive, partner-centred approach to organisational development and capacity building distinguishes it among private philanthropies. It's one of the most sustainable ways to strengthen our partners – both individually and collectively."

If you would like to find out more about capacity building and organisational development opportunities at Oak, please check out our website: <http://www.oakfnd.org/capacity-building.html>. Oak partners interested in capacity building and organisational development should contact their responsible programme officer directly. Please see page 65 of this report for the capacity building grants given in 2018 to support our partners.

# Safeguarding children



© Virginia Ruoff / Oak Foundation

Oak envisages a world where children are protected from all forms of abuse and exploitation and where their rights and safety are respected. We are determined to put children first in all we do, which is why we hold Oak and our employees accountable to high standards of child protection.

Strongly supported by its Trustees, Oak Foundation put in place its first Child Safeguarding Policy in 2013 and adopted a revised version in 2018. This policy applies to all Oak Foundation staff, consultants, contractors and volunteers. It commits us to ensuring that Oak, through all its programmes, will strive to prevent abuse and promote the safety, protection, wellbeing and development of children.

## Supporting our partners to safeguard children

We ask our grantees to adhere to the same safeguarding standards that we set for ourselves. This is because we believe that safeguarding children is everybody's business.

There is an obligation on all organisations and professionals working or in contact with children to strive to ensure their operations are 'child safe'. This means that staff and contractors do not represent a risk to children and that programmes, policies and practices are designed and developed in ways that promote the protection of children.

We collaborate with specialist organisations such as Keeping Children Safe, which provide this support in the languages and contexts in which our partners work. Since 2015, over 300 of Oak's partners have received support to put in place their own safeguards.

In January 2018 Oak hired a project manager to help us fully implement our safeguarding policy. Steina Bjorgvinsdottir is now assisting us in providing our partners with the opportunity to access bespoke support to develop their own safeguarding measures. This means more specialised support from handpicked service providers around the world.

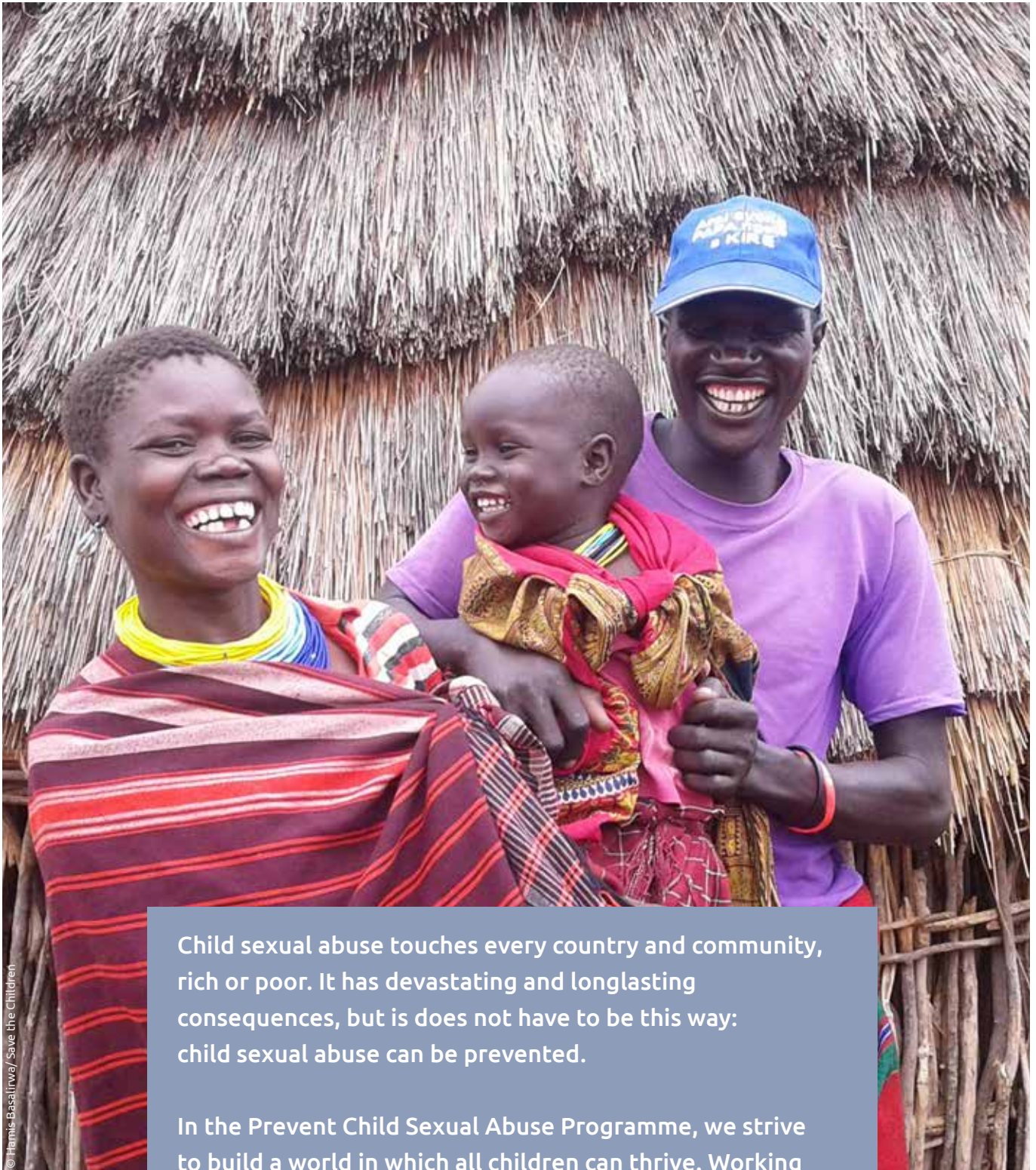
In addition, 2018 saw many foundations, trusts and funders groups come together with the support of Oak and others, to discuss how to develop their own safeguards and support their partners to do the same.

**If you are a partner of Oak Foundation, please speak to your programme officer to find out more about the support you can receive.**

**Oak implemented its child safeguarding policy in 2013.**

**In the interest of protecting all children everywhere, we ask our partners to do the same.**

# Prevent Child Sexual Abuse



Child sexual abuse touches every country and community, rich or poor. It has devastating and longlasting consequences, but it does not have to be this way: child sexual abuse can be prevented.

In the Prevent Child Sexual Abuse Programme, we strive to build a world in which all children can thrive. Working closely with our partners, we invest in solutions, bring to scale interventions that work, and seek to increase the public commitment to ending child sexual abuse in our lifetime. We also support efforts to hold global industry and the private sector more accountable to children and build a movement to end impunity.



## Reflections

Child sexual abuse affects billions of children around the world. While there has been too little action and too much impunity, we are starting to see new openings for change. Increasingly, survivors and advocates are speaking out and calling for justice. Governments and private sector institutions are accepting that they can do more. At the same time, researchers are revealing new insights into solutions that result in real reductions in abuse.

The Prevent Child Abuse Programme (Prevent CSA) aims to amplify the power and promise of this growing movement. Our new strategy, launched in December 2018, has an ambitious vision to achieve significant progress in ending child sexual abuse in our lifetimes. The strategy recognises our advantage as a donor willing to take risks, and invests in partners committed to the cause.

In 2018, we consulted with over 100 partners and experts to identify how we could best contribute as a grant-maker. As a result, we have made small, yet important shifts in our grant-making:

- **We learned that we need to be more explicit about what we do and why.** Avoiding any explicit mention of child sexual abuse contributes to the culture of silence surrounding this crime. We have renamed ourselves the Prevent CSA Programme and, going forward, intend to communicate more openly about child sexual abuse.

- **We learned that we can do more by refining our focus.** We now have two sub-programmes:

- **Solutions and Advancing Action:** we will continue to support efforts to pilot, evaluate and scale up promising and proven interventions. Such evidence not only challenges the belief that abuse is inevitable, but provides decision makers with the solutions they need to make a difference. This sub-programme will shine more light on the sexual abuse of boys by investing in research and data.

- **Accountability and Ending Impunity:** we will continue to support partners working to hold key global institutions accountable to children. We will also continue to work with advocates and industry leaders on implementing real change. We seek to end impunity for perpetrators of child sexual abuse. To this end we will research how best to influence cultural change at industry and government levels – and how to secure justice, even when disclosure occurs (long) after the abuse has been committed.

Our team has taken up the challenge of implementing a bold, new strategy. We are committed to using all of our talents and abilities to make the best grants that we can. But we know that the real work will be done by our partners, whose work inspires us every day. We believe that the future offers new hope. Together we can end child sexual abuse and build a world in which all children everywhere experience the power of love, respect and dignity.

# 34

grants were made by the Prevent Child Sexual Abuse Programme in 2018, totalling USD 26.15 million.





## A bold new vision to end child sexual abuse

All too often, people think that if a problem has been around for a long time it will always be with us. This can be particularly true for an issue like child sexual abuse, which has long been submerged in silence and shame.

**"The sexual abuse of children is not something we should accept or even think that we can't stop. It can be prevented."**

**-Caroline Turner  
Trustee  
Oak Foundation**

"The sexual abuse of children is not something we should accept or even think that we can't stop. It can be prevented," says Caroline Turner, Oak Trustee. This conviction, backed by growing evidence that it is possible to prevent child sexual abuse, is behind the programme's new five-year strategy, which launched in December 2018. The Prevent Child Sexual Abuse Programme (Prevent CSA) builds on what we have learned during two decades of working with partners and reflects extensive consultations with other leading thinkers. It is organised into two sub-programmes.

The first sub-programme, Solutions and Advancing Action, seeks to promote, scale and advance solutions to end the sexual abuse of boys and girls. The second sub-programme, Accountability and Ending Impunity, will support efforts to hold global financial and sporting institutions to account for upholding children's rights. It will also seek to end impunity for those who sexually exploit and abuse children. These strands of work will be strengthened by additional investments in strategic opportunities to support

networks, promote advocacy and give voice to survivors.

“Across these next five years, we want to tell real and compelling stories about our partners’ efforts to end child sexual abuse,” says programme director Brigette De Lay. “Their stories provide solid evidence that child sexual abuse is preventable, not inevitable, and they can spread a message of hope and inspire others to act.”

In this spirit, and to illustrate some of the elements of our strategy, we share a few of these stories here.

## Solutions and Advancing Action: scaling up initiatives that work

### Rape can be prevented

Rapes have dropped 50 per cent in several slums in Nairobi, Kenya, thanks to a training programme for boys and girls run by the organisation No Means No, together with its local partner, Ujamaa. In the 12-hour course, girls learn to identify risk, talk themselves out of trouble and gain physical skills to back that up. Boys are taught to challenge harmful beliefs about gender and sexuality and to intervene to stop violence.

Results show that 74 per cent of boys who witnessed physical or sexually assaultive behaviour in the year following the training successfully intervened to stop it. Half of the girls used their skills to stop a rapist in the year following the training, and 20 per cent used the skills more than once. There was a 46 per cent decrease in school dropouts due to teen pregnancy.

With support from Oak Foundation, No Means No is bringing this powerful work to scale through its network of master trainers who teach local partners around the world to deliver and evaluate the programme. It is now being taught in Kenya, Malawi, Somalia and South Sudan, and will soon expand to Uganda and the United States.

### Intergenerational transmission of violence can be stopped

In post-conflict northern Uganda, peer mentoring for young fathers resulted in a 50 per cent drop of violence in households in just six months. The initiative, known as REAL Fathers (REAL stands for Responsible, Engaged and Loving) promotes stronger bonds between fathers and their young children and healthy relationships between couples. Peer mentors are chosen from the community and trained to work with young fathers to reduce intimate partner violence and the harsh punishment of children.

Several factors contribute to the success of the initiative, for which plans are underway to scale up efforts across the country. In addition to being mentored, fathers have group meetings, and mentors make home visits where they can also talk with wives. Poster campaigns reinforce messages of positive masculinity and fatherhood, as do community celebrations.

“In these post-conflict communities, where most men no longer own land, REAL Fathers offers a way for young men to gain respect and standing in the community,” says Rebecka Lundgren, lead researcher for the project at Georgetown University.

“In the future, I want my child to say, ‘Baba (Dad) is the one who made me the way I am. Baba showed me the right way’.”

-Participant  
REAL Fathers  
Uganda

The project’s impact extends beyond the present: building strong family bonds and modelling positive gender norms in a child’s early years can act as an important protective shield against sexual abuse of children and adults in the future. As one young father put it: “In the future I want my child to say, ‘Baba (Dad) is the one who made me the way I am. Baba showed me the right way’.”



In slums in Nairobi, Kenya, rapes have dropped by

50%

thanks to the work of REAL Fathers.



# 71

nations have put child safeguarding measures in place for their sports teams, thanks to the pioneering work of the Commonwealth Games Federation.

## Accountability and Ending Impunity: the responsibility of institutions

A number of large sporting organisations and financial institutions like the World Bank – whose work impacts millions of children – have in recent years adopted measures to safeguard children. The programme's new strategy supports the implementation of these standards and, more generally, a shift from norms and behaviours that perpetuate silence to those that prioritise the rights of children.

### The culture of sports can be shifted

The close working relationship that children have to their coaches, as well as their dependence on them to succeed and get ahead in the professional sporting arena, can leave them vulnerable to manipulation and abuse.

Recently, adult athletes who were sexually abused in childhood have courageously come forward to challenge sporting organisations to do a better job of preventing the emotional, physical and sexual abuse of children. For organisations looking to implement meaningful change, the story of the Commonwealth Games offers a path forward.

Under the leadership of CEO David Grevenberg, the Commonwealth Games Federation, with support from UNICEF UK, is a pioneer in the sporting community. The organisation requires that child safeguarding measures be in place in all

contractual agreements for its signature Games, its Youth Games and across all aspects of its operations. This not only makes the events safer for children, but leaves lasting changes, including improved legislation, in the host countries. The Federation has also begun to train its members, 71 nations in all, to put child safeguarding measures in place for their sports teams. This sets a global benchmark, because 53 of their members also serve as National Olympic Committees.

"Sport is a vehicle for improving the lives of children," says David. "All Games are measured against the shared vision of building peaceful, sustainable and prosperous communities, which means putting children first."

### Impunity can be ended through concerted advocacy

Equality Now is an example of the growing movement to hold leaders and institutions to account. It works alongside coalitions of civil society organisations to defend the rights of adolescent girls. In Tanzania, Equality Now works with partners to ensure that pregnant girls banned from school, many of whom have been sexually abused, have the right to re-enrol. In Zambia it advocates for girls' right to attend school free from the threat of sexual violence and to bring perpetrators of violence to justice.

Equality Now does this work in a way that strengthens the capacities of national organisations. This includes enhancing skills to hold policy makers and educational authorities to account and helping them work effectively with allies such as journalists and lawyers.

## Scaling up efforts

The programme will also work to strengthen the global movement to end child sexual abuse. We will get behind key networks, such as ECPAT International, as well as campaigners, advocates and researchers committed to ending this silent pandemic.

One example is the *Out of the Shadows Index* from the Economist Intelligence Unit – pioneering work that Oak supported, along with the World Childhood Foundation. This ground-breaking index highlights how 40 countries are addressing sexual violence against children to develop a better understanding of the issue, show where progress is needed, identify factors that can potentially drive change and bring more attention to this neglected issue.

We will also support two initiatives where there is the need and potential for urgent progress. The first is ending child institutionalisation in Bulgaria. The second is ending online child sexual abuse – supporting image removal and greater accountability for such abuse.

The programme draws inspiration from its Trustee, Caroline Turner, who wants to see substantial change happen in her lifetime. “Child sexual abuse is the most grievous crime that can happen to a child, yet it is often tolerated and goes unpunished,” she says. “By making it our focus, we intend to support the organisations that can change that.”



The photographs throughout the Prevent CSA section of the report have been provided by our partners. This includes those in the international sporting events arena working to prevent child sexual abuse. It also includes photos from REAL Fathers, a project implemented by Save the Children in Uganda, which promotes stronger bonds between fathers and their children.





# Grants



© Olamuge Dickens / Save the Children

## Accountability and ending impunity

### 5 Rights Foundation USD 466,667 (36 months)

To provide core support to 5 Rights in its work to build a digital environment that is safe for children.

### Disability Rights International USD 500,000 (36 months)

To protect the rights of children placed in institutions in several Eastern European countries.

### Institute for Human Rights and Business USD 1,600,560 (36 months)

To implement human rights throughout the world of sport in order to protect the rights of children.

### UNI Global Union, The World Players Association USD 250,000 (24 months)

To carry out a survey of professional athletes about how their rights were promoted or violated as children in organised sport.

## Solutions and advancing action

### All Survivors Project USD 250,000 (15 months)

To improve the global response to survivors of sexual violence in situations of conflict and displacement.

### Bureau International Catholique de l'Enfance (BICE) USD 250,000 (24 months)

To provide core support to the BICE to prevent child sexual abuse and to provide child victims with multidisciplinary support in Latin America and Europe-CIS.

### Centre Dardedze USD 800,000 (48 months)

To provide core support to Centre Dardedze, based in Latvia, to help it become a national and regional leader in the prevention of child sexual abuse.

### Equality Now USD 393,440 (26 months)

To ensure that adolescent girls in Tanzania and Zambia are free from sexual violence in schools, and to ensure access to justice for survivors and a right to education.

### Heartlines USD 1,000,000 (36 months)

To promote the active involvement of men in the lives of their children in South Africa and Uganda.

### National Center for Child Abuse Prevention (NCCAP) USD 469,104 (36 months)

To provide core support to the NCCAP, which works to prevent child sexual abuse and exploitation in Moldova.

### No Means No Worldwide (NMNW) USD 529,710 (36 months)

To support NMNW to scale its rape prevention programme (called IM power) globally.

### Promundo US USD 2,350,000 (48 months)

To support Promundo's work to promote gender equality and create a world free from violence by engaging men and boys in partnership with women and girls.

### Terre des Hommes Moldova USD 382,832 (36 months)

To prevent child abuse and improve the safety and wellbeing of children, particularly those living in rural communities in Moldova.

### Together for Girls USD 987,200 (36 months)

To use the power of information and storytelling to "change the story" on sexual violence against children and adolescents.

### Trans-cultural Psychosocial Organization USD 799,998 (40 months)

To prevent sexual violence against children at national and local levels in Uganda.

### Women's Refugee Commission USD 382,590 (36 months)

To improve the prevention and response efforts of humanitarian actors working to reduce sexual violence against boys and men, including gay, bisexual and transgender persons.

## Strategic opportunities

### ChildFund Alliance USD 375,000 (24 months)

To empower children in ten countries to hold governments and local leaders accountable to their obligations to end all violence against children, as per SDG Target 16.2: end abuse, exploitation, trafficking and all forms of violence against and torture of children.

### Child Rights and Violence Prevention Fund USD 3,000,000 (48 months)

To protect children from sexual abuse and sexual exploitation through several grants that support a protective environment in homes, schools and communities in Uganda, Tanzania and Ethiopia.

### Child Rights International Network (CRIN) USD 304,888 (24 months)

To provide core support to CRIN as well as project support to prevent the sexual abuse and exploitation of children by peacekeeping personnel.

### ChildPact USD 100,000 (24 months)

To support ChildPact to equip countries in Eastern Europe and the Caucasus to prevent and respond to violence against children.



### Conseil Suisse des Activités de Jeunesse/ Swiss National Youth Council

**USD 368,320 (36 months)**

To support a joint project between the Swiss National Youth Council and Milchjugend to make youth associations in Switzerland more inclusive for LGBT youth.

### ECPAT International

**USD 700,000 (19 months)**

To support the efforts of ECPAT International in ending the sexual exploitation of children around the world.

### MAN Men for Gender Equality

**USD 91,660 (12 months)**

To develop a more inclusive and sustainable MenEngage network in Europe to make men and boys allies in gender justice and in the elimination of sexual and gender-based violence and child abuse.

### Network of European Foundations

**USD 248,300 (16 months)**

To support the Evaluation Challenge Fund to research the prevention of violence against children in low-income countries and communicate these findings to people involved in policy design and programming for children.

### New Venture Fund

**USD 2,000,000 (24 months)**

To support the Global Partnership to End Violence Against Children and partners to advance the violence prevention movement.

### Terre des Hommes International Federation

**USD 499,699 (20 months)**

To provide support to the Children Win Campaign, which promotes child rights in the bidding processes of sporting organisers, and to the Destination Unknown Campaign, which works to protect children on the move.

### Tides Foundation

**USD 500,000 (12 months)**

To administer grants out of the Children First Fund to support the planning and implementation of strategies to protect children against violence around the world.

### UNICEF

**USD 5,000,000 (36 months)**

To prevent and respond to online child sexual abuse and exploitation through targeted and evidence-based programmes at national, regional and global levels.

## Other

### A Breeze of Hope Foundation

**USD 100,000 (12 months)**

To provide core support to A Breeze of Hope Foundation, which provides free legal, social and psychological services to survivors of sexual violence in Bolivia.

### Hiwot Ethiopia

**USD 153,504 (24 months)**

To create a safe and protective environment for children in Ethiopia at risk of sexual abuse by actively engaging men and boys.

### Makerere University College of Health Sciences

**USD 249,972 (36 months)**

To work with and support parents to help prevent violence.

### New Bulgarian University

**USD 555,706 (36 months)**

To ensure that children in Bulgaria live with their families and communities.

### Public Health Foundation of Georgia

**USD 239,755 (24 months)**

To strengthen the child abuse prevention and response capacity of the primary healthcare system in Georgia and Azerbaijan.

### Save the Children Schweiz

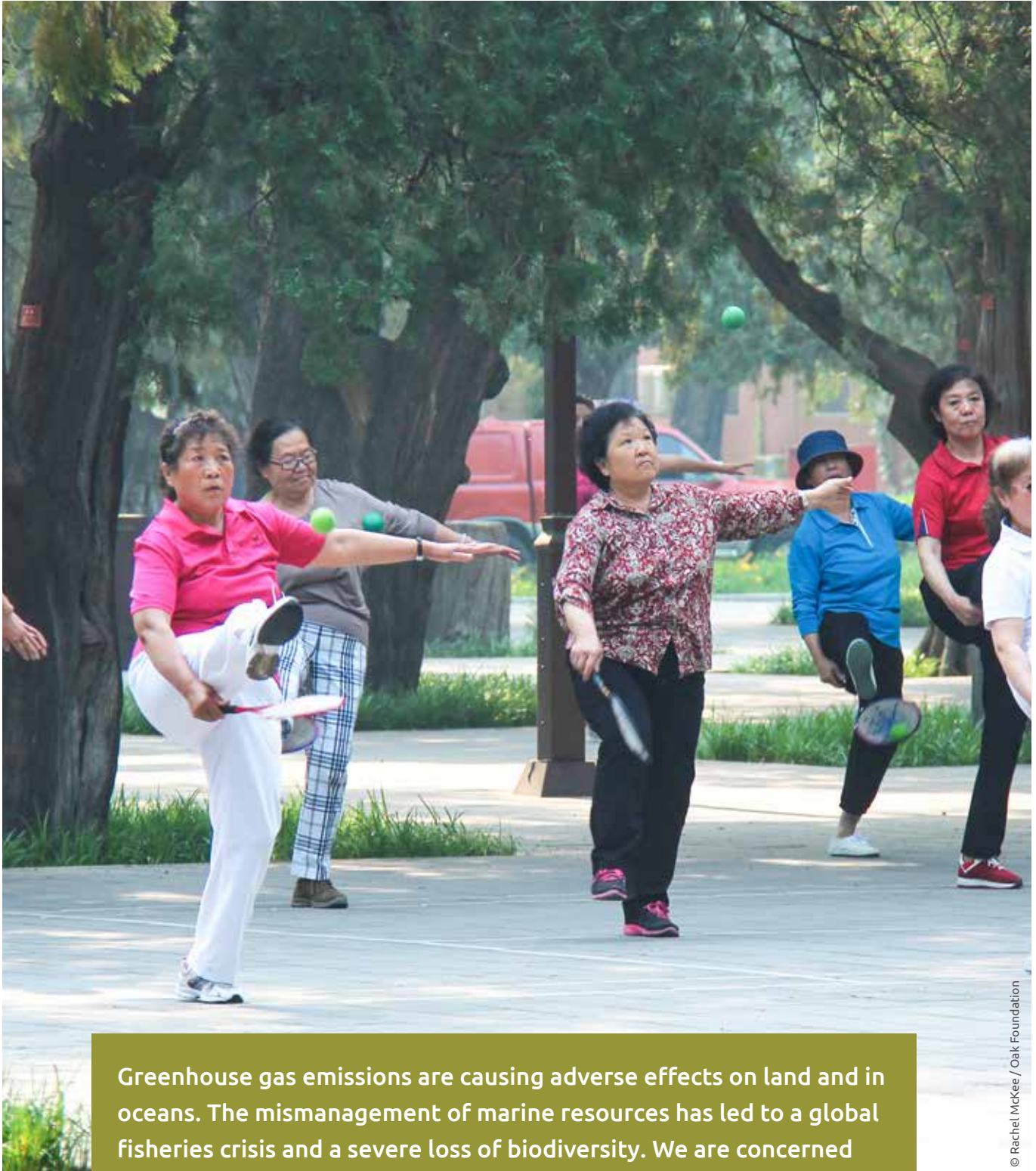
**USD 250,000 (30 months)**

To prevent and tackle online child sexual abuse and exploitation by supporting the governments and communities in Serbia and Bosnia and Herzegovina.



This is a list of our grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# Environment



Greenhouse gas emissions are causing adverse effects on land and in oceans. The mismanagement of marine resources has led to a global fisheries crisis and a severe loss of biodiversity. We are concerned about wildlife and the need to protect the natural environment.

In the Environment Programme, our grant-making focuses on three main areas: safeguarding a clean climate future for our children; cleaning up our oceans; and strengthening conservation efforts to ensure the safety of endangered wildlife.



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## Reflections

The year 2018 will be remembered for breaking new ground, setting new records and stark new warnings.

Last year saw CO2 levels reach record highs that have not been seen for millions of years. Scientists delivered a special report highlighting that global average temperatures could rise more than 1.5 degrees Celsius if we do not rapidly reduce our emissions by half in the next 12 years.

We finished the year with heavy hearts, knowing that carbon emissions have risen by nearly three per cent. At a time when drastic emission cuts are needed, we find ourselves with one foot over the precipice.

In such challenging times, it would be easy to surrender to pessimism. But as a team, we find strength and resolve in the knowledge that we have the technology and roadmaps to avert disaster. This will require new innovations, new people-powered movements and a renewed political will to avert environmental catastrophe.

We also celebrate the moments in 2018 of optimism and success.

We are reaching a global tipping point for clean transport as China's ambition to clean up its cities and drive a global transport revolution start to accelerate. Every five weeks, China adds 9,500 electric buses to its streets – that's the equivalent of London's entire bus fleet.<sup>1</sup>

Across Europe, plans to build new coal-fired power stations are being scrapped and old ones closed. India has dramatically increased its ambitions to power its economy with solar.

As a result of efforts by a broad coalition including government and civil society groups, UNESCO's World Heritage Committee removed the Belize Barrier Reef from the list of endangered World Heritage Sites. The reef, once described by Charles Darwin as "the most remarkable reef in the West Indies" has been under threat from offshore oil drilling and the indiscriminate clearance of mangroves.

Finally, the Wildlife Conservation and Trade sub-Programme launched a new security approach called the Virtus Initiative. This intelligence-based project puts the safety and wellbeing of our partners on the frontlines first.

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grants were made by the Environment Programme in 2018, totalling USD 44.35 million.



**Opposite:** Residents of Beijing, China, practice sport in the Forbidden City on a blue-sky day one summer morning. China's Blue Sky Action Plan promotes clean energy, and its investment in

electric vehicles has radically reduced pollution in the capital.

**Above:** Electric vehicles offer clean, affordable transport options around the world.



Find out more at [www.oakfnd.org](http://www.oakfnd.org)



## The future is bright; the future is clean

Imagine a city with serene gardens and blue sky – a city where you can stop and smell the peonies; a city where the vibe is all about sunshine and butterflies. Nature blossoms because of the city's commitment to cleaner, healthier communities and the drive to become a global icon for sustainable urban living.

“Before, people were worried. They asked, 'can you do that? Can you really have 100% electric buses or taxis?' So, guess what, it's doable. Shenzhen sets a good example for mega-cities to follow.”

- Yunshi Wang  
Director  
China Center for Energy  
UC Davis Institute

This vision is in fact a reality. This city is called Shenzhen, a coastal city in the south of China – a short train ride away from Hong Kong and the first city across the bridge on the mainland. Under the guise of the project known as 'Shenzhen Speed', the city has embraced an ambition to be a clean technology hub. From the factory floor to the corporate board rooms – there is a desire to accelerate climate-friendly innovation.

This metropolis has grown exponentially in less than four decades. In 1980 it was no more than a small fishing village of 30,000 people. Today, this once little-known village is a global leader in clean transport solutions.

Since the summer of 2018, the city's 16,000 buses have been entirely electrified<sup>2</sup> – a fleet that is larger than those operating in London, Los Angeles, Toronto, New Jersey and Chicago combined.<sup>3</sup> The city saves on fuel bills, and by 2020 its entire taxi fleet will also

be powered by electricity. The increase in electric vehicles has also seen a 30 per cent reduction in pollution, making cleaner air a reality for local communities.<sup>4</sup> Thanks to the fiercely efficient Shenzhen Metro, the electric buses and taxis, and the ubiquitous hordes of smart bicycles available for ride-sharing, Shenzhen is now quieter and cleaner than any 12 million population urban centre in China, and probably the world.

“So before, people were worried,” says Yunshi Wang, director of the China Center for Energy and Transportation of the UC Davis Institute of Transportation Studies, California. “They were asking, ‘can you do that? Can you really have 100 per cent electric buses or taxis?’. So, guess what? It’s doable. And I think it sets a good example for mega cities to follow.”

And follow they will.

This is just the crest of a huge wave of clean transport initiatives that will see 19 of China’s 23 provinces and two mega cities – Beijing and Shanghai – meet commitments for the deployment of electric vehicles in the next two years.

These game-changing developments signal a tipping point for global electric vehicles. Indeed, in 2018, sales of new energy vehicles in China surged 61 per cent.<sup>5</sup>

Nathan Argent, programme officer for the Environment Programme says: “Cleaning up the transport sector is not only an integral part of the climate solutions toolbox, but it has huge health and economic benefits too. And what happens in China will change things globally.”

So, what are the blocks to accelerating greater electric vehicle use in every city across the world?

In the last couple of years, projections for electric vehicle uptake have been revised upwards – everyone from the oil companies to the manufacturers see the future of transport as being clean. This is enormously encouraging.

But there are still obstacles to be overcome. Improving urban mobility has been a perennial task and for many communities around the world, access

to affordable, safe and reliable public transport does not exist. As Austin Brown from UC Davis says: “In many cities, if you want to get to work, you may have to take not just one bus but two or three. Buses might come every half hour or every hour, or maybe not at the time of day that you need them.”

If you look at the roadmap for achieving clean transportation, it’s not just equity that needs to be addressed but also access to infrastructure. Investment in electric vehicle charging points across our towns, cities and roads needs to be drastically scaled up so that drivers can have confidence in being able to charge their cars while grabbing a coffee.

“We are on the cusp of a clean car revolution,” says Nathan. “Car makers are competing to meet the growing demand for cleaner and healthier streets. As battery technology becomes cheaper, and power companies and transport service providers build out the necessary charging stations, our focus at Oak is to ensure that these transport solutions benefit everyone.”

In China, the combination of its drive to become a global leader in manufacturing clean cars and its quest to clean up the air is resulting in the design of progressive policies to realise this ambition. China is creating a vibrant, job-rich industry, while reducing dependency on imported oil and making communities healthier.

China is set to unleash a seismic shake-up of the automotive industry when it introduces stringent rules to promote new-energy vehicles. From 2019, major manufacturers are being penalised, unless they meet quotas for zero- and low-emission cars or they buy credits from other companies that exceed the quotas. The so-called cap-and-trade system is designed to spur the market for electric cars.

Oak supports clean transport solutions such as electric, shared and automated mobility options, all of which reduce pollution, maintenance and fuel costs and emit zero greenhouse gases. We also support research efforts to: find out what policies will strengthen clean technology solutions; come up with ways to make electric transport an option for people on lower incomes; >>

Every five weeks,  
China puts

9,500

electric buses on its  
streets. That’s the  
equivalent of  
London’s entire  
bus fleet.



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philanthropists  
pledged4 billion  
dollarsover five years  
to combat  
climate change.

identify how partners can support state and local governments to lead on this issue; and explore how new technology can be beneficial for everyone, not just the few.

## Collaboration in the face of climate change

With the worry of climate change ever on our doorstep, the philanthropic world is also very deliberately stepping up to the bar. "This is quite possibly the biggest challenge of our time," says Shawn Reifsteck from ClimateWorks Foundation, a philanthropic organisation that works globally to advance climate solutions. "The good news is that philanthropy sees this and is rising to that challenge."

In September 2018, in the largest-ever philanthropic investment focused on climate change mitigation, 29 philanthropists pledged USD 4 billion over five years to combat climate change. Oak has pledged USD 75 million. The announcement, made at the Global Climate Action Summit in San Francisco, represents a broad global commitment to accelerate proven climate and clean-energy strategies, spur innovation and support organisations around the world to protect the air they breathe and the communities they call home.

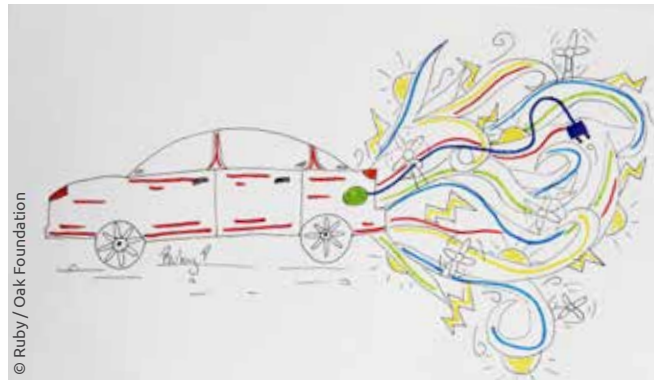
Known as the Climate Leadership Initiative, this effort of unprecedented ambition hopes to achieve what has never before been done in the philan-

thropic sector. It aims to dramatically increase philanthropic investment in climate mitigation efforts from one per cent to much more. By creating synergy between various sectors of philanthropy, it aims to remove the barriers among philanthropists funding on different but related issues.

"Over the last five years, there has been USD 3 billion committed to climate, which while great, only makes up one per cent of philanthropic funding," says Shawn. "For a problem like this one, it's completely insufficient. The 4-billion-dollar announcement demonstrates how philanthropy is willing to do more. For example, there are links between food and climate or health and climate, so why not unite philanthropists supporting health initiatives or good food initiatives together around solving problems?"

The campaign's goals are to electrify transportation systems globally, phase out coal and remove carbon dioxide from the atmosphere. "The reality is that the most disenfranchised people in the world are the most affected by the impact of climate change – and we are trying to create economic opportunity for them," says Shawn. "It's just a reality, that by solving climate change and creating a new energy infrastructure for the world, we're actually creating the next global economic revolution."

How does ClimateWorks aim to do this? "By tackling energy systems and transport systems, which are driving the increase in greenhouse gas emissions, we can make this a more inclusive, prosperous global environment," says Charlotte Pera, President and CEO of ClimateWorks. "There are so many



opportunities for philanthropists to get involved in climate change mitigation efforts.”

“There are so many opportunities for philanthropists to get involved in climate change mitigation efforts.”

- Charlotte Pera  
ClimateWorks Foundation

Indeed, outside of China, the US state of California (and the home of ClimateWorks) is leading the way when it comes to clean transport innovation. Since December 2016, the state's Energy Commission has awarded more than USD 64 million to electric vehicle charging infrastructure, helping to install nearly 8,000 charging stations with almost 9,000 charging outlets throughout the state. These investments helped California establish the largest network of non-residential chargers in the nation. In addition, a second-hand market for electrical vehicles is now opening up, and California offers increased incentives to potential buyers of electric vehicles. It limits the income cap of those who can receive a rebate, ensuring that more people and families on lower incomes can choose to make cleaner, energy-efficient choices that work for them.

So, does the future look bright? According to Yunshi Wang, yes. “I feel positive about the future,” he says, “because I see there is an alignment of interests. In China’s case it’s

government policy, yes, but it also finds the alignment – that electrification is good, both for China and for the global climate community. So, I am positive that this will go a long way.”

The Climate Leadership Initiative will also invest in supporting state and local organisations working on the frontlines of climate change. It will propel the expansion of proven approaches and innovations in climate change mitigation. “If we are successful in meeting global climate goals, that success will bring with it a whole slew of benefits,” says Charlotte, “everything from clean, affordable, accessible energy for everyone, to clean air, better food security, water security, more liveable cities, new businesses and jobs and so forth.”

At Oak we are hopeful too, for a clean, safe climate. We dream about cities with blue skies, green parks and peonies for everyone. That is why we will continue funding far reaching innovative initiatives that work towards making that dream a reality.



The photographs throughout the Environment Programme section of the report represent the work of our partners to help clean up transport options around the world.

**Meeting climate goals will mean clean, affordable, accessible energy, clean air, better food and water security, more liveable cities, new businesses and jobs.**



# Grants

## Climate Change

### C40 Cities Climate Leadership Group

**USD 250,000 (18 months)**

To accelerate citizen engagement and reduce CO2 emissions, while also addressing social and economic challenges.

### Carbon Tracker Initiative

**USD 750,000 (36 months)**

To provide core support for Carbon Tracker Initiative to increase capital investments in cleaner, safer power.

### Carnegie Council for Ethics in International Affairs

**USD 799,815 (36 months)**

To catalyse the creation of effective governance for solar geoengineering and carbon removal.

### ClimateWorks Foundation, USA

**USD 200,000 (12 months)**

To research and mitigate the potential risks that electric vehicle battery supply chains face in regard to environmental, health and social concerns.

### ClimateWorks Foundation, USA

**USD 800,000 (36 months)**

To reduce the significant health risks posed by climate change.

### ClimateWorks Foundation, USA

**USD 1,000,000 (36 months)**

To support the greening of the Belt and Road Initiative.

### Corporate Accountability

**USD 250,000 (18 months)**

To support Corporate Accountability to ensure good governance in climate policy making.

### Energy Resources Institute

**USD 279,607 (36 months)**

To accelerate change towards low-carbon energy systems in India that enable robust economic development and limit the rise in global temperature to well below 2°C.

### European Climate Foundation

**USD 198,000 (36 months)**

To enable effective communications and outreach around clean energy transitions for a safer future.

### European Climate Foundation

**USD 3,400,000 (36 months)**

To develop a South East Asian campaign to help countries meet their Paris climate targets.

### European Federation for Transport and Environment (T&E)

**USD 994,048 (36 months)**

To accelerate the transition from heavily polluting vehicles to clean vehicles in Europe.

### Global Call for Climate Action

**USD 200,000 (24 months)**

To boost the participation and impact in public discourse and policy-making processes of new organisations in India working towards equitable, low-carbon, climate-resilient development.

### Greenpeace International

**USD 400,000 (24 months)**

To drive urban systems change by shifting power, policies and finance towards clean, equitable and accessible public transport, walking and cycling.

### Instituto Clima e Sociedade

**USD 4,440,000 (32 months)**

To strengthen Brazilian civil society in the face of climate change by supporting the Brazilian Government to reduce greenhouse gas emissions.

### International Development Research Centre, Canada

**USD 968,352 (36 months)**

To support policy research think tanks in Asia in relation to climate mitigation-related policies.

### New Venture Fund

**USD 600,000 (24 months)**

To promote clean and efficient energy systems and policies which reduce pollution and improve health in Canada.

### Oil Change International

**USD 1,000,000 (36 months)**

To align the global energy transition with the goals set in the historic Paris agreement by ending public funding of fossil fuels and ensuring a fair and fast move towards clean power.

### PRAYAS, Energy Group

**USD 301,992 (48 months)**

To support research and analysis that promote policies and programmes for sustainable, affordable access to modern energy supplies in India.

### Purpose

**USD 800,220 (36 months)**

To accelerate the adoption and increase the ambition of climate solutions in Brazil.

### Rockefeller Philanthropy Advisors, Inc.

**USD 3,000,000 (36 months)**

To launch climate mitigation efforts by identifying and supporting innovative leaders with transformative strategies.

### Securing America's Future Energy

**USD 300,000 (6 months)**

To accelerate the uptake of electric vehicles in the US and create an enabling policy environment for driverless cars.

### Shakti Sustainable Energy Foundation

**USD 1,000,000 (36 months)**

To support India's goal of making 100 per cent of its transportation electric by 2030.

### Tata Trusts

**USD 225,254 (24 months)**

To increase domestic climate philanthropy and support for organisations working on climate change mitigation in India.

### Third Generation Environmentalism

**USD 384,993 (36 months)**

To increase civil society capacity and enhance international diplomatic capacity to support the transition to clean power.

### World Resources Institute (WRI)

**USD 2,800,661 (36 months)**

To strengthen WRI's global network by expanding the capacity and resilience of its international offices in Brazil, China and India.

### WWF International

**USD 150,000 (12 months)**

To support the establishment and operationalisation of the Global Climate Action Initiative, which promotes the implementation of the Paris Agreement and green development, especially in developing countries.

### WWF International

**USD 500,000 (36 months)**

To ensure the Belt and Road Initiative will finance renewable energy projects exclusively in Vietnam, Myanmar and the Philippines.

## Marine

### ABALOBI

**USD 500,000 (36 months)**

To scale up fisheries management efforts in the Western Indian Ocean region by using a mobile app called ABALOBI.

### Association of Fisheries and Hunters of Greenland

**USD 107,253 (12 months)**

To analyse the lived experiences of hunters in national and international wildlife monitoring and management legislation in Greenland.

### Biodiversity Funders Group

**USD 100,000 (24 months)**

To bring together groups and organisations working in grant-making related to biodiversity protection.

### Environmental Justice Foundation CT

**USD 505,000 (36 months)**

To end Illegal, Unreported and Unregulated fishing and build sustainable, equitable and legal fisheries in West Africa.

**Environmental Law Institute**

**USD 300,000 (24 months)**  
To develop and disseminate a law and governance toolkit that provides governments and leaders of smallscale fisheries with a range of regulatory tools and approaches that they can use to reform and strengthen their domestic laws.

**Funding Fish**

**USD 432,857 (36 months)**  
To catalyse EU member states' compliance with the Common Fisheries Policy in order to ensure its full implementation.

**Global Anti-Incinerator Alliance (GAIA)**

**USD 1,200,000 (36 months)**  
To provide core support to GAIA for its international work to prevent plastic pollution by encouraging corporate responsibility and promoting zero waste cities.

**Global Fishing Watch**

**USD 599,614 (36 months)**  
To support the Republic of Korea, Thailand, the Philippines and Taiwan to publish Vessel Monitoring System data on the internet.

**International Center for Living Aquatic Resources Management**

**USD 1,597,511 (48 months)**  
To create enabling environments for policies and investments that support people dependent on small-scale fisheries in developing countries.

**International Pole and Line Foundation**

**USD 630,000 (48 months)**  
To ensure smaller-scale tuna fisheries are strategically engaged in decision making for the international management of tuna resources.

**Investor Watch**

**USD 965,677 (36 months)**  
To align the world's capital markets with the sustainable management of fisheries and aquaculture.

**Kashtakari Panchayat Trust**

**USD 280,000 (24 months)**  
To implement a composting system for organic waste in a region of 200,000 people in India.

**Native American Rights Fund**

**USD 590,000 (36 months)**  
To rebuild major elements of the Northern Bering Sea Climate Resilience Area by supporting advocacy in the US at state and federal levels through a public outreach campaign.

**Oceana Advocacy Resources, Inc.**

**USD 250,000 (24 months)**  
To engage citizens and businesses in coastal areas working in tourism, real estate, restaurants, sport fishing, diving and other healthy ocean-dependent sectors to improve the health of the US's oceans.

**Oceana Inc.**

**USD 650,000 (24 months)**  
To develop a campaign on single-use plastics in the US that targets major fast-moving consumer goods companies.

**RARE, Inc.**

**USD 1,500,000 (36 months)**  
To improve how smallscale fisheries are represented to and financed by the international community.

**University of British Columbia**

**USD 352,878 (60 months)**  
To document and communicate the annual trends of the world's marine fisheries catches via an online platform.

**World Wildlife Fund Canada Foundation**

**USD 881,663 (36 months)**  
To protect Arctic coastal and ocean ecosystems and the Indigenous peoples and wildlife that rely on them by empowering Indigenous rights holders.

**WWF International**

**USD 136,558 (12 months)**  
To address the challenge of global fisheries sustainability by increasing collaborative actions in China.

**WWF International**

**USD 150,000 (24 months)**  
To eliminate illegal fishing in the Korean fishing industry and instead promote transparent, sustainable fisheries.

**Zoological Society of London**

**USD 609,240 (36 months)**  
To create a "refill revolution" across the city of London by 2021, which will reduce the number of single-use plastic water bottles entering the ocean.

**Wildlife Conservation and Trade****African Parks Network**

**USD 1,000,000 (24 months)**  
To help restore Matusadona National Park in Zimbabwe (once the full management mandate is secured), and to contribute to larger landscape-level conservation goals for iconic African animals, such as the black rhino and savannah elephant.

**Elephants Without Borders**

**USD 1,000,000 (36 months)**  
To advance elephant conservation in Botswana and beyond.

**Internews**

**USD 200,000 (24 months)**  
To increase the quality and quantity of reporting around conservation efforts, particularly in the UK and Europe.

**Lilongwe Wildlife Trust**

**USD 1,998,970 (36 months)**  
To protect African elephants and rhinos by strengthening regional conservation coordination in eastern and southern Africa.

**Mara Elephant Project Trust**

**USD 400,000 (48 months)**  
To support the Mara Elephant Project Trust to conduct research on elephant ecology in order to conserve the ecosystem and secure a viable and sustainable population of elephants in the Mara-Serengeti in East Africa.

**Social Good Fund**

**USD 500,000 (30 months)**  
To pilot an adaptive, non-conventional approach to security for organisations operating in the wildlife conservation sector.

**Wildlife Justice Commission**

**USD 400,000 (24 months)**  
To analyse, map and understand the networks linked to trade in rhino horn and ivory in Asia to improve conservation efforts.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# Housing and Homelessness



In the Housing and Homelessness Programme, we focus on preventing homelessness by funding sustainable solutions that improve the economic and social wellbeing of marginalised youth, adults and families. We have three priorities: promoting economic self-sufficiency; increasing the availability and supply of affordable housing; and preventing homelessness.

Grants within the programme are wide-ranging in size. We partner with organisations working both nationally and locally in Boston, New York and Philadelphia in the United States, and in Belfast, Birmingham, Bristol, Edinburgh, Glasgow, London and South Wales in the United Kingdom.



## Reflections

This year's theme article focuses on a strong strand of work in the Housing and Homelessness Programme (HHP): amplifying voice and increasing participation.

Over the last few years, we have often discussed the theme of 'amplifying voice'. In considering why this feels so central to our work, we have articulated this in the following statement:

*People have a right to be heard; amplifying the voice of people improves their physical, emotional and mental wellbeing. People-centred systems are more robust, more efficient, more inclusive and more conducive to good decision-making.*

We are committed to enabling the voices of citizens to be strong and clear, to be heard and, most importantly, to be influential. We have defined criteria for 'voice' and 'participation'. These criteria include:

- incorporating citizens' voices into campaigns when the agenda has been set by others;
- advocating and campaigning when groups of people have independently self-organised and/or defined the advocacy agenda;

- influencing the design of services or policy that impacts citizens or their community;

- designing and delivering services as paid staff, volunteers and board members by 'people with lived experience';

- influencing resource allocation and budgetary decisions of government, not-for-profit organisations, businesses and philanthropies (by citizens); and

- encouraging the personalisation of care packages for individuals.

We will continue to refine this definition. For now, we are using it to distinguish authentic participation from tokenistic examples. To be authentic, participation must be central to the ethos of an organisation and at the root of its work.

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**grants were made by the Housing and Homelessness Programme in 2018, totalling USD 23.86 million.**





## Overcoming challenges to find solutions for homelessness

We believe that the work of our partners to amplify the voices of people should be recognised and valued. We asked some of our HHP partners – Nia Evans from City Life/Vida Urbana, Susanna Blankley from Right to Counsel New York City Coalition, Atara Fridler from Crisis and Nilaya Montalvo from Homes for Families – to share their challenges with us and how they overcame them in achieving truly participatory initiatives. We hope their answers give readers a sense of the depth of this work.

### **Nia Evans, director of Ujima Project, City Life/Vida Urbana, Boston**

#### **What are your challenges?**

“Managing plentiful ideas – more complete representations of communities mean that ideas are many and varied, and not all of them can be implemented. We’ve tried to create a structure that allows our members to participate in decision making and implementation. We’ve also created feedback loops that reflect members’ thinking and how they connect to an action taken or decision made by staff.

“Time and building a long-term outlook – experience with more short-term, transactional campaigns can make long-term processes seem like a drag and unproductive. We’ve worked to make our multiple processes as interactive and engaging as possible. We’ve also taken care to communicate to our members the trial/experimental nature of our work.”

#### **What are your recommendations for achieving a truly participatory initiative?**

“Build and maintain genuine relationships as a matter of course, not solely to achieve an end. A truly participatory initiative requires that the initiative arises out of needs and desired courses of action, as determined by

communities. Initiatives that are community owned from idea to implementation, benefit from buy-in that is built in.

“It’s important to create a direct link between voice and the ultimate decision – part of communities’ lived experiences include betrayal of trust by officials. The ultimate decision feels disconnected. Creating a direct link means putting action where our mouths are, with respect to valuing communities’ voice and lived experiences.

“Open as many avenues of participation as possible – the most common types of opportunity for participation offered do not account for diverse circumstances that encompass our communities: work and family obligations; health concerns; mobility, etc. Creating multiple avenues of participation allow for greater opportunities to hear whole communities and for initiatives that arise to truly represent their needs.”

### **Susanna Blankley, coalition coordinator, Right to Counsel New York City Coalition**

#### **What are your challenges?**

“Communicating in language that everyday folks understand – we have to create different ways for people to be involved. We might organise around tenants’ rights, but tenants are also dealing with custody issues, domestic violence, workplace challenges etc. – people have a lot going on.

“We do a lot of skills training and provide support for folks to feel confident and prepared to be involved in the work, because they have been taught that they aren’t worthy of making change. So, fear, anxiety and doubt are barriers as well that can only really be confronted with deep relationships, trust and community.”

#### **What are your recommendations for achieving a truly participatory initiative?**

“Reduce the domination of professionals – in meetings where we have a lot of different kind of stakeholders, like lawyers and advocates, as well as organisers and tenants. We split into small groups and do the bulk of the meeting in our working groups.

Otherwise, more professional folks tend to dominate the meeting space.

“We work hard not to talk in lingo and we always have professional interpretation, food and can make childcare available when necessary. Also, most of our work happens at night, because that’s when people are home from work, so we have to do things at times when people most affected are available.”

### **Atara Fridler, director of Skylight project, Crisis, London**

#### **What are your challenges?**

“Understanding the impact of our work – which is influencing decision makers and reassuring beneficiaries that their voices are being heard by decision makers. There has been a change in local governments’ approaches to working with excluded communities – we believe that by being persistent we were able to exercise our influence.

“Reaching particular communities in Harlesden, London has been challenging at times, given historic distrust of community initiatives and of local statutory services. We have tried to overcome this by focusing on building a track record of open engagement. We also invited strategic contacts to take part in Q&As at forum events and reached out to people on the local high street.”

#### **What are your recommendations for achieving a truly participatory initiative?**

“Be transparent and honest with the communities you are trying to support – develop a clear strategic plan at the start and communicate it publicly, including when there will be opportunities for the community, to hold them (local decision-making groups) to account for its delivery.

“Adopt a collaborative approach so that the community can present a strong and strategic voice to local decision makers. The Harlesden Neighbourhood Forum adopted a collaborative approach to develop a neighbourhood plan, which is a vision for Harlesden’s future, now being used by different departments within local government.”

**City Life / Vida Urbana is a community organisation that promotes tenants’ rights and works to prevent housing displacement in Boston, US.**

**Right to Counsel New York City Coalition is a group of advocates, tenants, academics and legal service providers that represent low-income people facing eviction in New York City.**



**Crisis' Skylight centre in London offers education, training, housing, employment and health support to people at immediate risk of becoming homeless, or those who have been recently made homeless.**

**Homes for Families is a not-for-profit organisation working across Massachusetts, US. It engages families experiencing homelessness, families in unstable housing, shelter providers, elected officials and communities in the fight to end family homelessness.**

### **Nilaya Montalvo, deputy director, Homes for Families, Boston**

#### **What are your challenges?**

"Partners and other organisations not seeking to understand or respect, or not doing the work to adequately support participants or families. We work to overcome this challenge by sharing our work and facilitating challenging conversations. We rely on stories and the voices of families to frame conversations to shift thinking.

"Funding and understanding of the value of the work. Donors and many foundations have a greater focus on charity – goods and services – rather than on advocacy and engagement to address the underlying issues. The work is often undervalued – costs of preparation, proper facilitation, funds to offset barriers, and related overheads, are frequently not considered. We are working to put more of a pricetag on the work, to increase our funding and increase understanding. True engagement is not a quick thing on the side, but takes an investment to do it right.

"A third challenge is striking the balance between raising awareness and protecting the privacy of children and families, ensuring they are not exploited. It is important to educate the public about the realities of family homelessness and personal stories are one of the most powerful tools to do that. The backlash can be damaging from press and social media – to family relations, safety when domestic violence is factor, and other risks. We overcome this challenge by always offering choice, explaining risks and supporting people."

#### **What are your recommendations for achieving a truly participatory initiative?**

"Understanding – the most important thing we can do to meaningfully engage families in the work, is to understand that families are not void of expertise, skill, talent and leadership qualities. We must recognise the mastery of each parent and make space for them to share both their skills and leadership, with the organisation and peers.

"Training, information sharing and expectations are absolutely make-or-break in true meaningful participation of family partners – we understand that you share the same tools and information with families that you would offer to paid workers. We feel training in facilitation, organising, recruitment, lobbying and basic crisis intervention are important for families if they are to work as partners, liaisons and leaders in the community.

"When fighting for justice, the whole picture matters. If we come across important data, campaigns, trends, legislation, we share that information. Families are not expected to blindly react, but instead have a full understanding and help us build."

Nilaya Montalvo's quote below summarises a powerful underlying theme that we felt was an insightful way to conclude this year's report: *"Often what gets in the way of true partnership that shares leadership, participation and power, is the idea that poverty is the result of personal deficit and not systemic. Many of us understand that in theory, but in practice our understanding doesn't translate and we step into the role of saviour and not partner."*



## Café Art

The photos throughout the Housing and Homelessness Programme section of this report have been provided by Café Art, based in London.

Café Art's vision is that formerly homeless people will be empowered through their art and actively involved in a social enterprise. The artists whose photos we used received 50 per cent of the fee Oak paid for their use. We do not know the personal stories of all the photographers who provided their photos for use in our Annual Report. But please read on for the explanations of the artists who shared their stories with Café Art.

### Michelle Goldberg – page 27

Michelle asked her friend to take this shot of herself walking in front of Julian Opie's Citizen M mural at Tower Hill Station, London. M stands for "mobility". Michelle has a long-term medical condition and lives in temporary accommodation. She says, "I'm a Londoner. I was born here. My family have been here four generations, possibly five. My grandparents were in the markets."

### Maya – page 28

Born in London, Maya loves her home city and enjoys photographing it. This shot was taken in Shoreditch, one of Maya's favourite parts of the city. "I'm always there. My model is Jonathan, the son of two of my best friends. He's five years old. It's such a sweet age: full of curiosity and still so innocent."

### Ella Sullivan – above right

Born in London, Ella Sullivan grew up in County Kerry, Ireland. She returned to London over 20 years ago and now lives in Islington. She is currently being supported by a homelessness organisation that also provides art classes. She says, "I was in New Bond Street when I happened to notice this love heart bike stand and thought it would make a great picture as it was giving out a message of love and providing a safe place to lock up your bike."

### Desmond Henry – page 32 (top right)

Desmond was born in Northamptonshire and grew up in the West Indies. Desmond says he has seen the number of people sleeping rough rise in recent years. He took this image of a woman taking a coffee break in front of a mural by Brazilian street artists Cranio, Bailon and Sliks, near the Pritchard's Road Day Centre, Hackney. He says, 'I was very lucky, it was as if God sent her.'

### Mia Lyons – page 33

Mia is originally from Hamburg, Germany and has lived in London for six years. Mia took this photo in a car repair garage just off Truro Road, Palmers Green, London. "Maybe it's a bit too deep but I thought about consumerism and how much we throw away and use and that we have to become more kind as a society and kinder to the earth that we live from. But now we know and we can change our behaviour – it's nothing negative – it's just making people more aware."

**Café Art connects people in London affected by homelessness with the wider community through their art. Café Art's vision is that formerly homeless people will be empowered through their art and actively involved in a social enterprise.**

<https://www.cafeart.org.uk/>



# Grants



## Economic self-sufficiency

### Advance Credit Union (ACU)

**USD 389,895 (36 months)**

To increase the availability of affordable lending and credit to low-income households in Birmingham, the UK, by supporting ACU to expand its services.

### Compass Working Capital (CWC)

**USD 497,097 (48 months)**

To identify ways to extend the reach of CWC's family self-sufficiency programme.

### Good Faith Partnership

**USD 213,408 (6 months)**

To increase the scale of affordable personal lending and restrict the practices of exploitative lenders in the UK.

### Heartland Alliance

**USD 1,200,000 (36 months)**

To better connect the US workforce with homelessness sectors.

### Justice in Aging

**USD 120,000 (8 months)**

To prevent cuts to funding and eligibility for Supplemental Security Income in the US, which many seniors and people with disabilities rely on to survive.

### Massachusetts Budget and Policy Center

**USD 400,000 (48 months)**

To make economic stability a reality for more people throughout Massachusetts, so that those on lower incomes can become economically independent.

### National Energy Action (Northern Ireland)

**USD 66,667 (12 months)**

To secure continuation of the Northern Ireland Sustainable Energy Programme for the next five years (2019 – 2024) and to ensure that 80 per cent of the projected income from this programme (GBP 36 million over five years) is dedicated to helping people living in fuel poverty.

### Philadelphia Lawyers for Social Equity

**USD 225,000 (36 months)**

To provide legal services to more low-income residents in Philadelphia to empower them to overcome their criminal records and advocate for changes to simplify the record-clearing processes.

## Homelessness prevention

### Bassuk Center (Center for Social Innovation)

**USD 1,200,096 (60 months)**

To support the Center for Social Innovation, based in the US, which works to improve the lives of marginalised and vulnerable people.

### Center for Popular Democracy, Inc.

**USD 499,997 (36 months)**

To build a national movement to address the shortage of safe, affordable housing in the US, and the racial and income inequality that is exacerbated by that shortage.

### Citizens' Committee for Children of New York

**USD 240,000 (24 months)**

To prevent and end family homelessness in New York and ensure the wellbeing of children when families cannot avoid homelessness.

### Fund for the City of New York

**USD 1,532,632 (48 months)**

To ensure the effective implementation of the new Right to Counsel legislation in New York City through outreach, education and tenant organising, as well as training for attorneys, and supporting other cities to campaign for the same.

### Innovation Unit

**USD 98,667 (6 months)**

To explore, through practical research, how 18-25 year olds given prison sentences can thrive in the community after release.

### Merthyr and the Valleys Mind (MAVM)

**USD 332,628 (36 months)**

To support people in their homes using a MAVM 'resilience' model that enhances health and wellbeing.

### National Housing Law Project (NHLP)

**USD 1,500,000 (60 months)**

To provide core support to the NHLP to limit the negative impact of current US federal housing policies through advocacy and strategic litigation.

### Nucleus Legal Advice Centre

**USD 474,029 (36 months)**

To enable Nucleus Legal Advice Centre to provide housing, debt and legal advice services in West London.

### Participation and Practice of Rights

**USD 419,900 (36 months)**

To support a group of activists in Northern Ireland to achieve positive housing outcomes for individuals and to strengthen campaigns tackling the root causes of homelessness.

### Project 17

**USD 188,176 (36 months)**

To reduce homelessness and poverty among families in the UK who are homeless or poor due to their immigration status.

### Project HOME

**USD 2,000,000 (60 months)**

To enable Project HOME to build quality and capacity within its residential programmes to end and prevent homelessness in Philadelphia.

### Refugee Survival Trust

**USD 1,528,267 (36 months)**

To reduce destitution and homelessness in Glasgow among asylum seekers.

### Reinvestment Fund (The)

**USD 463,971 (36 months)**

To explore and research the issue of high rates of eviction in Philadelphia, US, with a view to improving policy so that levels of evictions are reduced.



© Mia Lyons

### **The Public Interest Law Center**

**USD 400,000 (36 months)**

To support low-income families in Philadelphia to live and thrive in safe, healthy and affordable homes.

### **True Colors United**

**USD 495,000 (36 months)**

To expand the National Youth Forum on Homelessness, create a network of influential Youth Advisory Boards across the US, and provide the resources to support them to end youth homelessness.

## **Increasing the supply of low-income housing**

### **Center for Land Reform DBA Center for Community Progress**

**USD 449,600 (36 months)**

To expand the Center for Community Progress's programme for leadership development and education, which is focused on the revitalisation of neighbourhoods in the US.

### **Community Solutions International**

**USD 1,000,000 (36 months)**

To work towards ending chronic and veteran homelessness in 40 communities in the US, as well as promoting successful (and scalable) approaches and financial models that support homeless prevention across the country and internationally.

### **INQUEST Charitable Trust**

**USD 315,616 (36 months)**

To ensure that the people directly affected by the 2017 Grenfell Tower disaster in London are supported, their voices are heard, their efforts to see truth uncovered are supported and their recommendations are taken forward.

### **Legal Services Agency**

**USD 241,719 (36 months)**

To reduce the barriers faced by homeless people in Scotland, by: providing legal advice through a drop-in service (including for refugees) and capacity building in the sector; and pursuing systemic change through strategic litigation.

### **Make Room Inc.**

**USD 800,000 (48 months)**

To enable Make Room to increase media coverage of the US rental-housing crisis; engage people on its digital platform to take action and speak directly to elected officials; and work directly with local communities to design and implement campaigns.

### **National Fair Housing Alliance**

**USD 1,600,000 (48 months)**

To eliminate housing discrimination and to ensure equal housing opportunity for all people in the US.

### **New York Communities Organizing Fund, Inc**

**USD 750,000 (36 months)**

To establish a coalition that strengthens the power of tenants to advocate for expanded protections for vulnerable tenants across New York State.

### **People's Action Institute**

**USD 495,000 (36 months)**

To move policy makers to recognise housing as a human right in the US and support the enactment of policies to reflect that.

### **Robin Hood Foundation**

**USD 1,000,000 (60 months)**

To increase the amount of affordable and supportive housing units in New York City owned and managed by not-for-profit developers.

### **Shelter Cymru (Welsh Housing Aid Ltd)**

**USD 665,565 (60 months)**

To prevent people in Wales from becoming homeless through several initiatives, including a project to keep in contact with people over several years, to learn from their housing journeys.

### **St Ann's Redevelopment Trust (StART)**

**USD 99,467 (12 months)**

To enable StART to continue its work to develop community-led housing at the St Ann's Hospital site in Haringey, North London.

### **The Massachusetts Association of Community Development Corporations**

**USD 390,000 (36 months)**

To promote joint health and housing initiatives and increase the supply of affordable housing in local suburban communities throughout Massachusetts.

## **Learning**

### **London Pathway**

**USD 450,224 (24 months)**

To improve the quality of care and experience for homeless and vulnerably housed people in London who are nearing the end of their lives.

### **Pro Bono Economics**

**USD 366,493 (30 months)**

To increase the resilience of small- to medium-sized UK Housing and Homelessness Programme grantees, as well as their ability to weather uncertain environments.

### **Russell Webster Limited**

**USD 26,653 (8 months)**

To research the impact of recent changes in commissioning and service delivery in the UK homelessness and related social justice fields.

## **Other**

### **North Star Fund**

**USD 725,000 (48 months)**

To re-grant funds to small grassroots organising groups working on racial and social justice issues in New York City and the Hudson Valley.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# International Human Rights



Since 1948 the international community has developed an extensive body of international legal standards and institutions that relate to the promotion and protection of human rights. However, there remains a gap between the theory and the realisation of these rights in practice.

In the International Human Rights Programme (IHRP), we work with partners to: end impunity for the gross violations of human rights; uphold prohibitions on arbitrary detention and torture; protect human rights defenders at risk; and multiply and amplify influential voices on IHRP global priorities.



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© Physicians for Human Rights

## Reflections

2018 was a productive but challenging year.

We met our principal goals: administering a request for proposals to help transform the international movement (read over the page to find out more); establishing a fund in the EU to strengthen civil society; and renewing support to a newly registered Burmese-led re-granting facility.

Advances were made across the programme, but especially with respect to ending impunity for gross abuses.

In Myanmar, our partners investigated a genocidal campaign to rid the country of the Rohingya people, prompting calls for a referral to the International Criminal Court (ICC). In Russia there were unexpected court victories, with the prosecution and dismissal of abusive prison officials publicly shamed through the (viral) release of incriminating video footage of their beating and torture of detainees. Grantees also secured the conviction of Liberian warlord 'Jungle Jabbah' for failing to disclose his participation in war crimes when he sought asylum in the US. Additionally, grantee efforts contributed to the first ICC arrest warrant, based largely on evidence collected from social media for a suspected Libyan war criminal.

With respect to detention, especially in the immigration context, the picture was mixed. Detention is increasingly deployed as a routine tool of migration management. Its imposition is often arbitrary and violates human rights law.

Our UK-based partners made a critical contribution to a parliamentary enquiry, which should result in the urgent reform of the immigration detention regime. In Europe we seeded pilots to explore alternatives to detention. In the US, our partners succeeded in challenging some of the worst abuses perpetrated in the course of the current US administration's zero tolerance policy of undocumented migrants.

We registered other gains, including chipping away at the mandatory death penalty in the Caribbean; securing legal registration for LGBTI organisations in sub-Saharan Africa; and improving citizen access to information in repressive contexts through our support of independent media.

Around the world, however, we struggled with a deteriorating political climate, in which human rights (and the liberal values underpinning our rules-based system) came under sustained attack. Partners were variously subject to surveillance, legal sanction, threats and violence. Needs for their physical safety and psychosocial wellbeing are growing in both scale and urgency.

Notwithstanding current difficulties, we remain confident of our partners' capacity to make a difference. We will stay the course.

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grants were made by the International Human Rights Programme in 2018, totalling USD 25.95 million.





## Global movement: local impact

In December 2017, in the Democratic Republic of the Congo (DRC), ordinary people witnessed a milestone in justice. In a landmark judgement, a mobile court convicted 11 men of crimes against humanity – for abducting and raping more than 40 young girls in the village of Kavumu.

Although the accused men appealed the decision in July 2018, the court successfully upheld the verdicts, securing justice for the victims, the survivors and their families. The men, including a sitting member of a provincial parliament, were sent to prison for life.

Physicians for Human Rights (PHR) began its programme on sexual violence in conflict zones in DRC in 2013. To help local partners secure justice for the girls and their families, it worked in partnership with medical, law enforcement and legal professionals. Together they gathered forensic evidence from the survivors and built a case for prosecution.

PHR worked side-by-side with clinicians and justice sector officials documenting the girls' injuries, helped coordinate the investigation, and provided technical assistance to police investigators. In particular, the now Nobel Peace Prize co-recipient, Dr. Denis Mukwege and his team of doctors and nurses at Panzi Hospital in Bukavu played a crucial role in collecting forensic medical evidence, and in bringing international attention to these crimes against humanity.

Overall, PHR trained more than 1,350 doctors, lawyers, police and judges in DRC on how to document, preserve and use evidence of sexual violence to obtain justice for survivors. This has led to the development of a standardised forensic intake form at Panzi Hospital allowing for medical information to be used in courts. In addition, dedicated paediatric examination spaces and

processes for treating child patients are now available at the hospital. Finally, PHR supported a holistic response to sexual violence – one which includes social and economic recovery.

This ruling, the first of its kind in Congolese history, is a concrete example of the ongoing relevance, value and ownership of fundamental human rights to people in the DRC. It also demonstrates how, by putting the defence of human rights in the hands of everyday people – both national and international and from various backgrounds – justice was achieved.

### But are we going backwards?

Unfortunately, after decades of steady gains in nearly every country around the world, support for the human rights movement is regressing. Hostility towards it has been seen in many countries, including Hungary, Brazil, Russia and the United States. Many argue that it is the end of the human rights era.

So why is this? Much of the criticism is laid squarely at the door of a movement which, it is claimed, failed to tackle economic injustice. By championing civil and political rights, it was allegedly co-opted by the neoliberal agenda, of which the focus is essentially the individual, not the collective. This economic model gives primacy to market forces and inadequate weight to associated social or environmental costs. This, in turn, has given rise to spiralling inequality and public disenchantment with liberal democracy.

Others see the movement as largely western-led and dominated by international organisations and their agendas. They believe that, while the movement has readily defended the interests of 'vulnerable minorities', it has not done anything about the grievances of the 'disenfranchised majorities'.

We believe that these perspectives ignore the reality of a movement that is diverse in interests and identity. Despite its weaknesses, the movement has yielded significant victories across all continents. These include, among others, the advancement of women's rights, LGBTI and disabled persons and

the prosecution of perpetrators of gross abuses by international and national courts.

## Transforming the human rights movement: request for proposals

At Oak, we saw the many challenges the human rights movement is up against: rising populism, nationalism and xenophobia; a growing perceived lack of legitimacy; and declining funding. We could also see the heightened awareness and growing demand by people worldwide for greater transparency and accountability from governments and for the right to participate fully in public life. But we saw, too, that it is not the role of the human rights movement to provide an alternative economic model to global capitalism. As a major donor devoted to the human rights space, we wanted to respond. We realised the need to think creatively about transforming the movement.

“Our intention behind the request for proposals is not just to build individual organisations, but to deliver a stronger, more influential human rights movement.”

- Adrian Arena  
Director  
International Human Rights  
Programme

To this end, in early 2018, we issued a request for proposals (RFP). We invited four of our longstanding partners – Amnesty International, Fund for Global Human Rights, Human Rights Watch and Physicians for Human Rights – to apply for additional funding to build their capacity to address the challenges facing the human rights movement.

“The competitive process behind the request for proposals was designed to assist partners in creatively thinking about how they work. Our intention is not just to build an individual

Physicians for Human Rights trained more than 1,350 doctors, lawyers, police and judges in DRC on how to gather evidence to obtain justice for survivors of sexual violence in the Kavumu rape case.

organisation, but to deliver a stronger, more influential human rights movement," says Adrian Arena, director of Oak's International Human Rights Programme.

For the RFP, we asked partners to focus on the following:

**Constituency building:** This refers to activities that strengthen the involvement of those most affected by an issue. Building people's participation boosts the legitimacy of organisations' advocacy work and increases the number of informed people supporting a cause. A citizen-centred or constituency approach transforms passive recipients into active agents of change.

We want our partners to be targeted in terms of constituency. Are there unusual allies whose support could be enlisted? What other sectors, beyond human rights, could be engaged?

**Communications:** What changes are planned for the framing and presentation of messages? How will the power of social media be harnessed to popularise and disseminate those same messages? What is expected in terms of outreach beyond traditional audiences?

**Organisational structure:** What type of growth is necessary to ensure adequate scale? What does this mean in terms of headcount, deployment of human resources and the cultivation of diverse revenue streams?

Following the RFP, an exceptional, one-off investment of USD 15 million in total has been made in these four organisations:

Through its programming, the **Fund for Global Human Rights** will build and expand new constituencies and cultivate new donors (in the US and Europe) to contribute to the global human rights movement. "The rise of authoritarianism means we have to re-imagine our strategies and develop new tools to counter repression," says Regan Ralph, executive director. "We also know that human rights movements can be a powerful counterweight to authoritarianism, ensuring that all people can live with greater dignity and freedom."

**Physicians for Human Rights** will strengthen efforts to build scientific evidence to: expose abuses; harness forensic skills in investigations; denounce abuses; and advocate for redress. "Using the language of science and medicine is a tangible way to create a common understanding of how to build societies that respect human dignity," says Donna McKay, executive director of Physicians for Human Rights. "We now have the resources to jumpstart activities to create a human rights movement where thousands more health professionals defend fundamental rights and carry out advocacy – to ensure that not only their communities but all of humanity can live free from fear and want."

**Amnesty International** seeks to increase its membership base from 7 million to 25 million. It also hopes to strengthen the universality, legitimacy and power of the human rights movement, in particular in the Global South. "This project aims to adapt and transform the way Amnesty works, shift resources, and replicate new initiatives to have greater impact in the Global South," says Tracey Mallinson from Amnesty International. "This is how we can combat injustices to support the global human rights movement."

By increasing its social media presence, **Human Rights Watch** will address populism and nationalism. Its research will encompass issues which resonate with a broader public (e.g., disability rights) but will also maintain a traditional focus on civil and political rights.

## Expanding these efforts globally

In addition to these grants, we want to extend our efforts to support the human rights movement to many more partners around the world, especially in the Global South. By working with a diverse range of experts, partners and consultants, we plan to address challenges including:

### **Making a case for human rights:**

How can partners frame a strong case for human rights in law, norms, institu-

A grant of USD 15 million has been divided among: Amnesty International; the Fund for Global Human Rights; Human Rights Watch; and Physicians for Human Rights. The aim is to foster action that addresses challenges facing the human rights movement overall.



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tions and social movements? How can that frame be values-based and cut across constituencies?

#### **Exploring new revenue models:**

How can partners take advantage of new forms of philanthropic support, including vehicles other than traditional foundations and trusts?

#### **Maximising organisational structure:**

How can partners engage and harness the power of a broader public respectfully and meaningfully, especially across lines of personal identity and culture? Cumulatively these efforts should build resilient organisations able to operate without hindrance and under multiple threats.

**Cultivating leadership and the role of partnerships:** How can partners best manage coalitions and partnerships? What are the roles of sector leaders?

These questions have no easy solutions, but we believe that together we can make progress. Our efforts to build a strong and resilient movement are, of course, in addition to ongoing efforts to assist individual organisations. We will continue our capacity-building initiatives addressing typical institutional challenges, including: strategic planning; organisational development; and fundraising.

“This is not an easy time for the movement,” says Adrian. “But history reveals that the human rights movement often thrives when under threat and pressure. In the coming years, we hope to harness its collective energy and inherent creativity. Longer term we want to ensure a dynamic, impactful and sustainable movement.”



**Page 34:** An Amnesty International campaign in Brazil in 2014.

**Page 35 left:** In Biso, Uganda, a farmer raises a victorious right hand. Thanks to the work of a local community-based organisation, a grantee of the Fund for Global Human Rights, she was able to demand her legal rights to the farmland she had lost in a divorce.

**Page 35 right:** Witnesses testifying in the Kavumu rape case in the Democratic Republic of the Congo (DRC) protect their identity. Physicians for Human Rights began its programme on sexual violence in conflict zones in DRC in 2013.

**Page 36:** In Berlin, Germany, Amnesty campaigners march in solidarity with human rights activists in Egypt.

**Above left:** Peer educators and paralegals work with Queer Youth Uganda in Hoima, Uganda, which receives support from the Fund for Global Human Rights.

**Above right:** In Hoima, Uganda, broadcasters tell stories in the local language at a community radio station. With support from the Fund for Global Human Rights, the station informs local people about decisions impacting their lives, including land rights.

**page 41:** In Mexico’s Oaxaca state, rural communities often find themselves disadvantaged when powerful companies exploit their land and waterways for commercial gain. Supported by the Fund for Global Human Rights, these elders in Capulalpam educate youth about the need to protect the land.

**History reveals that the human rights movement often thrives under pressure. In these challenging times, we hope to harness its collective energy and creativity.**



# Grants

## Ending impunity for gross human rights violations

### **Carnegie Mellon University** **USD 300,000 (36 months)**

To develop and apply scientific methods for collecting, analysing and communicating human rights information.

### **Center for Justice and Accountability** **USD 1,100,000 (36 months)**

To contribute to international efforts to end impunity for gross violations of human rights.

### **Centro de Estudios Legales y Sociales** **USD 1,500,000 (36 months)**

To seek accountability for human rights violations in Argentina, Latin America and internationally.

### **Community Partners** **USD 700,000 (36 months)**

To support the Human Rights Data Analysis Group to expand its work in developing and applying statistical methods to patterns of human rights violations.

### **European Implementation Network** **USD 250,000 (36 months)**

To provide core support to strengthen the ability of civil society to advocate for better implementation of judgments of the European Court of Human Rights.

### **Human Rights Law Resource Centre Ltd** **USD 100,000 (12 months)**

To hold Australian companies accountable for the human rights impacts of their overseas operations; strengthen domestic corporate accountability frameworks in Australia; and advocate for an Australian Charter of Human Rights.

### **International Centre for Transitional Justice (ICTJ)** **USD 400,000 (12 months)**

To support the ICTJ to increase its institutional philanthropic capacity and diversify its funding base.

### **The Guernica Centre for International Justice** **USD 212,687 (24 months)**

To support transnational and international accountability strategies to tackle impunity in nine countries.

### **The Regents of the University of California** **USD 690,000 (36 months)**

To support the Human Rights Center at UC Berkeley School of Law to conduct research on war crimes and other serious violations of international law in order to improve conditions for survivors and prevent future violence.

## Freedom from arbitrary detention and torture

### **Civic Assistance Committee for refugees and forced migrants** **USD 250,000 (24 months)**

To provide core support to assist Civic Assistance Committee for Refugees and Forced Migrants in Russia to build capacity in communications and fundraising.

### **Conectas** **USD 1,086,792 (36 months)**

To help Conectas continue to defend and promote the realisation of human rights and contribute to the consolidation of the rule of law in the Global South.

### **Detention Action (DA)** **USD 460,000 (36 months)**

To provide core support for DA efforts to reform immigration detention at individual and policy levels.

### **European Network on Statelessness (ENS)** **USD 250,000 (36 months)**

To support ENS, a civil society alliance of non-governmental organisations, academic initiatives and individual experts, to ensure that stateless persons can secure adequate protection.

### **Fair Trials International** **USD 960,000 (36 months)**

To promote and protect the fundamental rights of people facing criminal charges around the world, with a particular focus on Europe.

### **Helen Bamber Foundation** **USD 600,000 (36 months)**

To deliver and promote a compassionate, holistic and effective response to survivors of human rights abuses.

### **Human Dignity Trust** **USD 400,000 (36 months)**

To end persecution of the LGBT community in countries where consensual same-sex sexual relations are criminalised.

### **International Detention Coalition** **USD 1,110,453 (36 months)**

To ensure that the human rights of refugees, asylum seekers and migrants impacted by immigration detention are respected, protected and fulfilled.

### **International Legal Foundation** **USD 1,350,000 (36 months)**

To support the operations of the New York headquarters of the International Legal Foundation in its efforts to increase awareness of the global crisis in indigent defence.

### **Medical Justice** **USD 220,000 (36 months)**

To provide core support to Medical Justice, based in London, which focuses on ending medical mistreatment of detainees.

### **National Law University** **USD 615,385 (36 months)**

To ensure equal justice for all in India by ensuring full respect for due process guarantees in the operation of the criminal justice system.

### **Omega Research Foundation** **USD 240,000 (36 months)**

To prevent torture and ill-treatment by: strengthening legal frameworks that control the trade in torture technologies; increasing knowledge among governments and opinion shapers; and enhancing the ability of torture prevention bodies and civil society to monitor, document and report on torture and the technology used.

### **Willow Association** **USD 500,000 (36 months)**

To seek the absolute prohibition of torture in Russia through: independent investigation of torture cases, domestic and international litigation; advocacy and public campaigns to mobilise supporters and educate the broader public about torture; and public monitoring mechanisms.

## Supporting and protecting human rights defenders

### **Access Now** **USD 1,200,000 (36 months)**

To defend and extend the digital rights of users at risk around the world and support Access Now to achieve philanthropic independence.

### **EarthRights International** **USD 500,000 (36 months)**

To work in partnership with communities and civil society organisations in Myanmar in defence of human rights and the environment through training, public advocacy and legal interventions.



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### Fortify Rights

**USD 600,000 (36 months)**

To prevent and remedy human rights violations in Myanmar and neighbouring states.

### HURIDOCs

**USD 612,245 (36 months)**

To partner with human rights organisations and international human rights institutions in Eastern Europe and Eurasia, the Middle East, North Africa, Asia, sub-Saharan Africa and North America.

### Legal Company

**USD 250,000 (24 months)**

To provide expert legal advice to Russian not-for-profit organisations to ensure compliance with current laws regulating their activities.

### Munk School of Global Affairs, University of Toronto

**USD 450,000 (36 months)**

To produce evidence-based research on targeted digital threats against civil society groups and build their capacity to recognise and respond to these threats.

### P&B Group

**USD 203,632 (24 months)**

To provide up to 22 international-standard financial audits of International Human Rights Programme grantees in Russia.

### People in Need

**USD 250,000 (24 months)**

To provide a robust "safety net" for human rights defenders and victims of human rights violations pursuing redress in Russian courts.

### Protection International

**USD 714,286 (36 months)**

To build a safer environment for human rights defenders in Asia, Africa and Latin America by enhancing their security strategies where they are most at risk.

### Tharthy Myay Foundation

**USD 3,000,000 (36 months)**

To promote human rights and social justice in Myanmar through grant-making and capacity-building support to grassroots organisations.

## Broadening human rights constituencies

### Civil Liberties Union for Europe

**USD 100,000 (12 months)**

To provide core support to the Civil Liberties Union for Europe, a Berlin-based network of civil liberties organisations across the EU.

### EU-Russia Civil Society Forum

**USD 150,000 (12 months)**

To further develop the EU-Russia Civil Society Forum as a unique platform that brings together not-for-profit organisations from post-Soviet countries and the EU.

### International Memorial

**USD 500,000 (36 months)**

To encourage greater civic activity through data-driven offline and online activities that leverage historical information to enhance understanding and analysis of human rights and freedoms in Russia.

### Magyar Jéti Zrt.

**USD 130,000 (12 months)**

To support the operations of an independent online news outlet called 444, which provides unbiased reporting on social, political and economic issues in Hungary and Central/Eastern Europe.

### More in Common

**USD 400,000 (12 months)**

To build closer and more inclusive societies, resilient to the appeal of xenophobia and authoritarian populism.

### Network of European Foundations

**USD 250,000 (12 months)**

To establish the Fund for Democracy and Solidarity in Europe and to support initiatives which strengthen civil society under threat.

### Proteus Fund - International Human Rights Funders Group (HRFN)

**USD 400,000 (36 months)**

To provide core support to the HRFN, a global network of over 1,550 grant-makers committed to advancing human rights through effective philanthropy.

### Rights Info

**USD 380,000 (36 months)**

To build knowledge of and enable positive public discourse on human rights in the UK.

### School of International and Public Affairs (Columbia University)

**USD 100,000 (12 months)**

To conduct a pilot capacity-building programme to strengthen the international human rights movement.

### The Andrei Sakharov Foundation - Commission for Academic Sakharov Heritage Preservation

**USD 450,000 (36 months)**

To provide core support to the Sakharov centre to promote Sakharov's values and memory and support its traditional activities, including public debate.

### VoxBox, Inc.

**USD 250,000 (24 months)**

To support the consolidation of Memria, a social enterprise that enables human rights and social justice organisations to collect, analyse and distribute personal narratives.

## Other

### Foundation for the Rights of Disadvantaged Populations

**USD 250,000 (36 months)**

To advance the rights of refugees and other people in need of protection in Asia-Pacific through capacity building, joint-advocacy and knowledge sharing.

### NEO Philanthropy

**USD 70,000 (12 months)**

To support the operation of Open for Business's Local Influencer Programme in Kenya.

### We are Not the Machine Ltd

**USD 50,000 (12 months)**

To support a documentary feature film.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# Issues Affecting Women



In the Issues Affecting Women Programme, we seek to contribute to a world in which women are safe from violence and are free to exercise their full and equal human rights. We seek to build a strong and vibrant movement of women who are empowered individually and collectively to challenge patriarchal norms and tackle the root causes of inequality.

We support organisations that work to end patterns of violence and exploitation that disrupt women's lives by ensuring that rights-based laws and policies guarantee an environment free from violence, and by transforming harmful social norms. This is complemented by support to services that empower women to recover from the trauma of violence and rebuild their lives. We particularly recognise the importance of giving marginalised groups of women a chance to exercise their influence and have their voices heard.



## Reflections

2018 has seen a continuing trend towards populist movements and governments in many parts of the world, threatening to roll back decades of human rights progress. Not surprisingly, women's rights are a focus of these attacks and as a result, women's rights activists are leading the resistance efforts on nearly every continent. That includes many of our partners in regions such as Bulgaria, the Western Balkans, the UK, the US and Brazil.

Most of these shifts in power were swift and unexpected. Nevertheless, our partners have been vocal opponents, often taking to the streets and to social media to express their opposition. Their courageous human rights work often carries grave risks. These include on-line trolling and harassment as well as physical and sexual threats and violence against activists and their families.

In response, we are expanding grant-making related to holistic feminist security, which moves beyond physical security to promote self-care and well-being. It also recognises the specific needs of women human rights defenders, such as reproductive health.

We are exploring new streams of work related to strategic communications and messaging to better equip women's rights organisations to counter harmful narratives. This includes investing in the creation of more inclusive narratives that elevate human dignity and promote values related to justice and equality.

History has shown that women's rights and women's bodies are often the "canary in the coal mine" signalling a backsliding of democracy and the erosion of human rights. The Issues Affecting Women Programme is committed to supporting and empowering organisations that respond to these challenges.

# 23

**grants were made  
by the Issues  
Affecting Women  
Programme in  
2018, totalling  
USD 17.95 million.**





## Supporting strong women's movements in the Balkans

In the early 1990s, following the breakup of Yugoslavia, war ravaged the Balkans. During this time, neighbour turned against neighbour and sexual violence against women was rampant – rape was used as a tool of war. Many people lost their lives and others were forced to flee. The trafficking of people – in particular women for the sex trade – was commonplace.



**"Many women's organisations are tackling issues**

**of violence against women with determination and creativity. We are committed to supporting their great endeavours."**

**- Katharina Samara-Wickrama  
Director**

**Issues Affecting Women Programme**

When the war ended, aid in various forms flooded the region, distorting the social landscape and creating warped power relations between local organisations and international actors. Soon, international aid organisations were drawn into the next humanitarian crisis, and when they left, it created a funding vacuum, leaving many issues still unresolved. Foremost among these are the deep-rooted tensions still prevalent throughout the region.

Despite or because of this complicated situation, many women's organisations have emerged to promote change across the Balkans. They work to combat violence and trafficking – two major social problems that have morphed out of the atrocities committed against women during the war.

"Violence against women is one of the greatest barriers to women being able

to exercise their rights,” says Katharina Samara-Wickrama, director of the Issues Affecting Women Programme. “Many women’s organisations in the region are tackling these issues with determination and creativity and we are committed to continue supporting their great endeavours.”

The Issues Affecting Women Programme has been supporting organisations throughout the Balkans for the last 10 years. Oak currently supports more than 40 women’s organisations in the region, mainly through our intermediary partner organisation, Trag Foundation.


## Roma: strengthening a vulnerable community

The war in Bosnia and Herzegovina is probably the most well-known of the wars in the Balkans. It ended abruptly in 1995, with a peace agreement known as the Dayton Accords. However, while the accords ended the war, they failed in important ways. For example, Bosnian leaders were not involved in negotiating the war’s end, which meant the underlying root causes of the conflict were never properly dealt with. Women’s input was not included in the peace process and their exclusion is evident in how little women’s specific vulnerabilities and capacities are reflected in the final agreement.

The Dayton Accords also exclude certain populations. Roma, for instance, are not considered citizens of Bosnia, despite the fact that they have lived there for many generations. This has enormous consequences – Roma people do not have access to many of the rights of Bosnian citizens and are largely excluded from governance structures. “This directly implies Roma are not important in this country and further deepens the discrimination and prejudices,” says Dragan Jokovic, executive director of Otaharin, an organisation that works to empower Roma women and youth by providing

job opportunities and training. “They are an extremely disadvantaged people,” says Dragan. “For instance, no one wants to employ them, so they are obliged to work on the streets, or to beg. It leaves them vulnerable to abuse and trafficking.”

Sabira, a Roma woman, emigrated to Germany more than 20 years ago, where she worked as a cleaner to earn a living. Tragedy then struck – her husband was killed, a story that Sabira cannot tell without crying. Her only son was already fully grown, so she decided to return to the small town where she had grown up – Bijeljina, situated in Bosnia close to the border with Serbia. She quickly realised that she had no rights even in her home town, could not find employment, and was not eligible to receive social help from the government. Destitute and afraid, she went to the association Otaharin, which found her a job and helped her get back up on her feet. Now she works as part of a cooperative to grow and sell food with other women in the neighbourhood.

 “This type of work is really important for the community and for Roma women, because we don’t usually have the same opportunities for education.”

- Sabira  
Worker at farmers’ cooperative,  
Otaharin, Bosnia

“This type of work is really important for the community and for Roma women, because we usually don’t have the same opportunities for education,” says Sabira. “You don’t need education for growing vegetables, but it still helps women feel happy and fulfilled, because they can earn money and provide for their families.”

By coincidence, the food cooperative is situated on the site of the primary school she attended as a child, which makes her smile.

**Roma people do not have access to many of the rights of Bosnian citizens. Without employment prospects, they are often forced to work on the streets or to beg. They are vulnerable to abuse and trafficking.**



**ASTRA, based in Serbia, works with survivors of trafficking to help them reintegrate into society.**

**CURE Foundation is a young women's organisation that is helping to build the next generation of feminist leaders in Bosnia.**

## Enough is enough: putting a stop to trafficking

The Balkans is a major region of origin, transit and destination of trafficking victims. ASTRA is a Serbian-based organisation dedicated to stopping human trafficking and supporting its victims. When it began its work in 2000, most of the victims it helped were being trafficked into Serbia from countries like Russia, Moldova, Bulgaria or Romania. Today, most victims come from Serbia, and they are trafficked both internally and internationally. While the trafficking of women and girls for sexual exploitation is prevalent, people are also trafficked for labour, forced begging and forced criminality. This includes people from vulnerable groups, such as members of the Roma community.

"Trafficking and exploitation is not only about numbers," says Marija Andelkovic, president of ASTRA. "It's about people's lives. Even one person, one victim of trafficking, is too many."

ASTRA works with survivors of trafficking to help them heal and reintegrate into society. It offers psychological and legal assistance, employment support and educational training. Its vision, however, is far reaching. "In the long-term, what we really want is a society which has zero tolerance to trafficking and exploitation – a society with no trafficking and no exploitation," says Marija.

## Moving mountains: movement building causes real, longlasting change

We believe that strong women's movements are key to creating and sustaining social, cultural and political change. When women are empowered – individually and collectively – they are equipped to challenge patriarchal norms, tackle the root causes of inequality and prevent and respond to violence. This is why Oak invests in the people, organisations and networks that build these movements.

The Ecumenical Women's Initiative (EWI), a Croatian women's organisation, also takes advantage of the power of networks. EWI sees diversity as a strength and source of creativity, instead of a reason for division and conflict. By bringing together women from different regions working on the same issues, EWI promotes women's engagement as change-makers in society. "Women don't meet spontaneously when you are talking about a rural community in Kosovo and a rural community in central Bosnia," says Carolyn Boyd Tomasovic, managing director of EWI. "But if we bring women into a common safe space, which we do regularly, their voices are heard, and it validates what they are doing as a valuable contribution to the women's movement."

It works with women of all religions to promote and support the achievement of full equality between women and men. "We believe in women and girls," says Carolyn. "And we believe that they

are essential actors for social change towards sustainable, positive peace in this region.”

By bringing women together so that they can speak with one voice, they become louder, stronger and more likely to be heard. When organisations speak on behalf of others, however, it is critical that everyone’s voice is heard. The CURE Foundation, based in Sarajevo, is an organisation that is helping to build the next generation of feminist leaders. It focuses on organising collective actions to empower women all over Bosnia. CURE exemplifies this inclusivity by giving young women and women from minority groups a seat at its women’s network’s decision-making table.

It consists of women from various nationalities, as well as women with disabilities, Roma women, and women living in rural areas. “We provide, as we say, sisterhood activist support to each other,” says Selma Hadzihalilovic from CURE Foundation, “The world needs solidarity among women, and through the women’s network, we are trying to express solidarity and take part jointly in every single segment of society.”

Oak believes in enabling connections within the women’s movement to encourage collaboration and cooperation. “We believe that together the two arms of our strategy – supporting women’s movement building and ending violence – reflect the changes we seek to influence around the world,” says Katharina Samara-Wickrama.

Oak is committed to continue supporting civil society organisations in the Balkans region. Our aim is to strengthen women’s rights organisations and networks in these countries. We believe that strengthening local civil society ushers in real and lasting change, contributing to a society where everyone can exercise their rights and live lives free from violence.







**There is a vibrant women's movement in the Balkans, with many women speaking up for just, peaceful and inclusive societies.**



The photographs throughout the Issues Affecting Women Programme section of this report illustrate the work of our partners in the Balkans. Following the war in the early nineties, women's organisations grew all across the region. Their work varies from combatting trafficking and domestic violence, to fighting for minority groups, who have few rights, such as people with disabilities and Roma. By promoting women's engagement as change-makers in society, they hope to engage women in transformative peacekeeping efforts across the region.

**Page 42:** Reconstruction Women's Fund is based in Belgrade, Serbia. It works to strengthen women's groups in the country working to change public and institutional perceptions of violence against women at local and national levels.

**Page 43 left:** Community project supported by Trag Foundation, where young women painted the wall of a daycare centre for disabled children in Uzice, Serbia.

**Page 43 right:** Katharina Samara-Wickrama (left), the director of Oak's Issues Affecting Women Programme, with partners from Montenegro – Maja Raicevic from Center for Women's Rights, Ivana and Fatima from the Center for Roma Initiatives.

**Page 44:** By promoting women's engagement as change-makers in society, our partners in the Balkans hope to engage women in transformative peacekeeping efforts across the region. This photo was taken during a march on International Women's Day in Belgrade, Serbia

**Page 46:** The team from Trag Foundation with Evo Ruko, a single mother of a child with a disability, in front of a newly built greenhouse aiming to provide economic opportunities to single mothers.

**Page 47:** Jasmina Barac Perovic, a member of the organisation Out of Circle, based in Nis, Serbia. Jasmina advocates for the rights of women with disabilities in the country.

**Above left:** Pitchwise Festival is organised annually by CURE Foundation, based in Sarajevo, Bosnia. The festival raises awareness about violence against women, including femicide, in the region.

**Above right:** The team at Better Future, an organisation based in Bosnia that works to include the voices of Roma people in the country, along with Natalija Simovic from Trag Foundation.

# Grants

## Association Découvrir USD 246,939 (24 months)

To provide information, orientation and guidance to qualified migrant women in Geneva, Switzerland, to help them improve their employment prospects in professions that correspond to their experience and qualifications.

## Association for Progressive Communications (APC) USD 450,000 (36 months)

To provide unrestricted programme support to APC's Women's Rights Programme.

## East Europe Foundation (EEF) USD 1,050,000 (36 months)

To support EEF Moldova to strengthen civil society organisations, groups and movements that are working to end violence against women and children in Moldova.

## Fraueninformationzentrum (FIZ) USD 489,796 (42 months)

To provide core support for FIZ's Makasi anti-trafficking programme.

## Free Yezidi Foundation USD 450,000 (36 months)

To provide core funding to the Free Yezidi Foundation which delivers holistic care to Yezidi women and children that are survivors of ISIS violence in Iraq.

## Girl Be Heard (GBH) USD 480,000 (48 months)

To provide core support to GBH to help develop, amplify and celebrate the voices of young women and girls through theatre, story-telling and education.

## Imkaan USD 450,000 (36 months)

To support Imkaan, a network of 34 organisations working to end violence against black and minority women in the UK.

## Impact Mapper USD 624,000 (36 months)

To finalise the Impact Mapper platform and assist the development of a monitoring, evaluation, learning and communications system for Oak's Issues Affecting Women Programme.

## Iniciativa Mesoamericana de Mujeres Defensoras de Derechos Humanos USD 900,000 (48 months)

To provide core support to IM-Defensoras, a local-to-regional alliance of six organisations and five national networks of women human rights defenders based in Mesoamerica.

## International Committee on the Rights of Sex Workers in Europe USD 303,950 (24 months)

To empower sex workers in Europe to become an active part of the response to trafficking and exploitation in the sex industry.

## Just Associates (JASS) USD 800,000 (48 months)

To provide core support to JASS, a multi-regional and locally led women's human rights network, enabling it to continue to strengthen and amplify the voice, visibility, and collective power of women in Southeast Asia, Southern Africa and Mesoamerica.

## MADRE USD 1,700,000 (36 months)

To provide core support to MADRE to enable it to continue to support community-based women's groups worldwide facing war, disaster and injustice.

## Mama Cash USD 408,333 (48 months)

To support Red Umbrella Fund to strengthen sex-worker organisations to contribute to laws, policies and practices that end the criminalisation, exploitation and trafficking of sex-workers around the world.

## Peacebuilding UK USD 600,000 (36 months)

To empower vulnerable and marginalised young women and girls in Russia's North Caucasus through life skills courses.

## Social Good Fund USD 225,000 (36 months)

To enable Social Good Fund's project Fearless Collective to elevate the presence of people (primarily women) who have been historically misrepresented and denied access to public spaces and social movements.

## Surviving Economic Abuse (SEA) USD 70,000 (8 months)

To enable SEA, based in the UK, to expand its work of raising awareness about economic abuse.

## TRAG Foundation USD 6,795,253 (36 months)

To strengthen women's civil society organisations, groups and movements working to end violence against women in Bosnia and Herzegovina, Serbia and Montenegro.

## WIDE+ USD 150,000 (36 months)

To support WIDE+ to build feminist movements in Europe in response to current political, social and economic developments.

## Women Deliver USD 400,000 (24 months)

To provide core support to Women Deliver, a global advocate for gender equality and the health, rights and wellbeing of girls and women.

## Women Win USD 450,000 (36 months)

To support Win-Win Strategies to connect the power of business with women's funds and organisations to economically empower women globally.

## Womens Link Worldwide USD 390,000 (36 months)

To provide core support to continue using the power of law to promote social change that advances the human rights of women and girls.

## World Pulse USD 225,000 (36 months)

To maintain and grow an online social network connecting women worldwide so they can create positive change in their communities and thrive.

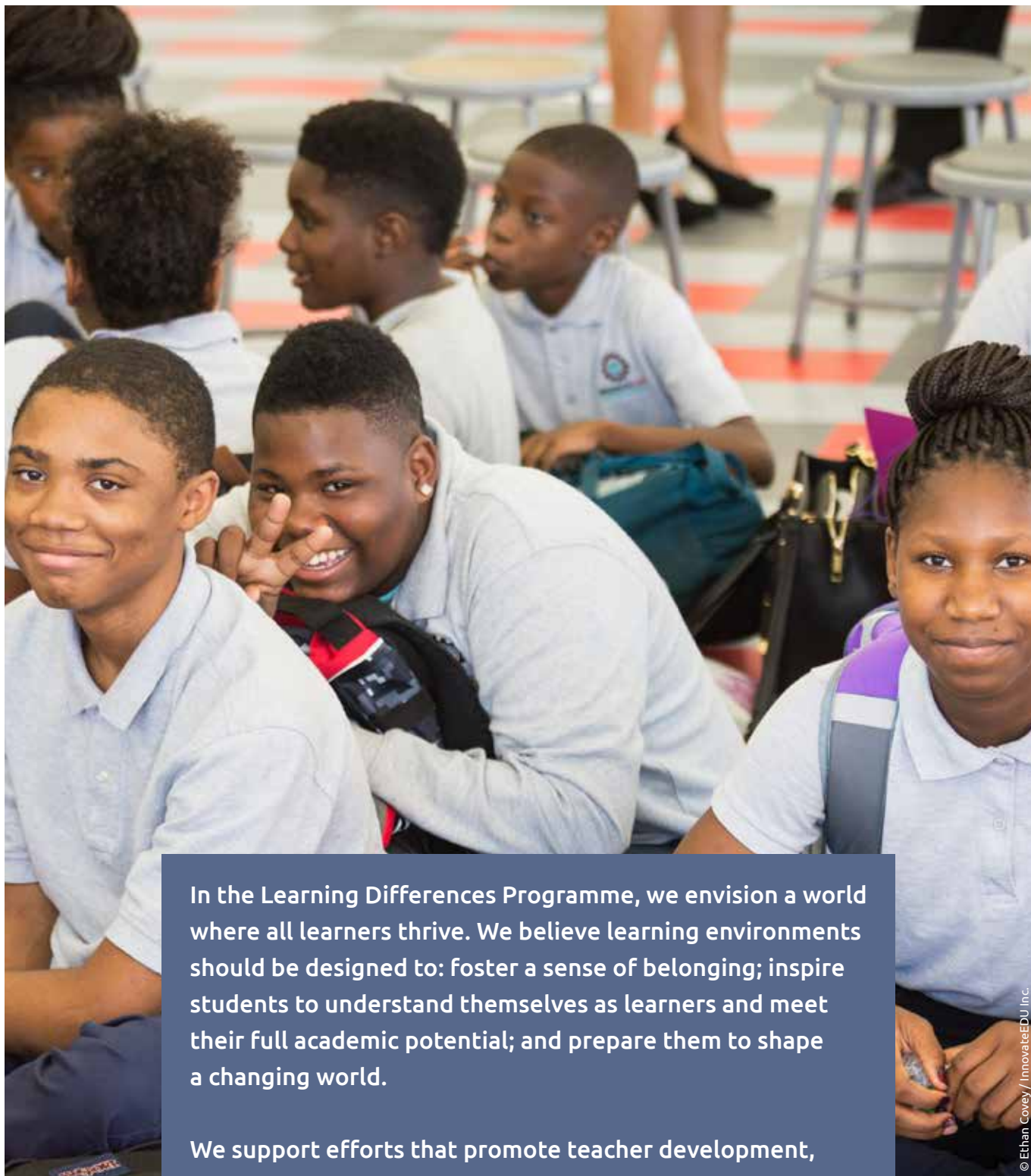
## x:talk USD 296,000 (60 months)

To provide core support to x:talk to enable it to continue mobilising and empowering sex workers in the UK and globally to improve their working lives.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# Learning Differences



In the Learning Differences Programme, we envision a world where all learners thrive. We believe learning environments should be designed to: foster a sense of belonging; inspire students to understand themselves as learners and meet their full academic potential; and prepare them to shape a changing world.

We support efforts that promote teacher development, student engagement and parental understanding to enable students to follow their own individual paths to lifelong learning success. Through our grant-making, we seek to change the narrative about learning and the ways in which education must be re-imagined to support all students – particularly those who have been marginalised – to realise their potential.



## Reflections

Our work prioritises learning environments that support and empower the most marginalised young people, particularly students with learning differences. We know equity issues depend on context, and that far too often education systems privilege some and perpetuate bias against others on the basis of learning differences, race, socio-economic status, language, religion, ethnicity, LGBTQI status and/or gender. In each of the regions we work in, we listen closely to parents, students and educators on the ground to help us understand who is at the margins.

2018 was a year of learning and exploration for the Learning Differences Programme (LDP). Informed by an evaluation of our grant-making to support teacher capacity, the LDP launched a strategic review and an assessment of learning differences through a racial equity lens.

The racial equity report shared several recommendations, including the need for deeper research and analyses of the intersection between race and learning differences. It also helped us understand and address how individual bias and privilege impacts decisions about who we support and how. The recommendations informed the strategic planning process, which was designed with a core focus on equity and inclusion to incorporate the voices of the most marginalised students, their parents and educators.

The LDP team also explored how we might extend our grant-making geographically. We focused on students who learn differently in the global context. A landscape scan affirmed that there are both significant needs and opportunities for Oak to deepen its grant-making support worldwide.

In 2018, the programme made several grants that explore new approaches that will likely have implications for our future work:

- We are partnering with NewSchools Venture Fund to explore how intermediaries can help extend Oak's reach to a wider range of organisations and more students with learning differences in public school settings.
- We are starting to expand our grant-making globally. We are partnering with YouthBuild International, a youth-serving organisation we support to adapt the US-based YouthBuild model to other countries, including Mexico, Brazil and South Africa. Currently, pathways to secondary education credentials for students who leave high school early are limited in these countries. This grant supports the growth of a global network of opportunity for youth who have a shared experience of disconnection, dislocation and marginalisation.

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**grants were made by the Learning Differences Programme in 2018, totalling USD 11.42 million.**





## Global engagement, local impacts

People need to feel like they belong, have a purpose, understand and are understood. The best learning environments meet these needs for students and teachers, by cultivating self-reflection and connection – necessary pathways to true learning. However, all too often schools can be places where students feel they do not belong.

**"Students today are adults tomorrow. Our dream is to give each of them the chance at school that will equip them to succeed in life."**

**Heather Graham**  
Director  
Learning Differences Programme

This year, we highlight two of our partnerships with global networks – Teach For All and the Inclusive Design Research Center at the Ontario College of Art and Design University (OCAD). Their work strengthens educational and social-emotional outcomes for students who learn differently. While the focus of their efforts differs, they share a common commitment. They work to strengthen teachers' and youths' skills to design school and community engagement efforts in ways that are inclusive of all learners. Their work promotes authentic engagement with academic content, personal interests and community needs.

"Students today are adults tomorrow," says Heather Graham, director of the Learning Differences Programme. "Our dream is to give each of them the chance at school that will equip them to succeed in life."

## Helping students understand themselves as learners


The Learning Differences Programme partnered with Teach For All to host the third annual Reaching All Learners fellowship, an innovative learning experience for educators.

The fellowship took place in Monterrey, Mexico in October and brought together more than 20 alumni and second-year teachers from Argentina, Australia, Bulgaria, Ghana, India, Lebanon, Malaysia and the United Kingdom. Five fellows from Oak's partner organisations also joined the Friday Institute, Transcend, Compass Academy, YouthBuild International and the Relay Graduate School of Education.

Through virtual learning opportunities, an in-person convening and the development of action research projects, the fellows analysed the intersections between metacognition, identity and learner variability. Metacognition, or the understanding of how one learns, is a particularly critical skill for students who learn differently. Knowing one's own strengths as a learner and which areas need support can be transformational for students, leading to narrowing achievement gaps and building self-understanding and agency.


The fellowship also developed educators' understanding and skill teaching in ways that accept and affirm students' cultural identities, while developing critical perspectives that challenge inequities in schools. This practice, often referred to as culturally sustaining pedagogy, coupled with a focus on knowing oneself as a learner, builds student self-awareness, engagement and sense of belonging in the classroom – necessary precursors to academic success.

Fellows looked at metacognition and reaching all learners through the lens of the local education context in Mexico. Facilitators led them through activities to reflect on and interrogate the similarities and differences of what they observed in Mexican schools, compared with schools in their own countries. Rich discussions deepened the learning and helped bring out what is common across borders and how students everywhere can be supported to achieve their potential.

 **"This fellowship has broadened my definition about what kinds of conditions need to be set for deeper learning to begin taking place."**

**Oak Fellow,  
Reaching All Learners**

The fellows debated how metacognition and culturally sustaining pedagogy can support the development of agency and awareness among teachers and students in ways that increase the opportunity for all learners to reach their personal goals. "This fellowship has been really thought-provoking for me," said one Oak Fellow. "It has broadened my definition about what kinds of conditions need to be set for deeper learning to begin taking place. I also have a renewed energy for the way I approach how we raise this bar at my school."

Through these projects and the unique ways fellows are sharing their learning with colleagues back home, the potential for impact extends far beyond 20 individual teachers. With this in mind, Teach For All is gearing up for the launch of the fourth Reaching All Learners cohort. The 2019 fellowship will continue to focus on metacognition, but this time will bring together teachers who provide professional development to other teachers to build their skills and competencies. 

**Metacognition is the understanding of how one learns. It is a critical skill to have for those who learn differently.**

## Engaging youth who learn differently through social justice

Youth with learning differences are significantly over-represented among vulnerable youth and in social safety nets that address homelessness, hunger and unemployment. They are far more likely to be involved in the criminal justice system than their peers who do not have learning differences.

Where there are gaps in human rights protection, they are most vulnerable to exploitation: for child labour, sex, crime and terrorism. When these young people are given a chance to tell their stories, a common thread is loss of faith in their ability to learn, and in the value of education.


Youth movements can provide a cathartic and productive outlet for the frustration, anger and disappointment felt by young people with learning differences who have disengaged from education. These movements can channel energies toward productive change. They also provide powerful opportunities for authentic learning. If they are supportive and welcoming of youth with learning differences, they can provide a pathway out of the vicious cycles of marginalisation. However, it is all the more important that learning opportunities are designed inclusively. Otherwise, in the words of one young person, they can be one more “set-up for failure.”

Many youth-led or youth-engaging movements around the world provide safe, productive ways for young people who have left school before earning a diploma to contribute to their communities. Because those who have dropped out of school are more likely to have learning differences than those who graduate, it is critical that youth

movements, such as social justice or environmental protection groups, are designed in ways that support people with learning differences.

The Inclusive Design Research Centre (IDRC) at OCAD University started the Social Justice Repair Kit in partnership with a network of organisations and youth movements around the world. It helps youth groups use technology tools and design practices to support full engagement of young people with learning differences. Groups such as TakingITGlobal, Fundacion Karisma, SMARTlab, Tecnológico de Monterrey, Fundación Universitaria Tecnológico Comfenalco and dozens of youth movements have participated in developing, testing and using resources in the Repair Kit.

One such group is based in Colombia, a country that has experienced decades of civil conflict and where it is common for violent gangs to prey on and recruit vulnerable youth. At the same time, Colombian public infrastructure for environmental protection is virtually non-existent.

 **“The people who have been hurt by me have seen me change and have forgiven me. Thanks to the Environmental Guardians, I am a new human being.”**

**Juan David López  
Participant  
Environmental Guardians, Colombia**

El Guardia Ambiental, also known as the “Guardians of Peace and the Environment”, or the Environmental Guardians, based in Cartagena, Colombia, is a burgeoning movement that engages youth in monitoring and protecting precarious natural ecosystems. The Guardians provide many opportunities for youth to develop and practice important skills and competencies in environmental preserva-

**The Environmental Guardians is a burgeoning movement in Colombia that engages youth in protecting natural ecosystems.**

**Check out [www.sojustrepairit.org](http://www.sojustrepairit.org). This project supports youth with learning differences to re-engage in education.**

tion and restoration, as well as skills in sharing inspiration and results through persuasive speech, art and storytelling.

The Guardians reach out to young people who have disconnected from school and their communities. The programme provides pathways back to engagement, academic activities and self-confidence. One young man, Juan David López, shared his own self-assessment with the Guardians when he was invited to join, “I personally told them I was the worst garbage in this town.”

The Guardians provide experiences for young people such as Juan, which help build their self esteem and confidence and re-connect them to the community. The sense of belonging to the organisation also protects vulnerable youth from predatory recruitment into violent gangs. Often, the programme’s engagement in data collection, public speaking, and other more academic activities, paves a way back for young people to engage in productive learning as well. It certainly did for Juan, who reflected on his transformation. “Now the garbage has become a disciplined commander who is respected, valued and admired,” he said, “All the people who have been hurt by me have seen me change and have forgiven my mistakes. Thanks to the Environmental Guardians, I am a new human being.”

The Social Justice Repair Kit team at IDRC is working with local partners in Colombia, including Fundación Universitaria Tecnológico Comfenalco, to support the Guardians in welcoming and engaging youth with learning differences. Ultimately guided by the Guardians, the youth themselves and local partners, the IDRC is providing scaffolds, tools, resources and awareness training to ensure that youth with learning differences can participate fully in the activities.







**The Environmental Guardians provide experiences for young people that help build their self esteem and confidence and re-connect them to the community.**

Among the tools and resources that have already been integrated is a function called “Learner Options”, which enables the personalisation of the Guardians’ website to match users’ personal needs and preferences, such as text-to-speech, “simplification” to support focus and text spacing. The Guardians have also integrated an accessible, personalisable learning management system and are co-creating applications to analyse and understand data in a way that supports people who may have math disabilities or other ways of learning that make data analysis difficult.

“Being part of the Environmental Guardians has changed my life, because it has allowed me to help young people who have faced problems, and they have gone on to help in their communities.”

**Maylin Tapias**  
Head of Education  
Environmental Guardians, Colombia

These inclusive design aspects are critical to full engagement by all young people, irrespective of their academic experiences or success. Young adults

who may never have seen themselves as good students feel a sense of pride in being a part of the group and working on social and environmental justice. It is not just the lives of young people who are shaped by the Guardians. Adults partnering with the Guardians report being inspired by young people's ability to transform their lives when given the opportunity.

Maylin Tapias, head of education at the Environmental Guardians, Colombia, says, “Being part of the Guardians has changed my life, because it has allowed me to help young people who have faced problems, and they have gone on to help in their communities.”



The photographs throughout the LDP section of this report illustrate the work of our partners in Mexico, Colombia and the United States, and their efforts to provide all students everywhere with learning environments that embrace diverse learner profiles.

# Grants

## **Boston Children's Hospital**

**USD 100,000 (12 months)**  
To support Boston Children's Hospital to develop a digital application on a mobile platform to allow parents, teachers, paediatricians and other childhood professionals to test for signs of early dyslexia or reading disabilities.

## **CAST Inc.**

**USD 1,000,000 (36 months)**  
To develop and promote an online system for training and certification in Universal Design for Learning.

## **Center for Creative Leadership (CCL)**

**USD 299,791 (12 months)**  
To support the CCL in evaluating and refining its existing ValueAble Leadership tools for young people, including those who learn differently.

## **City Year**

**USD 1,000,000 (48 months)**  
To support City Year and Compass Academy to disseminate innovations in personalised learning that focus on supporting students with learning differences.

## **College Advising Corps (CAC)**

**USD 800,000 (36 months)**  
To provide support to CAC, which works with students of all backgrounds and learning abilities.

## **Council of Chief State School Officers**

**USD 356,126 (24 months)**  
To build the capacity of State Education Agencies to advance school principal leadership policies and practices for the success of students with disabilities.

## **Edreports Org Inc**

**USD 100,000 (12 months)**  
To learn from educators how instructional materials (e.g., textbooks and other curricula) can be designed better to support the needs of diverse learners.

## **EducationNC**

**USD 400,000 (36 months)**  
To support EducationNC in engaging teachers across North Carolina in leadership and learning that focus on the connection between equity and learning differences.

## **FirstLine Schools**

**USD 600,000 (36 months)**  
To support the Special Education Leader Fellowship (SELF) programme to provide ongoing leadership training, capacity building and technical assistance to educators and schools across New Orleans and beyond.

## **Friday Institute for Educational Innovation**

**USD 949,283 (36 months)**  
To develop, implement and evaluate tools and resources that build educator knowledge and capacity to better meet the needs of students who learn differently.

## **Georgia State University**

**USD 248,860 (18 months)**  
To conduct studies of the American English Version of the web-based, individual literacy programme called Units of Sound-Literacy that Fits.

## **Iredell-Statesville Schools**

**USD 100,000 (12 months)**  
To provide professional development for coaches and teachers in order to increase the academic achievement of all students and decrease the achievement gap across the school district in North Carolina.

## **Jobs for the Future**

**USD 800,000 (24 months)**  
To support Jobs for the Future's Student-Centered Learning Research Collaborative and its efforts to evaluate the impact of student-centred learning methods on students with learning differences.

## **Massachusetts Advocates for Children**

**USD 646,000 (36 months)**  
To support Massachusetts Advocates for Children to share evidence from their Trauma-Sensitive Schools study which will help more educators and policy makers to understand the need for trauma sensitive schools in the United States.

## **National Center for Special Education in Charter Schools (NCSECS)**

**USD 599,999 (36 months)**  
To support NCSECS to develop and implement a communications strategy to provide data, analysis, guidance and insight to charter school authorisers, operators, state policy makers and others.

## **New Venture Fund**

**USD 30,000 (17 months)**  
To support the New Venture Fund to lead the Funders Collaborative for Innovative Measurement, whose mission is to create reliable social emotional learning measurement tools.

## **NewSchools VentureFund**

**USD 500,000 (18 months)**  
To provide core support to NewSchools Venture Fund for its work to catalyse innovation in school design to expand pathways to success for all students.

## **Spitfire Strategies**

**USD 239,000 (24 months)**  
To enable the grantees of the Learning Differences and Prevent Child Sexual Abuse Programmes to participate in the executive coaching programme led by Spitfire Strategies.

## **Teach For All**

**USD 850,000 (12 months)**  
To provide core support to Teach For All to increase and expand educational opportunities for disadvantaged students around the world.

## **Teach for America**

**USD 200,000 (12 months)**  
To support Teach for America to strengthen training and support of teachers in the Eastern North Carolina region.

## **Transcend**

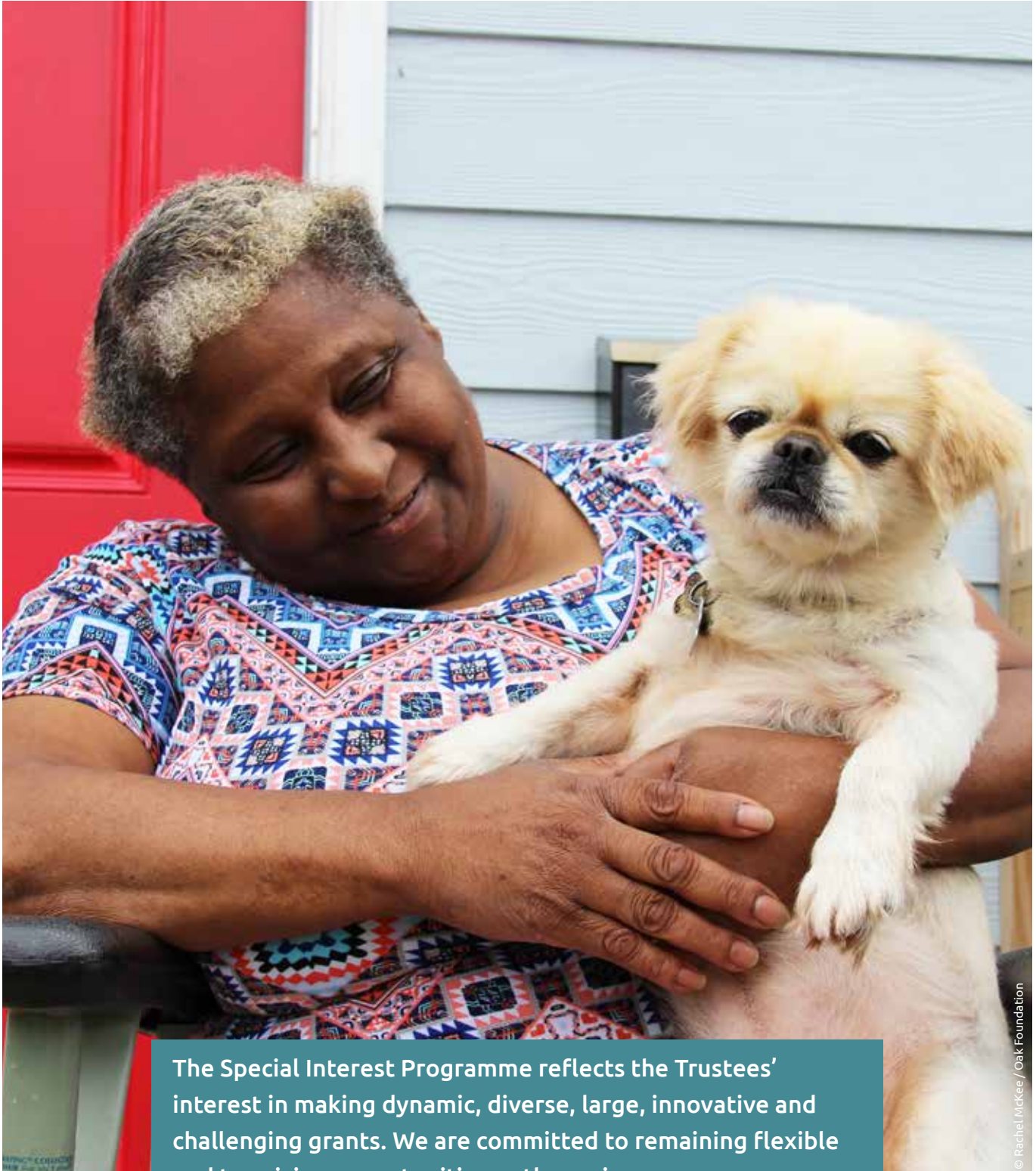
**USD 1,000,000 (36 months)**  
To provide support to Transcend to design and build school models that help all children in the US learn in supportive, engaging and effective learning environments.

## **YouthBuild USA**

**USD 600,670 (23 months)**  
To adapt the YouthBuild schools diploma granting model to Mexico, Brazil and South Africa, where pathways to secondary education credentials for early high-school leavers are currently not available.



# Special Interest



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The Special Interest Programme reflects the Trustees' interest in making dynamic, diverse, large, innovative and challenging grants. We are committed to remaining flexible and to seizing opportunities as they arise.

Special Interest grants cover a wide range of fields, including health, humanitarian relief, education and the arts. They are made to organisations whose activities the Trustees wish to support, irrespective of country or region.



## Stories

The stories within this section represent the work of the Special Interest Programme's partners in Chapel Hill, North Carolina and New York City.

### Helping seniors stay in their homes

Ms Eva has lived in her home in the Northside neighbourhood in Chapel Hill, North Carolina, for all 90 years of her life. Originally the home belonged to her great-grandmother and eventually she inherited it. Today, she runs a beauty salon from her living room and volunteers every week doing hair for seniors in nursing homes.

While she rightfully owns her home, the tax bill has increased over the years to be more than USD 10,000 – almost her current annual income.

For more than a century, the Northside neighbourhood was predominantly African American, and many of its residents have been living there for four or more generations. However,

as the university adjacent to the neighbourhood has grown, there has been pressure to increase student housing, and things have changed for residents. Developers began to buy up the houses and convert them into much bigger dorm-like buildings to rent them out to students. As a result, the real estate prices have risen sharply and the resulting increases in property taxes have forced, directly or indirectly, the original residents to move out. Elderly people have been forced to sell their homes just to pay their taxes. "This house has been in my family for a long time," says Ms Eva. "And they're trying to tax me out. If I couldn't pay the taxes, then the County would take it."

The Marian Cheek Jackson Center works to keep Northside as inclusive a neighbourhood as it has always been. Its goal is to preserve the neighbourhood as a mixed-income, multi-generational community. Thanks to its Northside Neighborhood Initiative, Ms Eva receives a property tax grant as well as help with home repairs, which have improved her quality of life and allowed her to remain in her family home.

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grants were made by the Special Interest Programme in 2018, totalling USD 57.56 million.



**Opposite:** Ms Elaine rents her 'Pee Wee home' for a third of the money she receives on disability benefit. Without this support she would be living in a homeless shelter.

**Above left:** Ms Eva still works as a hairdresser in the home she has lived in for 90 years that she inherited from her great-grandmother. Without the

support of the Jackson Center to pay taxes on her house, she would be forced to move.

**Above right:** Ms Sallie, a centenarian, continues to live in her family home, thanks to the support of the Jackson Center in house repairs and grants to pay taxes. Here she sits with her daughter Christie on the porch of her home for the last 80 years.



Find out more at  
[www.oakfnd.org](http://www.oakfnd.org)



© Community Empowerment Fund



© Community Empowerment Fund

**The Marion Cheek Jackson Center helps elderly residents stay in their homes by paying taxes they would not be able to pay otherwise.**

**The Community Empowerment Fund works to help people lift themselves out of homelessness and poverty. In 2018, the Fund's banking initiative enabled 1,000 members to save**

**USD 1 million.**

To find ways to keep housing affordable, the Jackson Center received a loan commitment of USD 3 million, at zero per cent interest from the University. With this money, it acquires properties, makes repairs and sells the homes to low- and moderate-income families at affordable prices. It also builds new houses or renovates old houses and rents them to people who cannot work, for as low as USD 250 a month. This is one third of the benefits a disabled person receives from the state. Ms Elaine is one woman who benefited from this initiative. "After I got divorced, I was diagnosed with cancer," she says. "I was living in the homeless shelter for six months. I am so happy here now."

**"My desire in my efforts in the Jackson Center is to see the community come back together as I remember – neighbours helping neighbours, people knowing who each other is, and just being a family community."**

**- Kathy Atwater  
Fourth-generation resident  
Northside community, Carrboro**

The average age of homeowners who received support from the Jackson Center and its partner organisation Self-Help is 77 years old, and the average length of residence in the Northside neighbourhood is 58 years. Kathy Atwater is a fourth-generation resident in the community. She works with the Jackson Center, where she

has seen many changes over the years. "My desire in my efforts in the Jackson Center is to see the community come back together as I remember," she says. "Neighbours helping neighbours, people knowing who each other is, and just being a family community."

## A bank for the people

"There's an incredible housing crisis in the States," says Jon Young, co-director of the Community Empowerment Fund. "There is such a web of overlapping issues around housing, employment, health, race, history – around wealth that has been really stripped from communities."

The Community Empowerment Fund (CEF), based in Orange County, North Carolina, is a not-for-profit organisation that works to help people lift themselves out of homelessness and poverty. It offers savings opportunities, financial education and support to individuals who are seeking employment, housing and financial aid. It works to address root causes of poverty and homelessness by helping people resolve short-term crises and build towards long-term goals.

"Safety nets in terms of federal support are limited and shrinking," says Millie Brobston, programme officer for the Special Interest Programme. "CEF has this strategy of matched savings accounts, in which it works with people to save money over time to reach their financial goals. And this is helping people move out of homeless centres and into apartments. This is helping people get jobs, or to get their cars



repaired so they can get back to work. It's these types of things that help people move from homelessness to independence."

Janet Xiao, co-director of CEF says, "Most financial services in the US are not built to serve low-income households. In 2015, financially-underserved Americans spent USD 141 billion on fees and interest. That meant that it is more expensive to be poor in the US than to have wealth."<sup>1</sup>

In 2017, CEF worked with 144 members to find jobs and 161 members to find homes. CEF works with more than 1,000 members each year, training over 250 volunteer advocates from Durham and Chapel Hill universities to work side by side with members on issues of employment, housing and longer term financial wellbeing. In 2018, thanks to CEF's banking initiative, 1,000 members saved a million dollars between them.

"On average we have found that CEF members have saved USD 1,300 each, which may not sound like a lot," says Janet. "But according to a 2016 FDIC survey<sup>2</sup>, almost half of all US households cannot come up with USD 400 without drawing on credit, borrowing money or selling their possessions. So that means that members of CEF that class themselves as homeless have saved more than almost half of the average US citizen."

Ronald Carnes is from St Louis, Missouri, and he works with CEF as an orientation leader. He considers himself part of a community of people who are suffering from things that have affected them dramatically – homelessness, unemployment, or not having enough

food. "Most people don't realise that everyone in this country is one disaster away from being homeless," he says. "It's something that can happen to anyone."

At 73 years of age, Ronald gets a lot of pleasure from working with CEF. "I want people to feel that this is a sanctuary for them," he says. "I tell them, come to us, tell your friends to come to us. This is a community-based programme and we want to help people in need."

Connie is one of the students that volunteers at CEF. "This has been a great experience for me," she says, "because it has allowed me to engage with the community, as well as with other students who are passionate about addressing the injustices that we see in society."

The difference lies in CEF's personal approach. "What's great about CEF is that it's a relationship-based programme, built on trust," says Millie Brobston. "It's not an 'I'm helping you' relationship, it's more like 'we are working together to help solve the problems in your life'."

## Keeping youth off the streets in New York

Every night, 4,000 youth are homeless in New York City. There are numerous paths to homelessness for young people; many have experienced family abuse, violence, or rejection – perhaps due to sexual orientation, gender identity or mental health and behavioural issues. There is also a lack of support for young adults when they

**Safe Horizon provides young homeless people in New York City with a place to sleep, a shower, a hot meal, or advice to help them access financial assistance, housing or the job market.**



**A grant of USD 10 million will allow Good Shepherd Services in NYC to reach an extra 10,000 people a year over the next five years.**

age out of foster care or detention. Many simply have nowhere to go.

Safe Horizon's Streetwork Project provides safe, non-judgemental places for these young people to find shelter and support. It has two drop-in centres in Manhattan's Harlem and Lower East Side neighbourhoods, as well as a night shelter. Streetwork also does street outreach, bringing resources and information to the young people where they are and helping them to find shelter.

At the drop-in centres, young people are given a warm welcome and a space to use as they wish – to take a shower, have a hot meal or sleep, or participate in a pottery group or parenting class. They might need advice on a range of challenges they face, such as accessing financial assistance, more permanent housing or the job market. Streetwork also has counsellors on site and works with partners to help meet the medical and mental health needs of its clients.

Streetwork hopes to reach more young people in the coming years and to further extend the assistance it offers.

## **Good Shepherd Services: helping families in New York City**

Good Shepherd Services (GSS) provides services to children, youth and families in New York City. Today, GSS manages over 80 programmes that provide support to more than 30,500 people a year. Its programmes help keep more families united, support young people to graduate from high school and college,

and enable people from all backgrounds to accomplish their goals.

GSS runs networks of community-based educational support, justice diversion and family counselling programmes in Brooklyn and the Bronx. These provide: family foster care; residential programmes for youth in the child welfare and juvenile justice systems; supportive housing for homeless young adults; and numerous afterschool programmes and community centres.

Leading the work of GSS as executive director for the last 38 years is Sr Paulette LoMonaco, who is planning to eventually retire. Determined to secure the long-term sustainability of the organisation, Sr Paulette is working to double its current resources to guarantee the continuation of its direct services and programmes when she steps down. "I recognise that eventually I will need to move on from my current role, although what I would really like to do is ultimately to continue to give advice and help with the fundraising aspects of GSS," says Sr Paulette. And she is aiming high – if she achieves her fundraising target, GSS will be able to reach an additional 10,000 people a year over the next five years.

Oak is proud to announce a USD 10 million grant which will help Sr Paulette achieve her goal. The grant will contribute to the organisation's endowment to secure greater long-term stability and it will support the daily operations of the Prince Joshua Avitto Community Center in East New York, in one of the city's most under-resourced neighbourhoods. Watch this video to find out more: <https://vimeo.com/294760113>



**Page 60:** The Community Empowerment Fund in Chapel Hill, North Carolina, works to help people lift themselves out of homelessness and poverty. It offers savings opportunities, financial education and support to people seeking employment, housing and financial aid.

**Page 61:** Safe Horizon's Streetwork Project provides safe, non-judgemental places for young people experiencing homelessness to find shelter and support. It has two drop-in centres in Manhattan's Harlem and Lower East Side neighbourhoods in New York, as well as a night shelter.

**Opposite:** Good Shepherd Services provides afterschool services to children, youth and families in New York City.

**Above left:** Some of the team at the Marion Cheek Jackson Center in the Northside neighbourhood in Chapel Hill, North Carolina, which supports seniors and other people to stay in their homes.

**Above right:** The Royal Marsden Hospital will increase its capacity to treat adult patients in a research and clinical care centre soon to be constructed in Outer London.

## Special Initiative: Royal Marsden Cancer Centre

Following an Oak grant of GBP 25 million, the Royal Marsden Hospital, based in London, the United Kingdom, will construct a state-of-the-art research and clinical care centre on its Sutton site in Outer London. This centre will permit the Royal Marsden Hospital to increase its overall capacity to treat adult cancer patients. It will also improve the working environment for staff and help speed up research and clinical progress via new technologies and increased opportunities for collaboration among researchers, clinicians and patients.

"This will make an enormous difference in our ability to improve the diagnosis and treatment of patients, and ultimately, improve survival rates for cancer patients globally," says Cally Palmer, chief executive of the Royal Marsden Hospital.

Oak is pleased to support the Royal Marsden Hospital at a time when cancer is pandemic in our societies. Watch this video to find out more: <https://vimeo.com/292939276>

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**Special Initiative grants were made in 2018, totalling USD 123.81 million.**

**A grant of GBP 25 million will support the Royal Marsden Hospital to construct a state-of-the-art research and clinical care centre in Outer London. Ultimately, this hopes to improve survival rates for cancer patients globally.**



# Grants

## Blacksmith Institute dba Pure Earth

**USD 750,000 (31 months)**

To support the development of health and pollution action plans in Thailand, Madagascar, Bangladesh and Indonesia to help governments to tackle the worst pollutions problems that impact public health.

## Chatham Education Foundation

**USD 250,000 (36 months)**

To launch Chatham County Kindergarten Readiness Camp so that low-income students in North Carolina, the United States can gain additional skills to help close the achievement gap before attending public school.

## Children & the Arts

**USD 400,000 (32 months)**

To increase access to the arts for children and young people across the UK who would not otherwise have the opportunity to take part.

## Children's Medifund Corporation

**USD 300,000 (36 months)**

To provide core support to Friends For All Children to improve the lives of poor and marginalised people in Cambodia, Vietnam, Thailand and Myanmar.

## Community Empowerment Fund

**USD 300,000 (36 months)**

To cultivate opportunities, assets and communities in Orange and Durham counties in North Carolina that support the alleviation of homelessness and poverty.

## Concussion Legacy Foundation, Inc.

**USD 300,000 (36 months)**

To educate children and parents on how to recognise and respond to concussions through the sports media in the United States.

## Courtauld Institute of Art

**USD 511,183 (36 months)**

To support the Courtauld's Young People and Galleries Programme, which offers students from disadvantaged socio-economic backgrounds in London greater access to art, art history and expertise available from this leading academic institution.

## Danish Refugee Council

**USD 750,000 (48 months)**

To support the Danish Refugee Council's work in the Democratic Republic of the Congo.

## East Durham Children's Initiative

**USD 2,500,000 (60 months)**

To provide high-quality services to children and families of East Durham, North Carolina.

## El Pueblo, Inc.

**USD 400,000 (48 months)**

To help Latinx people to achieve positive social change by building consciousness, capacity and community action in North Carolina, the United States.

## English Speaking Cancer Association (ESCA)

**USD 210,204 (24 months)**

To support ESCA CancerSupport's mission to positively impact the lives of those affected by cancer.

## Ex Cathedra

**USD 203,003 (36 months)**

To support Ex Cathedra, a leading UK choir, to deliver Singing Medicine – a programme which aims to improve the wellbeing of children at Birmingham Children's Hospital through positive and inclusive interactive songs and singing games.

## Fondation des Fondateurs

**USD 1,000,000 (24 months)**

To support Fondation des Fondateurs, the intermediary through which a number of foundations support a collaborative called Funders for Fair Trade.

## Frederiksberg Hospital, H:S - The Parker Institute

**USD 4,080,414 (60 months)**

To provide core support to the Parker Institute at Frederiksberg and Bispebjerg Hospital in Denmark.

## Goldsmiths, University of London

**USD 800,000 (36 months)**

To support Goldsmiths, University of London, to establish a new Centre for Contemporary Art on its campus along with accompanying programmes.

## Good Shepherd Services (GSS)

**USD 10,000,000 (60 months)**

To provide support to GSS to ensure it can continue to provide its services to children, youth and families who struggle the most in New York City – particularly in East New York and Red Hook (Brooklyn) and the Bronx.

## Good Shepherd Sisters (GSS)

**USD 606,447 (60 months)**

To provide support to the GSS to assist the villagers of Nong Khai, Thailand.

## gorongosa Restoration Project Inc.

**USD 200,000 (10 months)**

To establish more than two million hectares of protected areas in central Mozambique as part of restoring a large area damaged from two decades of civil war.

## Guiding Lights

**USD 460,000 (36 months)**

To be a comprehensive caregiver support centre for family and professional caregiving in North Carolina, the United States.

## Havens Hospices

**USD 666,667 (60 months)**

To provide core support to Little Havens Children's Hospice so that it can provide respite care and specialist palliative care services to children under 19 years old.

## Hawaii Community Foundation

**USD 5,000,000 (48 months)**

To narrow the achievement and opportunity gaps between education and careers among students from disadvantaged backgrounds in Hawaii.

## HelpForce Community Trust

**USD 1,280,000 (36 months)**

To support HelpForce Community Trust to use the power of volunteering to improve health and social care services in the UK.

## Latinx Education Center

**USD 250,000 (36 months)**

To create pathways to opportunity for students from immigrant families.

## Marie Curie Cancer Care

**USD 1,342,925 (36 months)**

To support Marie Curie, based in the UK, in its mission to help people and their families living with a terminal illness make the most of the time they have together.

## Mary's Meals International Organisation

**USD 1,825,840 (36 months)**

To support Mary's Meals to deliver a school feeding programme to over 23,650 children in Matabeleland North in Zimbabwe.

## Mercy Ships

**USD 5,000,000 (24 months)**

To support the outfitting of a hospital on Global Mercy, a new ship which will serve patients in Africa.

## Modrehjaelpen (Mothers' Aid)

**USD 955,414 (36 months)**

To expand counselling and treatment efforts for vulnerable single parents, pregnant women and other vulnerable families in Denmark.

## Nest, Inc.

**USD 749,379 (36 months)**

To support growth in Nest's Fellowship Programme, which matches mentors with hand-workers and artisan businesses in developing countries to help them realise their potential, access the global marketplace and grow.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our grant database at [www.oakfnd.org](http://www.oakfnd.org).

### North Carolina Early Childhood Foundation USD 250,000 (24 months)

To promote understanding and collaboration and to advance policies to ensure that each child in North Carolina is on track for lifelong reading success by the end of third grade.

### Operation Homefront, Inc. USD 600,000 (36 months)

To provide financial assistance for US military families, both active duty and veterans, facing crises.

### Our Military Kids Inc. USD 200,000 (36 months)

To provide support and recognition to children of deployed National Guard and Reserve service members and wounded veterans from all branches of service in the US.

### OXFAM USD 600,000 (12 months)

To provide support to Oxfam UK for its humanitarian emergency operations.

### Pancreatic Cancer UK USD 1,000,000 (36 months)

To provide core support to Pancreatic Cancer UK, supporting its investments in research and its work on data and intelligence to drive policy changes and improve treatment and care for patients with pancreatic cancer

### Safe Horizon USD 1,500,000 (36 months)

To provide core support to Safe Horizon's Streetwork Project in New York.

### Saildrone USD 2,500,000 (24 months)

To create technology that provides high-resolution, full-depth mapping of the ocean's seafloor.

### Self-Help (Center for Community Self-Help) USD 1,000,000 (24 months)

To create and protect ownership and economic opportunity among single-headed households in Chapel Hill, North Carolina.

### Statens Serum Institut USD 1,556,807 (48 months)

To support research at the Statens Serum Institut in Denmark.

### Swiss Philanthropy Foundation USD 2,020,000 (36 months)

To provide core support to Partners for a New Economy (P4NE), an international donors' collaborative fund supported by the Swiss Philanthropy Foundation.

### The African Wildlife Foundation USD 700,000 (48 months)

To support the African Wildlife Foundation's project in the Savé Valley Conservancy in Zimbabwe, where it works to protect wildlife, including a critical population of rhinos.

### The Sixteen USD 266,667 (32 months)

To support the Sixteen, a choir and period-instrument orchestra committed to preserving and championing its choral heritage, to prepare for its 40th anniversary year in 2019.

### The Value Web USD 500,000 (12 months)

To support the Value Web's Global Commons project, which aims to establish new norms to operate within planetary boundaries.

### Uppsala University USD 1,926,649 (60 months)

To support the Uppsala University in Sweden to develop and test a scalable, non-stigmatising and low-cost clinical intervention for refugees and survivors of rape across Europe suffering from post-traumatic stress disorder.

### US Soccer Foundation USD 1,000,000 (60 months)

To expand the Soccer for Success programme with the goal of impacting the lives of one million youth each year by 2026.

### V&A Museum of Design Dundee USD 300,000 (36 months)

To further V&A Dundee's mission to enrich lives through design, by supporting the new museum's programme for children and young people (aged 16 – 24).

### Warriors & Quiet Waters Foundation Inc. USD 250,000 (60 months)

To help a new generation of combat veterans successfully reintegrate into society.

### Wessex Chalk Stream and Rivers Trust USD 300,000 (36 months)

To support the Wessex Chalk Stream and Rivers Trust to protect and improve the chalk streams and rivers of the Wessex region in southern England.

## Capacity Building

### Catchafire USD 100,000 (12 months)

To strengthen the organisational capacities of some of our partners in the US and UK by giving them access to quality services offered by pro bono consultants.

### The Kairos Project USD 50,000 (12 months)

To strengthen the leadership capacities of Oak's partners by facilitating access to quality coaching services.

### The Resource Alliance USD 372,884 (14 months)

To build the capacity of a group of Oak Foundation grantees through a programme of assessment, training, strategy development, coaching and mentoring.

## Special Initiative

### Amnesty International International Secretariat USD 3,600,000 (36 months)

To support Amnesty International's International Secretariat to grow and mobilise its supporter base, improve its communications and messaging, and diversify its global income.

### ClimateWorks Foundation, USA USD 75,000,000 (60 months)

To support ClimateWorks' efforts to contribute to the emissions reductions necessary to limit global warming to well below 2°C and help prevent damage that will be caused by more extreme global warming.

### European Foundation Centre (EFC) USD 476,190 (48 months)

To provide core support to the EFC, which aims to be the voice of institutional philanthropy in Europe and to serve as a centre of sector knowledge and exchange.

### Fund For Global Human Rights (FGHR) USD 4,400,000 (36 months)

To support the FGHR's efforts to: build a broad support constituency; deploy targeted and strategic communications to improve human rights messaging; and develop an institutional infrastructure to diversify and grow a broad revenue base.

### Human Rights Watch (HRW) USD 4,000,000 (36 months)

To support HRW's efforts to counter the anti-rights populist surge and help strengthen the global human rights movement.

### Physicians for Human Rights (PHR) USD 3,000,000 (24 months)

To support PHR to build a network of healthcare professionals for human rights, make medical and scientific voices heard through communications and advocacy, and sustain its work through larger and a more diverse base of supporters.

### Royal Marsden Cancer Campaign USD 33,333,333 (48 months)

To support the construction of a state-of-the-art research and clinical care centre at the Royal Marsden Hospital in Sutton, the United Kingdom.

# Brazil



The Joint Brazil Programme was launched in 2016. Five Oak Programmes work together to address issues that affect people with limited resources in the Recife Metropolitan area in Brazil. The programme focuses on four key areas: citizen security; mobility; quality urban space; and citizen participation.

We aim to improve the lives of the most marginalised communities by promoting inclusive, efficient, democratic processes that operate in the best interests of all citizens of the Recife Metropolitan area, irrespective of gender, age or socio-economic position.



## Reforming city life from the bottom up

What do the following have in common: a group of civil society organisations fighting for improved and accessible public transportation; a web of movements engaged in promoting political innovation; and a network of activists working to make urban planning processes more participatory?

“Our partners show how collaboration and connectedness are present – indeed at the heart – of the Joint Brazil Programme.”

- Ana Alfinito  
Programme Officer  
Joint Brazil Programme

The answer is that each reveals, in its own way, that the most promising road to more democratic cities is collective and connected. That’s why building strong networks is key to promoting positive social change. “Our partners show how collaboration and connectedness are present – indeed at the heart – of the Joint Brazil Programme,” says Ana Alfinito, Joint Brazil’s programme officer.

## Citizen security

In Recife and beyond, civil society organisations have been working to improve security in city centres. Their efforts have been directed at:

protecting women, youth and children from violence and exploitation; building public campaigns to give a voice to misrepresented communities; and developing strategies to reform the police and criminal justice systems.

## Mobility

Several organisations have come together to promote a people-centred vision of transport and to develop projects that ensure citizen participation during the policy-making process.

One of these organisations, the Institute for Transportation and Development Policy (ITDP) met with women and children from the peripheries of Recife to find out what they think about public transportation. The women responded that high costs of transport and fear of violence hindered their mobility and access to the city.

The ITDP will use this information to inform policy making oriented towards a truly accessible mobility system. “By participating in local civil society networks, ITDP aims to strengthen participation in the development of urban policies,” says Leticia Bortolon, coordinator of ITDP’s work in Recife.

In addition, a group of civil society organisations, including Centro Popular de Direitos Humanos, Escola de Ativismo, Instituto de Energia e Meio Ambiente, Meu Recife and Ameciclo came together to discuss the cost of public transportation in the Metropolitan Region of Recife, which was considered too high.

Their hope was that public transport systems would be managed in a way that >>

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grants were made by the Joint Brazil Programme in 2018, totalling USD 2.51 million.



**Opposite:** People gather on World Car-Free Day in Recife, Brazil to demonstrate that it is possible to have a city for people and not for cars.

**Above:** A city of contrasts: Street art in Recife and a view of the city from the Capibaribe River.




Find out more at [www.oakfnd.org](http://www.oakfnd.org)

respects the rights of the population. They were able to prove that bus fares had been illegally increased in previous years. By bringing it to public attention, they raised awareness of the need for increased transparency and citizen voice in the public transport system.

## Quality of urban space

In Recife, many organisations and movements have been working to support community-led development endeavours. Together they help build community capacity to stand strong against developers and negotiate with the government and large corporations.

 "We believe that it is only through networks that we can strengthen the work of organisations."

- Cristina Orfeo  
Fundo Socioambiental Casa

To this end, the Fundo Socioambiental Casa supports more than 100 groups, collectives and movements that are developing socio-environmentally friendly ways of solving urban problems in seven Brazilian metropolitan regions. "We believe that it is only through networks that we can strengthen the work of organisations," says Cristina Orfeo from Fundo Socioambiental Casa.

## Citizen participation

Security, mobility and urban space for all can only be ensured if the voices of everyone are heard within the public sphere and integrated in policy-making processes. A number of organisations have been engaged in expanding citizen participation. They do this by: ensuring that society has access to public information; producing high-quality media that give critical analysis of public events and debates; and ensuring that civil society can investigate and negotiate policy options in institutional settings.

Independent media has played an especially important role in this context. Marco Zero Conteúdo, a local independent media organisation, produces original media content to highlight issues relating to the right to the city. It has been conducting fact-checking and investigative journalism to inform policy debates and strengthen the demands and struggles of civil society.

Based in São Paulo, Instituto Update brought together activists seeking to reinvent institutional politics. Thanks to its work, five women in Recife, known as Juntas, were voted into the State Assembly in a collective mandate. They represent fairer, more inclusive and democratic cities across the country.

## Mobilising in turbulent times

Brazil is undergoing a period of intense political polarisation. Therefore it is particularly important to build networks based on trust, collaboration and a common vision. Perhaps never before has it been more crucial to nourish spaces where likeminded people can come together safely to share experiences and find ways to act in concert.

In mid-2018, a network of more than 30 collectives and organisations including Fase, Associação Comunitária Caranguejo Uçá, Centro Popular de Direitos Humanos, Cendhec and ActionAid Brasil came together under the name Articulação Recife de Luta.

Their goal? To participate in the development of Recife's Urban Master Plan, the single most important law directing urban development. This bill will lay down urban planning in Recife for the next ten years. Ensuring participation in the planning process is the only way to construct a fairer, more inclusive city.

**Juntas is a group of five women who were recently voted into the State Assembly.**

**They represent what is needed for fairer, more inclusive and democratic cities in Brazil.**

# Grants



© Rodrigo Lima/Ação Comunitária Carangueijo Uçá.

## **Associação Fórum Suape Espaço Socioambiental** **USD 360,000 (36 months)**

To provide core support to Forum Suape, which supports the interests of traditional communities affected by the Suape Industrial Port Complex, a major industrial development in Brazil.

## **Associação Metropolitana de Ciclistas do Recife** **USD 100,000 (24 months)**

To provide core support to Ameciclo, the Metropolitan Association of Cyclists in Recife to increase its impact in the field of sustainable mobility.

## **Audisa Auditores Associados S/S** **USD 100,000 (12 months)**

To conduct up to 20 international-standard financial audits (in Portuguese and English) of Oak's Joint Brazil Programme grantees.

## **Centro Dom Helder Camara de Estudos e Acao Social (CENDHEC)** **USD 250,000 (36 months)**

To provide core support to CENDHEC, whose mission is to defend and promote the human rights of, in particular, children, adolescents, residents of popular settlements and socially excluded groups in Brazil.

## **Centro Popular de Direitos Humanos (CPDH)** **USD 246,840 (24 months)**

To provide core support to CPDH to secure the rights of the city and the freedom of expression of Recife's disadvantaged communities and popular movements.

## **Institute for Transportation and Development Policy** **USD 200,000 (12 months)**

To improve and accelerate the adoption of low carbon, inclusive mobility and urban development in Brazilian cities, in particular in the Recife Metropolitan Region.

## **Instituto Invento** **USD 100,000 (19 months)**

To contribute to the population control of the Aedes mosquito, reducing occurrences of Zika, dengue, chikungunya and other associated diseases.

## **Instituto PAPAÍ** **USD 113,005 (17 months)**

To provide core support to Instituto Papai, an organisation that promotes social justice and contributes to the guarantee of human rights in Brazil, in order to eliminate inequalities.

## **Instituto Update** **USD 96,312 (12 months)**

To support a database that builds knowledge to better assist policy improvements and people's safety in Brazilian metropolitan areas.

## **Marco Zero Conteúdo** **USD 150,000 (12 months)**

To highlight the Joint Brazil Programme issues through the production of multi-media content distributed through an online news portal and social media.

## **Movimento de Pimpadores** **USD 200,000 (24 months)**

To provide core support to Movimento de Pimpadores, an international movement based in Brazil that strives to generate income and promote the invaluable work of waste collectors.

## **Nucleo de Apoio à Pesquisa e Educação Continuada** **USD 121,827 (12 months)**

To support Oak's Joint Brazil Programme with staff and logistic support.

## **Our Cities** **USD 300,000 (12 months)**

To provide core support to the Nossas (Our Cities) network, an online platform which promotes inclusive and sustainable cities across Brazil.



**Above:** View of Recife from the Capibaribe River.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our grant database at [www.oakfnd.org](http://www.oakfnd.org).

# India



The Indian Government provides safety nets for the most vulnerable. We recognise that it will take time to make these provisions readily accessible for everyone and hope to assist in this process.

In the Joint India Programme, five Oak programmes work together to address a combination of issues that affect populations with limited access to resources in Jharkhand and West Bengal, located in east India. Ultimately, we aim to: improve the lives of the most marginalised groups; institutionalise practices that address poverty and social injustice; support people to assert their rights to identity and dignity; and build strong organisations at the grassroots.



## Stories

The stories within this section represent the diverse range of grants within the Joint India Programme. They represent experiences of individuals and communities who, despite all odds, transformed their lives and the lives of people around them.

### Empowering communities to find their feet

Poulina Tudu (featured in the photo to the left) is a tribal woman who lives with her husband in a village in the Godda District of Jharkhand. For their livelihood, the family is dependent on a small piece of agricultural land and on gathering produce and materials from the nearby forest.

Like other community members, Poulina relies on the government-run Public Distribution System (PDS) ration shops for basic food security for her and her family. The PDS system ensures grains are provided by the government at a subsidised rate, so that they are affordable for poor families. However the local distributor had stopped providing the food supply to ration card holders for several months for seemingly no reason. Complaints about this to the local government officials were going unheard.

Poulina decided to act. As she is an active member of the Tribal Rights Forum group, she attended a District Tribal Rights Forum (DTRF) meeting at the Panchayat Bhawan (village council)

in Tilabad, Jharkhand. She explained that members of her village had not received ration supplies for months. After deliberating on the issue, the DTRF escalated it to district level authorities.

To support this action, Poulina organised a petition that was signed by community members in writing or using their thumb print. She presented the petition to the block development officer who immediately investigated. As a result of the findings, a new dealer was appointed for food distribution. Ration card holders have since been receiving their food grain supplies without any issue.

Since Poulina sought justice for her local community through collective action, her experience has taught her of the power and strength of collective action. The organisation Find Your Feet (FYF) empowered Poulina to act on behalf of her family, community and herself. FYF helps poor, rural families to help themselves, speak out against injustice and change things for the better.

### Achieving labour rights for fisherwomen

“We were deprived of any benefits as fisherwomen. Our initiative was destroyed under social and political pressure. But we have been able to overcome the odds thanks to the support of a fishers’ collective,” says Ranu Pramanik, a fisherwoman in West Bengal.

Subarnarekha is an important river in India that begins in Jharkhand and flows

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grants were made by the Joint India Programme in 2018, totalling USD 5.38 million.

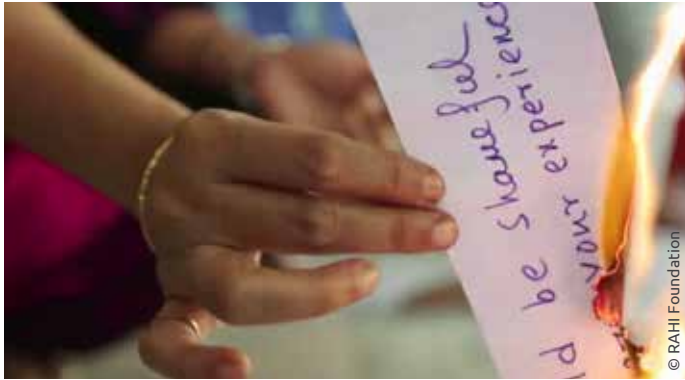


**Opposite:** Thanks to the efforts of Poulina Tudu to notify district level authorities that ration supplies to their village had been unjustly stopped, ration card holders have once again been receiving their food grain supplies without any issue.

**Above:** DISHA works to protect the customary and legal rights of small fishing communities practicing marine and inland fishing in West Bengal.







**RAHI's Firebird Project helps women survivors of incest and child sexual abuse to find healing and to live fully transformed lives.**



**Above:** "The Little Girls We Were ... And The Women We Are." (2017) is a film produced by Oak's partner RAHI, which aims to raise awareness around child sexual abuse and incest in India.

**Opposite:** The Bindrai Institute for Research, Study and Action supports the indigenous Adivasis peoples in Jharkhand, east India, to claim their entitlements to the full implementation of the Forest Act 2006, which states that they can legally own and manage their forest land.

through West Bengal to the Bay of Bengal. For thousands of years, the river has been a lifeline for many people. At one point, around 20,000 fishers, both men and women, were traditionally engaged in fishing on Subarnarekha in West Bengal.

However in recent decades, mining activities have severely polluted the river and several dams have been built. This has reduced fish stocks to such an extent that traditional fishermen and fisherwomen have had to give up their livelihoods and migrate to find other ways to live.

Because women have fewer options to migrate from their villages for work, DISHA – an organisation that promotes the rights of small fishing communities to water and land resources – has been supporting them to protect their livelihoods. Some fisherwomen have taken up leadership positions in the Fishing Collectives. The women have submitted claims for fishers' identity cards, formed self-help groups and developed collective fish farming.

"Their work was destroyed," says Paromita Chowdhury, programme officer of the India Programme. "But they have overcome the odds with this new initiative and with the support of the fishers' collective."

## RAHI: living lives free from violence

"When you grow up hiding a part of your life, you cannot experience your full self," says Ayesha, a survivor of incest. "When you are provided a space to bring

it to light, you can see different nuances and textures of your experience."

RAHI's Firebird Project trains women survivors of incest and child sexual abuse to be advocates for the cause. A unique combination of training, healing and advocacy, it is based on RAHI's understanding of the recovery needs of survivors and on the principle that social action is a powerful way to transform trauma.

The Firebird was implemented in Kolkata for the first time in 2015. It started with a two-day survivor healing workshop with a group of nine women. Some of the women in the group took part in RAHI's national award winning film 'The Little Girls We Were...And The Women We Are' (2017). One of these women is Ayesha, 42 years old. Thanks to the workshop, she realised, for the first time, the deep-rooted impact of her abuse. She was able to garner a sense of acceptance: "You give yourself the right to say you don't have to hide anything from your consciousness anymore."

This experience changed Ayesha's life. She began to see herself as someone who could write the script for her own life. She learned that speaking up in front of others is immensely empowering.

She decided to participate in the film because she wanted people to know how deeply incest and child sexual abuse affects people. She wanted to reach out to other survivors and to tell people that abuse must stop.

Today Ayesha is in a better place. She now does violence prevention work with children, adolescents and adults to help them overcome trauma.

# Grants



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© Rachel McKee/Oak Foundation

## ANJALI

**USD 343,391 (36 months)**

To provide core support to ANJALI, an organisation based in West Bengal working to build the capacities of women with mental illnesses and psycho-social disabilities, so they can live dignified lives as full citizens.

## Atma Education

**USD 28,112 (4 months)**

To pilot a capacity needs analysis of Joint India Programme partners to determine capacity-building support needs.

## Creating Resources for Empowerment in Action

**USD 490,136 (42 months)**

To support elected women representatives to assert their leadership in local self-governments in the Panchayats in India.

## Deutsche

## Welthungerhilfe e.V

**USD 85,687 (12 months)**

To provide capacity-building support to our grantees in Jharkhand to help create a strong civil society and a legacy of strong local organisations that represent the needs of ordinary people.

## Fund for Global Human Rights (FGHR)

**USD 238,000 (24 months)**

To support FGHR to assist three local organisations in West Bengal to build strong communities that are free from marginalisation, violence and harassment.

## Gender at Work

**USD 85,103 (12 months)**

To provide capacity-building support to our partners in Jharkhand to help create a strong civil society and a legacy of strong local organisations that represent the needs of ordinary people.

## Indian Association for Women's Studies (IAWS)

**USD 320,842 (48 months)**

To support the IAWS to strengthen the network of feminist scholars and activists in universities and civil society organisations in Jharkhand via the Centre for Women's Studies in the University of Ranchi, which is itself an IAWS initiative.

## Ipas Development Foundation

**USD 490,906 (36 months)**

To improve reproductive and sexual health outcomes for young women and adolescent girls in districts of Jharkhand and West Bengal.

## Johns Hopkins University

**USD 197,100 (36 months)**

To support organisations in Jharkhand working on environmental issues and with capacity for research, planning and implementation.

## MLinda Charitable Trust India

**USD 403,739 (30 months)**

To support decentralised village-level renewable energy powered mini-grids, which will allow rural communities to access modern forms of energy to raise their incomes and reduces CO2 emissions.

## RAHI Foundation

**USD 324,679 (48 months)**

To assist RAHI, based in India, to provide leadership on issues of child sexual abuse and incest.

## Rockefeller Philanthropy Advisors, Inc.

**USD 100,000 (12 months)**

To support the Sustainable Development Goals Philanthropy Platform in India.

## SAMVAD

**USD 349,988 (36 months)**

To support SAMVAD to strengthen community life and empower traditional governance systems in the villages of minority peoples in India.

## Sanhita

**USD 231,048 (36 months)**

To promote enabling workplaces for women in India that are free from sexual harassment.

## SELCO Foundation

**USD 443,240 (36 months)**

To support the implementation of off-grid solar solutions by building an eco-system for affordable finance that is available to the poor in Jharkhand, India.

## Traidcraft Exchange UK

**USD 47,287 (6 months)**

To conduct a study to strengthen potential supply chains in Jharkhand so that small-scale farmers, forest-dependent communities and other small-scale producers can enhance their incomes and their access to the viable markets.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our website at [www.oakfnd.org](http://www.oakfnd.org)

# Oak Foundation Denmark



Oak Foundation Denmark provides grants to organisations in Denmark and Greenland.

We seek innovative solutions that improve the daily lives and future prospects of socially vulnerable and marginalised groups. In particular, we focus on initiatives that target women of ethnic minority, homeless people, mothers, children, immigrants and refugees.



## Community, crafts and collaboration: Sanasa Greenland

'Sanasa' means 'let's build something together' in Greenlandic. This encapsulates house painter and decorator Heidi Zilmer's goal of bringing together young people in Greenland and sparking their interest in building and craftsmanship. She does so by combining creative workshops with collective mural painting projects.

**"The best way to inspire young people is to show them how creative life as a craftsman can be."**

**- Heidi Zilmer  
Artist**

Completing her own apprenticeship as a house painter and decorator in 1998, Heidi Zilmer went on to teach theory, composition and decoration at technical college. She also ran her own company and was the main driving force behind new murals in social housing areas. Here, she saw how murals can inspire young people to pursue an education and career as craftspeople.

Having family in Greenland, Heidi visited Qaqortoq in the south of Greenland for the first time in 2015. Here, she realised how few housepainters actually lived in the country. She decided to combine her insight into mural projects and her teaching experience to inspire

the creative youth of Greenland to pursue craft professions – especially house painting. With the Sanasa project, Heidi's intention was to run workshops for young people from different social backgrounds. By teaching a variety of inspirational and traditional house painting techniques, she aimed to bring them together to paint an enormous mural illustrating the spirit of the people of Greenland. "The best way to inspire young people is to show them how creative life as a craftsman can be," she says.

She presented the Sanasa project to Kommune Kujalleq (the municipality) in southern Greenland, which contributed a substantial amount. The project was then presented to Oak Foundation Denmark as a social project drawing on cultural aspects. The town of Qaqortoq was chosen as the site of the project.

Sanasa kicked off in April 2018 with an inspirational street-art creative craft workshop. Heidi wanted to find and inspire talented young people to participate in her project that summer. The workshop was aimed at young people aged 15 to 30, interested in learning about traditional painting techniques. More than 60 young people from all over Greenland – with different social backgrounds, strengths and weaknesses – participated in the first workshop, learning everything from basic stencilling to gilding and colour mixing. The creative crafts helped them feel connected to one another and sparked positive energy.

"I am impressed with the support received from young people, businesses, local craftsmen and educational institutions," said Heidi. "The work has hopefully provided new insight into the wide

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**grants were made by the Denmark Programme in 2018, totalling USD 5.57 million.**



Find out more at  
[www.oakfnd.org](http://www.oakfnd.org)



**Fonden for Socialt Ansvar works with hundreds of volunteers in Denmark on various social projects. It places the importance of maintaining strong family ties at the centre of its work.**

range of crafts and trade educations that can be taken without enrolling in university or graduate school."

Three students from Heidi's workshops are now upgrading their skills and hope to study house and decorative painting. Heidi plans to go back to southern Greenland to work on other, similar projects, including workshops for local teachers who wish to train others in the community.

## Fonden for Socialt Ansvar: pooling resources

"We take responsibility. We are caring. We are committed." Fonden for Socialt Ansvar facilitates the operations of independent not-for-profit organisations in Copenhagen. While the organisations work on various social causes, their close proximity to each other enables them to: learn from each other; lower costs by sharing facilities; and avail of the support, knowledge and capacity building efforts of Fonden for Socialt Ansvar.

Fonden for Socialt Ansvar strengthens these organisations, which work with children, young adults and families in Denmark. It facilitates bringing together volunteers to help find long-lasting solutions for some of the most invisible and neglected social issues in the country.

Hundreds of volunteers work on various social projects, placing the importance of maintaining strong family ties at

the centre of their work. For example, through the 'Neighbourhood Mothers' programme, more than 700 mothers from ethnic minority groups are connected with volunteers who help the women better navigate their lives in Denmark. This can be overwhelming for many of the women, often newly arrived, and it helps to reduce their feelings of isolation and promote better integration. Another successful project, 'Baba' connects immigrant fathers with local volunteers to help reinforce their confidence in how they can participate meaningfully in their children's lives. Research has shown that children who are raised by engaged fathers have a stronger sense of wellbeing and are less likely to get involved in crime or to develop addictive habits.

With the staff's passion and tenacity, Fonden for Socialt Ansvar is making a difference in Denmark, both to the lives of the children and families they directly support and to how members of the society view volunteering for social enterprises.



The photos in the Denmark section of the annual report illustrate the project carried out by Heidi Zilmer in the small port town of Qaqortoq in Greenland and the work being done by Fonden for Socialt Ansvar, an organisation that gathers volunteers together to carry out social work in Denmark.

# Grants



## **Aalborg Kommune, Det specialiserede Døgntilbud Stjernehusene**

**USD 35,748 (12 months)**  
To build a new playground for Stjernehusene, a specialised day care facility in Northern Jutland.

## **Antidote Denmark**

**USD 55,255 (24 months)**  
To finance a mobile "fix-room" in Copenhagen to help prevent deaths from drug overdoses.

## **Bryd Tavsheden**

**USD 405,437 (36 months)**  
To establish a Youtube channel for young people and children which addresses domestic violence and violence between couples.

## **Den selvejende institution dagbehandlingsskolen Isbryderen**

**USD 47,771 (12 months)**  
To provide support for a mini bus for Isbryderen, a school for young people with special needs.

## **Danmarks Forsorgsmuseum**

**USD 108,382 (12 months)**  
To provide support to the Danish Welfare Museum and Ringsted Crisis Centre for an exhibition and the production of educational material for women and children fleeing domestic violence.

## **Den fælleskommunale forening – Kommuneqarfik Sermersooq**

**USD 796,178 (36 months)**  
To provide support to public schools in Greenland.

## **Danner**

**USD 89,809 (12 months)**  
To assess intimate partner sexual violence in Denmark.

## **Det Blå Sted**

**USD 145,428 (36 months)**  
To provide support to a drop-in-centre in Aarhus that helps and supports socially vulnerable young people to get an education, find work or housing and leave abusive situations.

## **Fonden for Socialt Ansvar (FSA)**

**USD 955,414 (36 months)**  
To provide support for capacity building, innovation and voluntary work to FSA, which functions as an umbrella organisation for various not-for-profit organisations.

## **Frivilligforeningen Værestedet Perronen**

**USD 47,771 (12 months)**  
To renovate the outdoor facilities of the Perronen drop-in-centre in Lolland in the southern part of Sealand.

## **Fundamentet**

**USD 125,132 (24 months)**  
To provide support to Fundamentet to re-think how a drop-in centre for socially vulnerable people can adapt to political changes in order to continue its work.

## **Hjem til Alle Alliancen**

**USD 252,548 (36 months)**  
To provide support to the Danish not-for-profit organisation Hjem til Alle Alliancen, which will develop and test a project where families can open their homes for young homeless people for short periods.

## **Horsens Krisecenter for Mænd**

**USD 106,218 (12 months)**  
To provide support to a crisis centre in Horsens that supports men.

## **Kommune Kullajeq – Sanasa**

**USD 174,574 (24 months)**  
To introduce young people to various professions linked to craftsmanship and to prepare them for vocational school.

## **Kommuneqarfik Sermersooq**

**USD 196,150 (12 months)**  
To build a garage for a ski-piste in Tasiilaq in Greenland.

## **Klinisk retsmedicin, Retsmedicinsk Institut, Københavns Universitet**

**USD 19,108 (12 months)**  
To provide support to the Department of Forensic Medicine, which carries out forensic investigations of assaults and rape for the police, the courts and other authorities in Denmark, Greenland and the Faroe Islands.

## **Landsorganisation af Kvindekrisecentre (LOKK)**

**USD 1,186,306 (36 months)**  
To support capacity building and to strengthen LOKK, the Danish national organisation of women's shelters.

## **Livets Lone v/ Lone Wernblad**

**USD 15,924 (12 months)**  
To support music events in crisis centres and hospitals all over the country.

## **Mændenes Hjem – Café Klare**

**USD 159,236 (12 months)**  
To provide support to Café Klare, a night café for homeless women.

## **Landsforeningen for psykisk sundhed**

**USD 36,115 (12 months)**  
To give people in Greenland who live with mental illnesses access to written information about various diagnoses.

## **Sportsklubbernes Venner**

**USD 46,178 (12 months)**  
To provide support to re-establish a ski lift in Qaqortoq, a small fishing town in the south of Greenland.

## **SydhavnsCompagniet, Settlementet i Kgs. Enghave**

**USD 286,624 (36 months)**  
To provide support to SydhavnsCompagniet – an organisation that teaches people how to recycle merchandise that will be then sold for profit.

## **Taskforce (Dansk Stalking Center)**

**USD 123,599 (24 months)**  
To support families facing domestic violence situations by raising awareness of how to help stop violence.

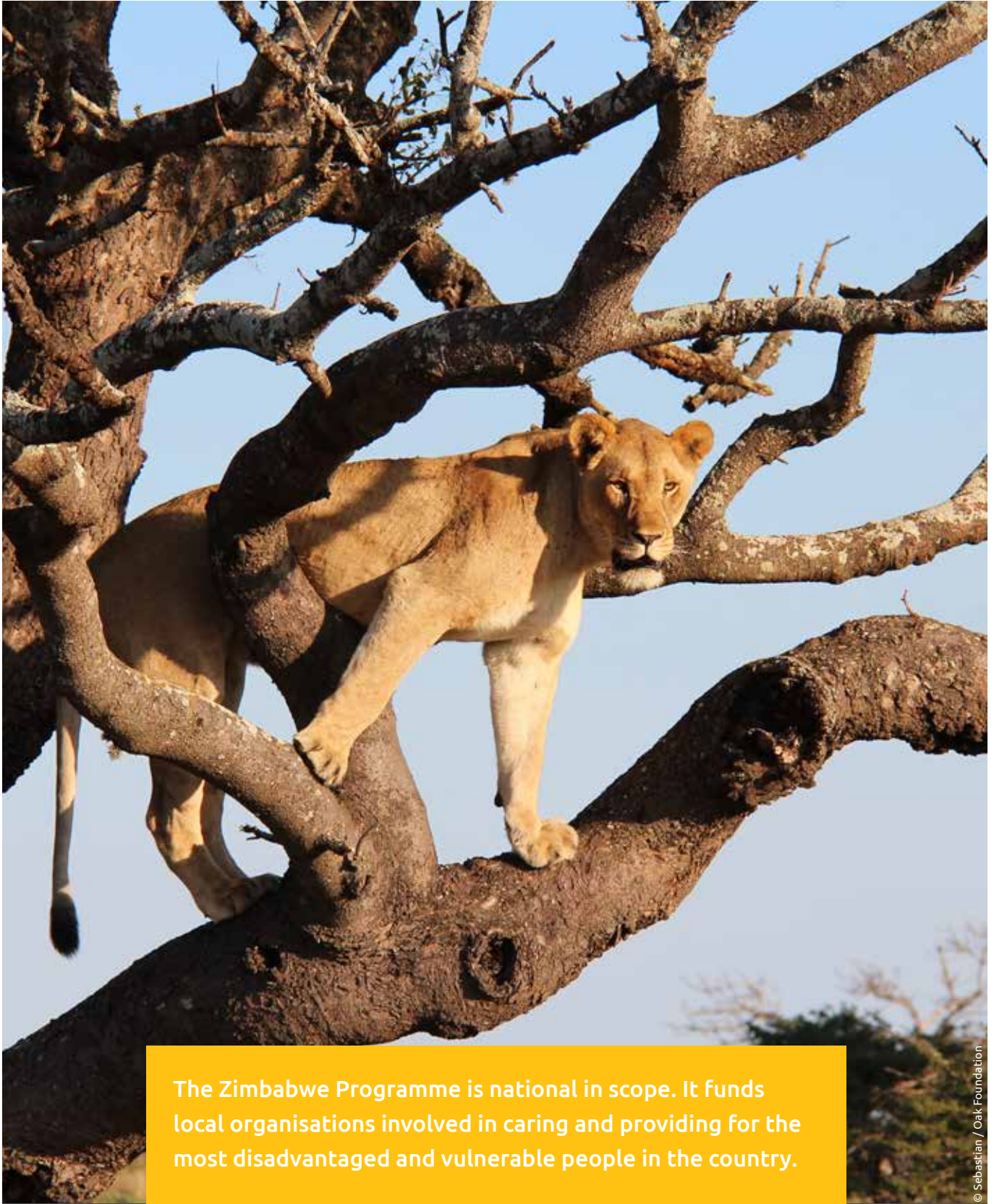
## **Vesterbro Maduddeling**

**USD 157,847 (12 months)**  
To provide support to Vesterbro Maduddeling, which distributes food and other services to poor families.



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# Zimbabwe



The Zimbabwe Programme is national in scope. It funds local organisations involved in caring and providing for the most disadvantaged and vulnerable people in the country.

We support organisations operating in the following priority areas: healthcare, including HIV/AIDS; rural water supplies; special needs education; and services that help vulnerable women, children and elderly persons.



## Stories

The two stories within this section represent the diverse range of grants within the Zimbabwe Programme.

### Mashambanzou Care Trust

The Mashambanzou Care Trust provides services to people with HIV and works to empower communities to deal with the pandemic. The organisation was established in 1990 to provide care and support for people affected by HIV/AIDS in Harare, and to help empower the local community to deal with the AIDS pandemic. Its care centre in Waterfalls, Harare, houses 30 patients, providing nutritional care and life-prolonging anti-retroviral drugs. Mashambanzou reaches out to the community on many fronts. It provides home-based care for the sick, counselling for patients and their families, and outreach for orphans, including a creche and training for caregivers.

In the local language, the name Mashambanzou has a special significance, linked to how elephants collect at the rivers and lakes early in the morning to wash. "The meaning is about preparing for a new day and a new life," explained Sister Margaret McAllen, one of the sisters who works at the centre. "It's a dawn of hope. Our aim is to give people hope for a new life."

Mashambanzou's work also includes counselling, treatment, referrals and caregiver training. The Trust places spe-

cial emphasis on the importance of health education, which it approaches from a holistic perspective.

The Trust also runs an early childhood development centre in Mbare, a high-density suburb in southern Harare, the capital. This centre caters for children, most of whom live in extreme poverty, by providing them with education and nutritional support.



"We can see the difference in the women who take part.

They start to open up, there is light in their eyes."

- Sister Margaret McAllen  
Mashambanzou Care Trust

In addition, Mashambanzou functions as a drop-in clinic that provides HIV testing services, counselling and care. The clinic also offers self-help programmes for HIV positive women, where they can learn how to knit and sew. These projects provide an opportunity for the women to come together for group counselling, and they help reduce the stigma surrounding the disease. "We can see the difference in the women who take part," said Sister Margaret McAllen. "They start to open up, there is light in their eyes." »

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grants were made by the Zimbabwe Programme in 2018, totalling USD 1.06 million.



Find out more at  
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**The Bethany Project promotes the wellbeing of children in Zimbabwe, particularly those affected by HIV/AIDS.**

## Challenging the stigma against people with HIV

Born with HIV, 16-year-old Mary Moyo didn't want people to know about her condition because of the stigma and discrimination faced by people living with HIV. She tended to isolate herself, unable to socialise well with others, and felt embarrassed to even pick up her medication at the clinic.

However, thanks to Bethany Project, which works to promote the wellbeing of young people living with HIV, Mary is now a different person. Mary's mentors have not only accompanied her to health sessions and advised her on how to make informed decisions about her sex life, but have also helped her see her condition in a new light.

**"I thank the Bethany Project for restoring my hope. I am now confident, my esteem is high."**

**- Mary Moyo  
participant, Bethany Project**

"My hope has been restored," says Mary. "I am now confident, my self-esteem is high. I am better able to deal with the stigma and discrimination that people living with HIV face in the community."

While Mary once saw her condition as the end of the road, Bethany Project support groups have allowed her to contemplate new possibilities. She now participates on her school's netball team and aspires to become a nurse to help others.

Bethany Project operates in the Zvishavane and Mberengwa Districts of Zimbabwe. Some 57 per cent of its beneficiaries are women and girls. It uses a participatory and rights-based approach in its programming and works to engage communities in promoting the wellbeing of young people with HIV.

The Bethany Project's commitment to promoting the wellbeing of children affected by HIV extends beyond support groups to food security, resource mobilisation, capacity building and education around women's rights and sexual health.



The photographs in the Zimbabwe section of this report illustrate the diverse work being carried out by our partners in Zimbabwe.

# Grants



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## HIV/AIDS

### Bethany Project

**USD 72,210 (12 months)**

To build community awareness and support of children affected by HIV/AIDS or living with disability through training, networking, advocacy and monitoring in the southern region of Zimbabwe.

### Family AIDS Caring Trust, Chiredzi

**USD 31,195 (12 months)**

To reduce the prevalence of HIV/AIDS and mitigate its impact by empowering communities to better respond to the pandemic.

### Family AIDS Caring Trust, Rusape

**USD 55,243 (12 months)**

To improve the quality of life of people affected by HIV/AIDS in Makoni District of Manicaland Province and Marondera, Mrewa, Mutoko and Mudzi Districts of Mashonaland East Province.

### Island Hospice and Bereavement Services

**USD 80,000 (12 months)**

To strengthen and scale up palliative care for vulnerable populations to improve their quality of life in Chitungwiza, Mutare and Marondera, Zimbabwe.

### Kubatana Vocational Training Centre

**USD 63,644 (12 months)**

To provide healthcare through a well-equipped and functional clinic, promote early treatment for cancer and adherence to anti-retroviral treatment for patients who are HIV positive.

### Mashambanzou Care Trust

**USD 64,536 (12 months)**

To improve the lives of people living with HIV/AIDS and to strengthen child protection systems.

### Midlands AIDS Service Organization

**USD 37,120 (12 months)**

To provide quality multi-faceted HIV/AIDS programmes to various target groups in the Midlands Province.

### National St Johns Council for the Republic of Zimbabwe

**USD 73,262 (12 months)**

To continue training the public in first aid, home-based care and reproductive health in order to help people with HIV/AIDS.

## Special Needs Education

### Dance Trust of Zimbabwe

**USD 39,517 (12 months)**

To promote and encourage the art of dance in Zimbabwe and to train talented youth to audition for scholarships to enter the Dance Trust of Zimbabwe's training course.

### Ishe Anesu Multi-purpose Centre for Disabled Children

**USD 19,200 (12 months)**

To support disabled children in Zimbabwe.

### J.F. Kapnek Trust

**USD 55,010 (12 months)**

To improve the education, health and nutritional status of 5,800 early childhood development students in Sanyati District.

### Kidzcan

**USD 25,000 (12 months)**

To increase the survival rate and improve the quality of life of the children with cancer and related blood disorders in a loving and caring environment.

### NZEVE Deaf Children's Centre

**USD 53,846 (12 months)**

To increase access to early intervention for deaf children and their families.

### Sir Humphrey Gibbs Training Center

**USD 17,369 (12 months)**

To provide education, skills training, shelter, warmth, food and financial assistance to adults with intellectual disabilities at Sir Humphrey Gibbs Training Centre.

### Zimcare Trust

**USD 335,509 (12 months)**

To provide core support to Zimcare Trust.

## Women, children and elderly at risk

### Simukai Child Protection Program

**USD 35,000 (12 months)**

To raise awareness among children, youth and households about healthcare and economics to improve their health and psychological wellbeing.



This is a list of grants approved in 2018. For a comprehensive list and full descriptions, please visit our grant database at [www.oakfnd.org](http://www.oakfnd.org).

# Oak staff and addresses

This is a list of all staff who were working for Oak on 31 December 2018.

Please visit our website [www.oakfnd.org](http://www.oakfnd.org) for a list of current staff.

## Switzerland

**Oak Philanthropy Limited**  
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Switzerland

**Douglas Griffiths**,  
President of the Foundation (from 1 February 2019)

**Kathleen Cravero-Kristoffersson**,  
President of the Foundation (till 31 January 2019)

**Marianne Wright**,  
Executive Assistant to the President and Trustees

### Administration:

**Tirza Adorjan**,  
Project Manager, HR System Implementation

**Samuel Ambaye**,  
IT Manager, Business Applications and Analytics

**Steina Bjorgvinsdottir**,  
Project Manager, Safeguarding and Organisational Development

**Aurélie Boissière**,  
Senior Finance Officer

**Stephen Carden**, Special Projects Officer,  
Finance & Due Diligence

**Adriana Craciun**, Senior Adviser  
Organisational Development & Capacity Building

**Nathalie Gachet**,  
Office Logistics Coordinator/Receptionist

**Nicolas Gardi**,  
IT Support Specialist

**Audrey Georg**,  
Senior Finance Officer

**Nelly Houdin**,  
Bookkeeper

**Gazmend Ibrahim**,  
Office Facilities

**Vanessa Kenny**,  
Human Resources Manager

**Donata Kitutu**,  
Executive Assistant to the Vice-Chair

**Paul Murphy**,  
Manager, Grants Administration and Special Projects

**Imeobong Osakwe**,  
Grants Administrator

**Neal Patel**,  
Finance Officer

**Vinit Rishi**,  
Director

**Clément Riviere**,  
Finance Officer

**Marie Ryska**,  
Administrative Assistant

**Boris Schopfer**,  
IT Manager, Infrastructure

**Vincent Tomassacci**,  
Project Manager, Grants Management System

**Alexandra Villet**,  
Receptionist/Administrative Assistant

**Shivani Yadav**,  
Application Support Specialist/ Business Analyst

**Eve Zeender**,  
Finance Manager

### Communications:

Email: [commdept@oakfnd.org](mailto:commdept@oakfnd.org)

**Rachel McKee**,  
Communications Officer

**Mia Moore**,  
Digital Media Communications Specialist

**Virginia Ruan**,  
Head of Communications

### Prevent Child Sexual Abuse Programme:

**Anastasia Anthopoulos**,  
Programme Officer

**Brigitte De Lay**,  
Director

**Helena Duch**,  
Programme Officer

**Florence Jacot**,  
Programme Officer

**Mikaila Leonardi**,  
Programme Assistant

### Environment Programme:

**Nathan Argent**,  
Programme Officer – Climate

**Stephen Campbell**,  
Campaigns Leader

**Dan Cao**,  
Programme Officer – Climate

**Imani Fairweather Morrison**,  
Programme Officer – Global Smallscale Fisheries

**Leonardo Lacerda**,  
Director

**Alexandra Marques**,  
Programme Associate

**Paul Nichols**,  
Programme Associate

**Lisa Sandström**,  
Programme Assistant

**Karen Suassuna**,  
Programme Officer – Climate

### Issues Affecting Women Programme:

**Claire Geffroy**,  
Programme Assistant

**Medina Haeri**,  
Programme Officer

**Fiona Morrell**,  
Programme Officer

**Nevin Oztop**,  
Programme Associate

**Katharina Samara Wickrama**,  
Director

### Special Interest Programme:

**Diane Buczynski-Ruchonnet**,  
Programme Officer

**Lisa Carl**,  
Programme Officer

**William Duke**,  
Programme Assistant

**Rachel Quick**,  
Head of Programme

## Brazil

### Joint Brazil Programme:

**Ana Alfinito**,  
Programme Officer

## Bulgaria

### Oak Philanthropy Limited

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Sofia 1463 - Bulgaria

### Prevent Child Sexual Abuse Programme:

#### Vyara Ivanova,

Programme Associate – Eastern Europe

#### Presiana Manolova,

Programme Officer – Eastern Europe

## Denmark

### Oak Foundation Denmark

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### Denmark Programme:

#### Esther Nørregård-Nielsen,

Director

#### Lotte Rohde,

Administrator

## East Africa

### Prevent Child Sexual Abuse Programme:

#### Blain Teketel,

Programme Officer

## United Kingdom

### Oak Philanthropy (UK) Limited

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### Housing and Homelessness Programme:

#### Amanda Beswick,

Director

#### Susanne Bjork,

Programme Officer

#### Karen Ewen,

Office and Systems Administrator

#### Louise Montgomery,

Programme Officer

#### Paul Wishart,

Programme Officer

### International Human Rights Programme:

#### Adrian Arena,

Director

#### Sara Bianchi,

Office and Finance Administrator

#### Hanan Elmasu,

Programme Officer

#### Greg Mayne,

Programme Officer

#### Tim Parritt,

Programme Officer

#### Nina Spataru,

Programme Associate

### Environment Programme:

#### Alexandra Kennaugh,

Programme Officer – Wildlife Conservation and Trade

## United States

### Oak Foundation USA

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#### Jillian Downs,

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### Learning Differences Programme:

#### Dana Brinson,

Programme Officer

#### Bethiel Girma Holton,

Programme Officer

#### Heather Graham,

Director

#### Julie Hill,

Programme Assistant

### Environment Programme:

#### Anne Henshaw,

Programme Officer

Marine Conservation, Arctic and North Pacific

### Special Interest Programme:

#### Millie Brobston,

Programme Officer

#### Karen Phair,

Programme Assistant

## India

### Oak Philanthropy Limited

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### Environment Programme:

#### Sahba Chauhan,

Programme Officer – Climate

### Joint India Programme:

#### Paromita Chowdhury,

Programme Officer

#### Sabrina Mendes,

Programme Assistant

## Zimbabwe

### Oak Zimbabwe Foundation

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### Zimbabwe Programme:

#### Epiphania Chako,

Office Support

#### Tizvioni Merciful Machuwe,

Programme and Administration Officer

#### Arnet Mutirori,

Programme Assistant

## References

### Environment

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## Comments

We would like to thank Kaoru Inoue and Jamie Cohen for their help with this report.

Please email [commdept@oakfnd.org](mailto:commdept@oakfnd.org) if you would like to provide feedback.

## Disclaimer

The editors have tried to ensure the accuracy of this report but cannot accept responsibility for any errors or omissions. A few grants have not been listed. In some cases names have been changed to protect the identity of individuals.



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