



Wellspring
Philanthropic Fund

The Power of Ownership

**Guidance Notes for Funders
of Property Purchasing CSOs**

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Executive Summary

This document provides valuable insights and guidance for funders interested in supporting LGBTQIA* Civil Society Organizations (CSOs) in the Global South and Global East to purchase their own properties. The study, commissioned by Dreilinden and Wellspring is part of wider research into the effects of property ownership on CSOs and the broader LGBTQIA* movement. The study involved 20 grantees and five donor organizations.

Observations and recommendations

The observations and recommendations from discussions are summarised below:

Sharing experience of support to property purchase

- The experiences of the small group of donors who currently support property purchase for Queer CSOs in the global South and East has been overwhelmingly positive.
- Appreciating the range of benefits of property ownership is central to understanding its potential to empower CSOs and strengthen movements.
- Demand for property purchase increases once Donors and grantees start conversations about what general operating support can be used for. Many CSOs don't have purchase on their radar because they don't think it's possible.
- Raising awareness among CSOs and Donors alike about the potential benefits of property ownership could stimulate demand for both parties, and push the conversation more on 'How to' make it happen

Identifying and engaging with CSOs

- CSO maturity, settledness and strong leadership favoured by donors are not exclusive to well established organisations. These qualities can also be found within relatively small and young organisations.
- Discussions around property purchase between donors and CSOs can be part of a wider conversation on the importance of reserve funds. Conversations around technical capacity and governance of property purchase must be approached carefully to avoid perceived imbalances of power between the donor and grantee.
- While leadership within CSOs is often strong, there is often limited capacity within organisations in business and financial skills. Guidance and support are thus critical, as part of the property purchase journey.
- There is room to further explore how support for property purchase can be expanded in a way that builds trust and agency with CSOs while rolling out benefits to a larger audience.
- If intermediaries are to play a strategic role in rolling out property purchase, they will require additional resources and capacity to manage grant making in this new area.
- A more structured mechanism for CSOs to engage with interested donors would help connect willing grantees with willing supporters.

Strengthening donors' capacity for property purchase grants

- The standard position of philanthropic funders that don't fund individuals or capital purchases may need to be rethought in order to move forward.
- For both donors and CSOs, developing a sound knowledge of global/local property prices, trends and ratios can help determine where grants can be used most strategically to support property purchase.
- It's important for all donors interested in property purchase to have a thorough understanding of the legal frameworks that impact how they account for grants towards long term physical assets.
- An existing cluster of funders with experience in the area is an attractive entry point for new donors and would serve to lower risk and promote collective learning about the sector.
- Developing a menu of support – technical, financial, legal, institutional – can broaden the type of assistance donors could provide CSOs on their property purchase journey.

Property purchase within the broader sector of support to LGBTQIA*

- Property purchase is part of a broader challenge for the sector to balance the need for long-term grants while responding to short term demands and priorities.
- The shrinking of civic spaces increases the need for more safe spaces and movement-led infrastructure.
- Presenting support for property purchase within a framework of holistic empowerment of LGBTQIA* can broaden its appeal and demonstrate to new donors its place within a wider portfolio of support.
- For property ownership by Queer CSOs to truly take root, the means of financial support must be sustainable.
- It is important to continue to monitor benefits by engaging with property owning CSOs over a period of five or even ten years and harvesting collective learning from core funders.

In conclusion, these guidance notes highlight the transformative potential of property ownership for LGBTQIA* CSOs and the broader movement. Donors are encouraged to embrace a collaborative, flexible, and sustainable approach to support property purchases, ultimately contributing to the empowerment and resilience of LGBTQIA* communities worldwide.

Photo Credit: Single Step (Bulgaria)



Background

Over the past few years, Dreilinden, Wellspring and other donors have been supporting LGBTQIA* Civil Society Organisations (CSOs) in the Global South and Global East to purchase their own properties. The anecdotal evidence gathered shows the impact of owning property has been positive, leading to Queer¹ CSOs on the path towards becoming more self-sufficient and sustainable. However, until recently, no formal evaluation had been undertaken on the social, economic and financial impact of these purchases on the CSOs.

In 2022, Dreilinden and Wellspring commissioned a research study on the impact of property purchases on grantees they have been supporting. The objective was to develop an *Effects Framework* to identify and measure the changes that come about when CSOs own property and take control of their own space. Twenty grantees and five donor organisations participated in the study. The principal output of this work was the development of a [Ripple Effects Framework \(REF\)](#), a planning, monitoring and evaluation tool that can be used by CSOs and by donors who are considering property purchases. The study identified six long term effects of property ownership:

1. **Enhanced financial stability and independence**
2. **More efficient and sustainable organisations**
3. **Empowered organisations and their staff**
4. **Healthier queer communities, organisations, and individuals**
5. **Greater integration of LGBTQIA* within the social landscape**
6. **Growth of the movement and actualisation of queer rights**

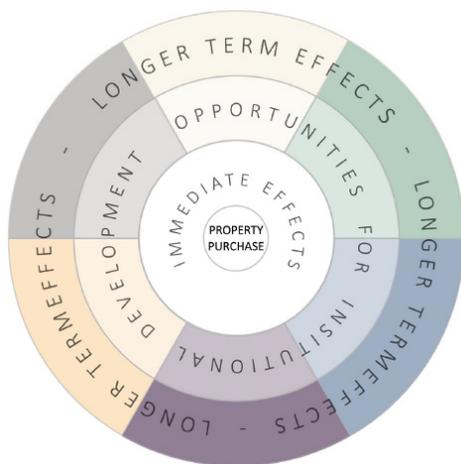


Figure 1 The structure of the Ripple Effects Framework

The study also uncovered valuable information regarding donors' experience of funding in this specific sector. Property purchase support for Queer communities is relatively new and is currently the active pursuit of a small group of funders. Thus, the evidence gathered to date is insufficient to define as "best practice." This document is designed for donors interested to learn more about this sector and to consider engaging with it.

¹ Organisations contributing to this guide were individuals and communities from the SOGIESC – Sexual Orientation, Gender Identity/Expression and Sexual Characteristics spectrum. We use "Queer" as an umbrella term to refer to this diverse group.

The landscape of donors supporting infrastructure for LGBTQIA* CSOs

Support for Queer CSOs in the global South and East has grown substantially in the past 10 years. Over the reporting period between 2013/2014 and 2019/2020, the Global Philanthropy Project (GPP)² reported an increase from \$128 million to \$184 million, a rise of almost 45%. During 2019/2020, funding for organisations based in the global North remained almost double (\$360 million), to those in the global South and East. While this growth in funding is welcomed it must also be considered in the context of wider philanthropic funding for development in the region which reached levels of \$10 billion in 2020, and \$11 billion in 2021.³

The largest share (\$109 million) was provided by multilateral agencies (UN, EU etc) with Public Foundations and NGO Intermediaries (\$82 million) and Private Foundations (\$61 million) following close behind. Corporate Funders accounted for \$5 million for LGBTQIA* organisations.

Currently, GPP does not analyse data outlining the percentage of funding directed towards property purchase nor which donors support such projects. However as a result of the Dreilinden/Wellspring research, a list of donors that support property purchases for Queer CSOs is emerging. The majority are private foundations and individuals, many of whom have donated through *Equality Without Borders (EWB)*, an initiative that helps individual donors connect with fully vetted LGBTQIA* organisations and groups from around the world.

According to Julie Dorf of EWB, *“many donors are anonymous, and unique. The climate of giving goes up and down as wealth fluctuates.”* While some individual donors are willing supporters, not all are convinced *“Most donors are more interested in short term outcomes than policy wins over longer term movement building”*. Foundations that are creative, activist-led, and committed to longer term outcomes that property purchase can bring are an anomaly. *“Queer foundations started and headed by Queer folk have an inherent interest and commitment to this particular sector”*, she says.

Alli Jernow of Arcus Foundation (formerly with Wellspring) also recognises the range of interest in supporting property purchase among donors. *“With some it’s a non-starter, others are more open, state aid agencies generally don’t come to the table. Solving it is a puzzle!”*

The REF research concluded that funding capital assets such as property doesn’t fit into the organisational strategy of most conventional donors. While some are open to funding certain aspects of it, most haven’t thought about it or considered it.

Behind the challenge of mobilising support for property purchase lies a large North-South divide; many Queer organisations based in the North have owned properties for decades and describe the benefits ownership has brought to them and to the movement. Organisations in the global South and East on the other hand struggle to attract funding for property purchase that is often regarded as risky and with uncertain benefits.

“Most donors are more interested in short term outcomes than policy wins over longer term movement building.”

- EWB

Experiences of donors that support property purchase

While the group of donors that support property purchase for Queer CSOs is small, their experiences have been overwhelmingly positive. This has led them to find out more about the effects, to stimulate the sector and to get others to do more.⁴

Max Anghemichean had direct experience of the property purchase journey while establishing GenderDoc Moldova. His first-hand benefits of property ownership excited him to facilitate the same for others. When Max moved to the Open Society Foundation (OSF), he was an enthusiastic champion of ‘General Support’ grants that could be used for property purchase. His support to CSOs in this area created excitement; a number purchased their own spaces and sparked what he termed a “mini revolution”.

² Global Philanthropy Project. (2023). Global Resources Report 2019/2020

³ OECD - PRIVATE PHILANTHROPY FOR SUSTAINABLE DEVELOPMENT, 2018-20 Data and analysis

⁴ Dreilinden and Wellspring foundations, Equality without Borders are foremost among these.

For Ise Bosch, the founder and CEO of Dreilinden gGmbH, property purchase resonates with her personal interests and strong values of empowering land and property ownership in the global South. *“This resulted in us trying to find ways to make it happen”*. Although Dreilinden is small compared to others, they had a sense that support for property purchase was important, and although considered unconventional, had significant potential for positive results.

Alli Jernow of Arcus agrees. *“First experiences have shown that it’s doable, it’s positive for community resilience and health. Owned spaces act as community centres, meeting places, incubators and move beyond the initial security impetus.”*

Perceived benefits of property ownership for donors

Long term financial health

For donors that have been supporting property purchase, the perceived benefits include strengthening CSO financial health by building and strengthening an asset base. For foundations such as Wellspring, this is an important part of a wider conversation around creating a reserve fund that can be used to cover fixed costs (salaries, rent, operating expenses etc.) during lean periods. Addison Smith, from Wellspring comments *“... donors increasingly see reserve funds and asset building as an important measure of financial health.”*

David Sampson of the Baring Foundation echoes these sentiments and points out that in the UK, property ownership by charities has a long history. While organisations may change and their properties become unsuitable over time, it remains an important asset. *“The sale of property can help stabilise the organisation long after the initial purchase.”*

LGBTQIA* community cohesion

The goal of supporting property purchase is to facilitate sustainable ownership that provides an oasis for individuals, and act as a community hub. Addison Smith believes that *“These are conducive surroundings, where meetings can happen, relations flourish and alliances built.”* Julie Dorf agrees and points out that *“Where there is a community that is emerging around the organisation – a community gathering place is really central.”*

Identifying potential CSOs to support

When identifying potential CSOs to support with property purchase, current donors tend to focus on those who provide a hub for LGBTQIA* people and act as a centre of gravity for communities. Maturity, settledness and strong leadership are important factors for Julie Dorf. This helps build confidence that the initial idea to purchase can be followed through to successful completion. While important, they are not exclusive to long established organisations; these qualities can also be found within relatively small and young organisations, as Irene Moloney of UHAI states *“for a small organisation property purchase is more of a win than a risk.”* As Max Anghemichean puts it, *“The group should have been around, must be connected to community and serve as a hub. I would be less excited to support purchase for a think tank.”*

Addressing some underlying questions

A leap of faith around benefits

For donors with no experience of supporting property purchases, there is an opportunity to take a *leap of faith* around potential benefits. The study commissioned by Dreilinden and Wellspring showed a cascade of *ripple effects* that property purchase delivers to Queer CSOs and to the wider movement over the short and longer term, including gains that extend beyond financial health and sustainability. In fact many CSOs are only themselves becoming aware of them. Understanding the extent of these benefits is central to appreciating the potential of property purchase as a means of empowering CSOs and strengthening movements.

Shifting perceptions around risk

Donors are increasingly recognising the importance and empowering nature of core or unrestricted funding for Queer CSOs. Property purchase however is perhaps considered as a step beyond this with inherently higher risk. Julie Dorf from EWB explains that many donors don't go for capital purchases, *"it's seen as being risky, most activists within CSOs don't come from a property ownership background, they haven't done it before, there's a lot of learning and potential for mistakes"*. For others, such as Max Anghemichean, it's a different situation *"We would have been doing this before, but we didn't, maybe because of donor fear of choosing something different"*.



Photo Credit: HRAPF (Uganda)

Availability of experience and skillsets

Queer CSOs in the Global South and East are often led by charismatic activists with lived experience of being LGBTQIA* in what is sometimes a hostile environment. Their focus and priorities are consequently shaped by their environment. Shekeshe Mokgosi of The Other Foundation explains that *"Most grantees are living a hand-to-mouth existence and are trying to stay afloat. Their first priority is to secure unrestricted funding and to ensure their wellness"*. David Sampson of the Baring Foundation points out that while leadership is strong there is often limited capacity within organisations in terms of business and financial skills. Limited personal experience of property ownership can also mean that the ongoing costs of maintenance and insurance are often underestimated. All this underlines the need for specific guidance and support as part of the property purchase journey. Claudia Bollwinkel of Dreilinden points out that expertise within donor organisations is also lacking and acknowledges the need to build *"deep financial knowledge of what it takes to purchase."*

With limited experience, many CSOs face challenges in the property purchase process. HRAPF in Uganda commissioned lawyers to review a range of different properties for them, and were guided to consider a long term lease arrangement before realising that outright purchase was more secure. With Organisation Trans Diversidad (OTD) in Chile, the challenge is one of timing as the organisation needed significant technical support before being able to move ahead with their grant and the subsequent purchasing process.

Donors who decide to provide support for property purchase can help to source and finance expertise where specific skills and experience are lacking. Factoring this into the overall budget for support is an important consideration.

Building trust between CSOs and donors with honest conversations

Addison Smith from Wellspring describes how the process of grant making in new areas such as property purchase requires open and honest discussions between the donor and their grantees. This includes conversations about technical capacity and governance (especially on how to manage reserves or perhaps whether or not to create a separate legal entity) are at the heart of the organisation. It is important to approach these carefully in order to avoid perceived imbalances of power between the donor and grantee. Addison believes that *"while the process of becoming institutional owners of property can be complicated, it is planning for future sustainability, creating an organisational legacy and enhancing security."*

Fitting property purchase within approaches to philanthropic support

Programme support and capital purchases

Although donors and foundations readily provide funding for programme activities, many show reluctance when it comes to financing capital expenses and assets. This reflects a broader policy across the development sector where assets have sometimes been diverted for personal gain.⁵

Addison Smith points out that “a standard component of philanthropic support states that we don’t fund individuals or capital purchases”. He acknowledges that to move forward with property purchase as a means of CSO empowerment, there may be a need to rethink this maxim.

Building trust

For donors that are convinced of the benefits of property purchase and wish to promote it, there is a question of how to open up these conversations with CSOs without being prescriptive. For Dreilinden, progressive and effective grant making works best when it gives up control and is based on trust; this prompts them to ask “What does trust look like from a grant making perspective?”. How can donors have a potentially successful approach without some level of control? As David Sampson points out, “Pushing property purchase to CSOs is a narrowing down of options in a sense”. From the research, it is clear that donors interested in supporting property purchase wish to remain responsive to demand and to provide assistance in a way that places decision making in the hands of grantees.

When considering demand, David Sampson poses the question “What sparks the decision for property purchase?” and by extension if we can be confident that there really is a demand for support. The truth is that while there are many reported benefits to owning property, the factors that trigger the decision are mixed. CSOs, when asked, identify *push* and *pull* factors that steer them towards the decision to purchase. The actual decision to purchase is often triggered by an external factor.⁶ In addition, several CSOs interviewed spoke about having never considered property purchase. In some instances, the idea germinated from conversations with a sympathetic donor.

To conclude, there is plenty of room to further explore how support for property purchase can be expanded in a way that builds trust and agency with CSOs while rolling out benefits to a larger audience.



Photo Credit: TOF (South Africa)

Aligning property purchase with funding disbursement mechanisms

Many international donors that support LGBTQIA* programmes in the global South and East do so through an intermediate grant maker, such as UHAI in East and Central Africa and TOF in Southern Africa. This is part of a broader move to transfer decision making about the focus and management of grants to the global South and East. For international donors based in the North who are not direct grant makers, this raises the question of how to best support property purchases. David Sampson asks, “What are the options for us and who are the range of funders that are involved? What are the pathways to support property purchase effectively if not through Dreilinden or Equity Without Borders?”

At present, the channels for international donors to directly support property purchases are limited; intermediaries such as TOF and UHAI are stretched to capacity and are building their own expertise with grant making for property purchase. If intermediaries are to play an increasingly strategic role in rolling out support for property purchase, they will require additional resources and capacity to manage grant making in this new area.

5 ACFE (Association of Certified Fraud Examiners) report that in 2022, asset misappropriation remains the most common type of fraud

6 P.10,11 The Power of Ownership - a LGBTQIA* guide to property purchase

Range of financing needs

Property prices vary considerably across the global South and East and according to Julie Dorf, can impact the extent to which support for property purchase is *affordable* for some donors.⁷ In general, the average price of property is lowest in Africa while in Latin America prices are higher and rising and in South and East Asia, property prices can equal or exceed those in Europe and North America.⁸ The local *price to rent* ratio also varies significantly across the global South and East, affecting the underlying financials that determine whether it is cheaper for CSOs to rent or buy.

A range in the value of financial support may perhaps allow individual donors to focus on regions where there is greatest value for money; an exclusive focus on regions where property is most affordable may come at the expense of areas where property purchase is most needed.

While changes in interest rates impact demand and property value⁹, property prices in emerging economies are steadily rising year on year.¹⁰ There is a sense among some donors that support for property purchase is an attractive option that may or may not exist for them in future.¹¹ For both donors and CSOs, developing a sound knowledge of global/local property prices, trends and ratios will help determine where grants can be used most strategically to support property purchase.

Procedural and legal considerations

For all donors, and for foundations in particular, there are complex legal frameworks that regulate how philanthropic grants are tracked, regulated and taxed. For example, German law states that charitable funding needs to be project based and spent within two years. Ise Bosch explains that projects with limited lifespans are easier to approve, whereas grants for property purchase where the asset has an extended lifetime well beyond any project cycle, are more challenging to process.

In the USA *process* grants come under an *expenditure responsibility framework* that requires organisations to exercise control over everything that funds are used for. Addison Smith of Wellspring highlights that this can quickly lead to significant and burdensome reporting. In 2016, the introduction of NGO *source equivalency certification* meant that previously required financial tests for NGO grantees were no longer required and foundations such as Wellspring could consider granting amounts for operational support. However, while the NGO Source Equivalency Certification has opened up opportunities for different types of funding, obtaining the certification is a complex process.

It is important for all donors interested in supporting property purchase, to have a thorough understanding of the legal frameworks that impact how they account for grants towards physical assets. Alternatively, they can work through intermediaries such as [Tides](#) or [King Baudouin Foundation United States](#).



Photo Credit: Accept (Romania)

7 Julie Dorf, Equality Without Borders

8 Based on published [global property prices per square metre](#)

9 According to online data, 2022 saw overall positive nominal growth but for the first time in 12 years, real global property prices adjusted for inflation fell by 2%.

10 [Global Real Housing Price Index](#)

11 Ise Bosch, Dreilinden

Property purchase amongst the priorities and demands on on-granting organisations

As previously mentioned, many multi-lateral donors and philanthropic foundations channel support for LGBTQIA* CSOs in the global South and East through funding intermediaries. On-granters such as UHAI in East Africa and TOF in Southern Africa are the only grant makers in the sector and come under significant pressure generated by the sheer volume of demand. As a result, it is potentially challenging for them to divert resources targeted at general support into a more specific part of the sector such as property purchase. David Sampson comments, *“It would have to be money that was earmarked for this purpose only, otherwise it could be a difficult choice to make”*. Foundations such as Dreilinden have had a positive experience when channelling such earmarked funds with a direct pass through intermediaries to a designated recipient. Notwithstanding, Property purchase perhaps falls under a wider challenge for the sector; balancing the need for longer-term grants to local organisations while responding to short term demands and priorities.

Widening opportunities for support

Empowering LGBTQIA* communities

While property purchase may be a relatively new area of support, it falls within a broader range of work that is geared towards strengthening the livelihoods of LGBTQIA* people.¹² This resonates with the recognition that economic, political, social and cultural rights are indivisible¹³ and that movement in one area is interlinked to change in another. David Sampson feels that there is an important theme of work around creating economic opportunity where property purchase can sit alongside creating sustainable livelihoods and advocacy.

“Owning property for Queer people is not just about ownership, it’s about reclaiming power that we haven’t had. It’s a small step towards being an equal and active citizen. It’s a difficult but necessary course.”

- VOVO

For others, property ownership goes further than economic empowerment and challenges notions of who can own property; Irene Moloney of UHAI explains that *“we are changing the narrative that properties can only be owned by certain organisations”*. Caroline Mudzengi of VOVO, Zimbabwe goes further: *“Owning property for Queer people is not just about ownership, it’s about reclaiming power that we haven’t had. It’s a small step towards being an equal and active citizen. It’s a difficult but necessary course.”*

Presenting property purchase within the framework of holistic empowerment of LGBTQIA* can broaden its appeal and demonstrate to new donors its place within a wider portfolio of support.

Exploring sustainable models of support for property purchases

For property ownership by Queer CSOs to truly take root, the means of support must be sustainable. While once off grants by philanthropic foundations has created some momentum, some

donors feel that long-term sustainability for this type of support is better achieved by creating a support structure (for example with a revolving fund) that is situated in and owned by LGBTQIA* movements in the Global South and East. Dreilinden are currently planning a consultative process to explore modalities for a funding mechanism that is managed in Africa and where decisions and processes around property purchase are made and managed by CSOs themselves.

¹² There is wide evidence that LGBTQ people are more likely than straight people to face poverty, food insecurity, and economic hardship.

¹³ United Nations Human Rights Office of the High Commissioner

Growing the demand for property purchase among queer CSOs

Research has shown that property ownership by a finite number of Queer CSOs in the global South and East has been broadly beneficial,¹⁴ however demand for purchase support among CSOs is still evolving. This may be due to the fact that many queer CSOs are unaware of the benefits of property ownership and those that are, have limited options for donor support. Jabu Pereira of AJWS observes that knowledge and information on sources of support tends to be unstructured and informal, with leads on potential sources of funding often passed through word of mouth. A more structured mechanism for CSOs to engage with interested donors would help connect willing grantees with willing supporters.

Raising awareness among CSOs and Donors alike about the potential benefits of property ownership can stimulate demand and encourage funders to establish mechanisms to facilitate work in this area. Key to shifting attitudes of both is the recognition that the *Ripple Effects* of ownership moves far beyond the narrow benefits of securing a financial asset.

Providing entry points for new donors

Moving forward, a key question for this sector is whether the current pool of donors supporting property purchase can be widened or whether purchase support will remain an interest of a core group of donors. For new donors who are interested in the initiative and looking for an entry point, having an existing cluster of funders with experience in the area is attractive. This would serve to lower risk and promote collective learning about the sector. Channelling funds through a mechanism based in the South would also help maintain new donors' commitment to building local agency. As David Sampson observes, "Baring could support property purchases through a pooled fund or a local grant maker. We are not interested in direct decision making for queer CSOs."

“Baring could support property purchases through a pooled fund or a local grant maker. We are not interested in direct decision making for queer CSOs.”

- THE BARING FOUNDATION

Exploring multiple levels for support of property purchases

The research revealed that most donors are not interested or able to fund all aspects of property purchase. Packaging support into a range of components could open up options to suit a range of donor interests. Options might include the funding capacity building and technical support to CSOs for the project management of purchasing, providing capital and soft loans for the purchase itself, funding support for property upgrading and development (e.g. security), capacity building around additional skills needed to manage and realise the full potential of newly owned property. A broad range of options for assistance would likely elicit collaboration from those donors for whom support for the purchase of capital assets is not a viable option.

The importance of gathering evidence

While support to this sector is relatively new, initial research appears to show that the medium and long term benefits are significant. Julie Dorf from EWB feels that it is important to continue to monitor these benefits by engaging with property owning CSOs over a period of five to ten years. In time, opportunities to harvest collective learning will emerge from core funders but for the moment David Sampson suggests that a focus on support for CSOs wishing to purchase is most important.

¹⁴ The Dreilinden study engaged with twenty Queer CSOs from the global South and East

Appendix 1

Foundations and Donors that are known to have supported property purchases by Queer CSOs

America for Bulgaria Foundation	Google Foundation
Arcus	Inter-American Fund/USAID
Astraea	International Women's Fund
COC, Netherlands	MacKenzie Scott
Dreilinden	Mama Cash
Equality for All Foundation	Norwegian Embassy
Equality Without Borders/TIDES	Oak Foundation
European Union (EU)	Open Society Foundation
Facebook Foundation	Wellspring Philanthropic Fund
Ford Foundation	

Appendix 2

Organisations and persons interviewed

Organisation	Name	Position
American Jewish World Service	Jabulani Pereira	<i>Senior Program Officer</i>
Arcus Foundation	Adrian Comen	<i>Programme Director</i>
Arcus Foundation	Alli Jernow	<i>Vice President</i>
Baring Foundation	David Samson	<i>Deputy Director</i>
Council for Global Equality	Julie Dorf	<i>Senior Advisor</i>
Dreilinden Foundation	Claudia Bollwinkel	<i>Senior Program Advisor</i>
Dreilinden Foundation	Ise Bosch	<i>Founder and CEO</i>
Dreilinden Foundation	Stefan Bollier	<i>Impact Investor</i>
Open Society Foundation	Maxim Anmeghichean	<i>Former Senior Programme Officer</i>
The Other Foundation	Neville Gabriel	<i>Director</i>
The Other Foundation	Skekeshe Magosi	<i>Operations Manager</i>
UHAI-EASHRI	Irene Moloney	<i>Finance and Operations Manager</i>
UHAI-EASHRI	Mukami Marete	<i>Director</i>
Wellspring Foundation	Addision Smith	<i>Senior Program Officer</i>