

# Trustee Annual Report and Financial Statements

Reporting Period: 5th April 19 – 4th April 20

---

Indigo Volunteers



## Administrative Details

The name of the charity (both it's registered and public name) is Indigo Volunteers. Our registration number is 1158459. Our principal and registered address is:

Indigo Volunteers

17 The Grove  
Clacton-On-Sea  
Essex  
C015 1TJ

During this reporting period, the charity was governed by the following board of trustees:

<i>Chair</i>	Kelly Chu: 1st Aug 2018 – Current
<i>Secretary</i>	Natasha Doughty: Inception – Current
<i>Treasurer</i>	Alistair Tait: 3rd Dec 2018 – Current
<i>Advisor</i>	Camilla Thurlow: 3rd Dec 2018 – Current
<i>Advisor</i>	Carys Arthey: 1st Aug 2018 – 22nd Apr 2020
<i>Advisor</i>	Jonny Page: 5th Feb 2019 – 19th Sep 2020

There were no changes to board members or positions during this period.

# Table of Contents

<b>Table of Contents</b>	<b>2</b>
<b>Team Structure, Governance &amp; Management</b>	<b>3</b>
Team Structure	3
Governance & Management	5
<b>What We Do</b>	<b>8</b>
Overview of Our Activities	8
How We Place Volunteers	9
<b>Financials</b>	<b>10</b>
Major Donors	10
What Our Budget Goes Towards	10
<b>Closing the Community Development Branch</b>	<b>12</b>
<b>Our Impact in FY20</b>	<b>13</b>
COVID-19	14
<b>Testimonials</b>	<b>15</b>
Partner Testimonials	15
Volunteer Testimonials	16
Creating a Ripple Effect	16
<b>Other Achievements</b>	<b>18</b>
<b>Key Challenges</b>	<b>19</b>
<b>Plans for future periods</b>	<b>20</b>
<b>Appendix</b>	<b>22</b>
Statement of Financial Activities	22
Balance sheet	23
Notes to the financial statements	24

# Team Structure, Governance & Management

## Team Structure

### 1. The team that runs the charity day to day.

At the start of this reporting period, the daily work of Indigo was separated into two branches. The Refugee & Migrant team still works with our partner projects along the European refugee route; the Community Development team used to cover our work in the rest of the world, but this part of the programme was shut down in January 2020. Both branches have been run by a small team of volunteers and are overseen and managed by the Chief Executive Officer (CEO) and the Head of Operations (previously titled Chief Operations Officer). The CEO is further tasked with finance and funding, developing strategic partnerships in and outside of the field, communicating Indigo's vision and bringing the team along on the journey, creating a great working culture, representing the charity during interviews or events, managing relationships with key stakeholders and acting as the key liaison to the board of trustees. All other day to day tasks of the charity are overseen by the Head of Operations, who ensures that our work runs efficiently, leads on our marketing efforts, manages key team members, serves as a focal point for anything related to our administrative system (Salesforce) and generally functions as our main troubleshooter. After shutting down our Community Development branch, we decided to dissolve the role of Branch Manager and instead hire an Emergency Response Manager. Now working alongside our Head of Operations in London, she focuses on our Covid-19 response as well as the security concerns in Greece after recent attacks on volunteers.

In FY20, there were four salaried members of staff; the CEO, Head of Operations, Branch Manager (who left on 7th April 2020), and Emergency Response Manager (who started on 17th March 2020). Four people received a stipend for their work with us; two Refugee & Migrant Volunteer Coordinators in Greece (who coordinate volunteers on the ground and build relationships with the grassroots charities that we support in that area); our former Lead Volunteer Coordinator for the Community Development Team (who was let go when we shut down this branch in January 20); and our Social Media Lead (who creates and schedules posts across our social media platforms). The latter two stopped receiving stipends in September and October 2019 respectively due to financial shortage.

Indigo Volunteers further receives help from a large team of volunteers that carry out a variety of tasks. Examples of our important volunteers include; Salesforce consultants (who work with the Head of Operations on improving our administrative system), the part-time Volunteer Coordinators that used to run our Community Development branch and our part-time grant writer. At the end of the reporting period, we had a total of 32 volunteers in our team, serving as blog writers, interns, ambassadors, and other vital roles.

During this reporting period we also started working with some key consultants to help us with a much needed strategic overhaul of the organisation. We hired a professional development coach to support our

Senior Leadership Team, a senior strategic consultant to help us with a board audit and a junior strategic consultant to help us write a brand new five year strategy. The results of these efforts will be presented in our next annual report.

The hiring of staff members and onboarding of consultants and key volunteers is overseen by the CEO as well as our Head of Operations. Through one or more rounds of interviews they assure that new members are the right cultural fit and possess the skills we need. Indigo Volunteers takes pride in the management of its team, and has the following procedures in place to ensure that all team members are adequately supported:

- Each person that joins the team is given a role profile and a full induction on our work, including our vision, aims, objectives, values and goals.
- Those who work 6+ hours/week can opt into formal 1:1's and Professional Development Plans. We also offer informal catch-ups for those who volunteer for fewer hours.
- If any training is required for the role, a senior member of the team will conduct it.
- All staff and volunteers are signposted to policies relevant to their role.

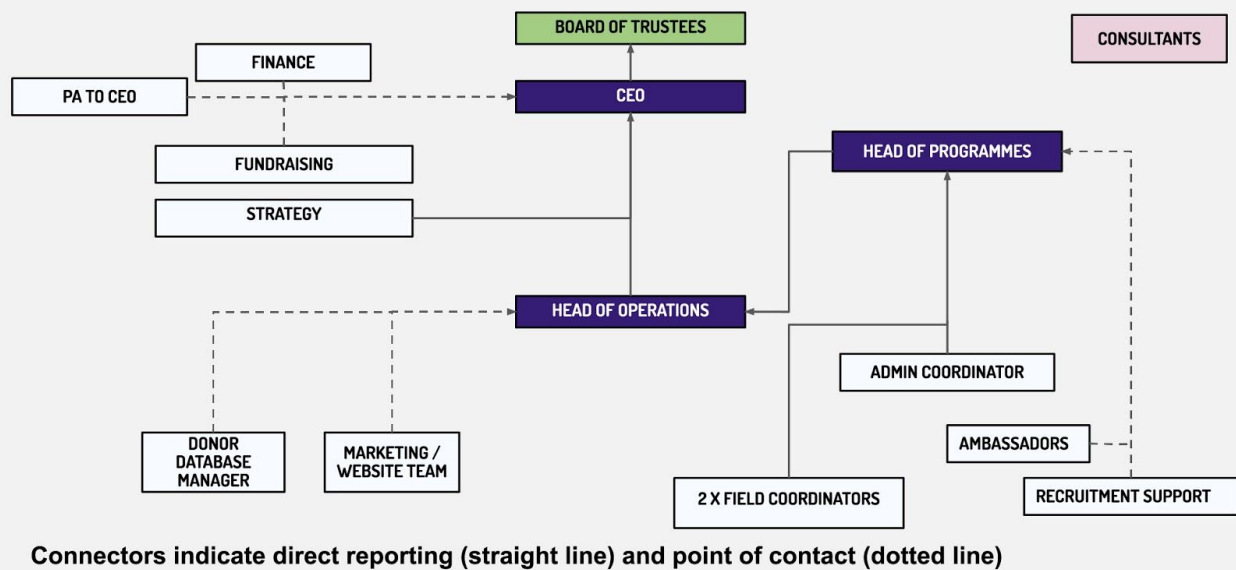
## 2. The board of trustees that governs the charity.

The board of trustees, as outlined in the 'Administrative Details' section above, is responsible for Indigo's governance and ensures compliance with our formal responsibilities as a charity. It is in charge of all issues related to our longer term strategy, finance and legal obligations. The board meets with the CEO and Head of Operations via conference call every month - with every 3rd meeting being face to face and one meeting each year being the AGM.

Indigo Volunteers have clear and effective governance procedures in place. Some examples include:

- All payments are being overseen and carried out by the CEO and Head of Operations and later checked by the treasurer. Any expenditures over £300 must be signed off by the Treasurer beforehand.
- In order to cover forecasted spending, the board has set a required minimum of three months of cash flow, for us to have in our bank account at any point in time - See Reserves Policy on page 4.
- All major decisions, including staffing, workload, spending and strategy, are discussed at board meetings, and require a majority agreement amongst the board of trustees before being passed to action.
- Key policies are in place such as safeguarding and whistleblowing. We have also started working on our organisation's risk profile in February 2020.

## Reporting Lines



## Governance & Management

### How trustees are appointed

Board members are primarily selected on the basis of matching our working culture and values, and possessing the right experience and skills, irrespective of age, gender, ethnicity or religion. Persons may be appointed as a trustee by ordinary resolution specifying the name of the person to be appointed and the date of their appointment.

We have a robust onboarding process for the recruitment and appointment of new trustees: after the interview, the CEO and/or another trustee propose the person to the board of trustees and discuss their cultural and role fit. The board then takes an independent vote, with a majority vote being required.

### Governing Documents

Indigo Volunteers was entered as a CIO on the Register of Charities on 5<sup>th</sup> September 2014.

The objects of the charity are to promote the voluntary sector for the public benefit, in particular by providing a platform to match charitable organisations with prospective volunteers.

The Trustees set the strategic and policy direction with day-to-day management functions being the responsibility of the Chief Executive Officer and Head of Operations.

## Financial Review

The charity funds its activities through individual donations, fundraising events and grants. Total income raised in this period was £122,533 and total expenditure was £95,898.

## Reserves policy

The charity has a reserves policy that equates to approximately three months of operating expenditure based on current budgets. This assures that the charity continues to meet the requirements of ongoing projects in case we do not obtain sufficient funding, and provides a buffer so we can obtain further funds to cover the gap.

## Public Benefit Statement

The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to guidance on public benefit produced by the Charity Commission, and are of the opinion that the undertaking of these activities fully meet the requirements that all charities' aim to be for the public benefit.

### Our Purpose, Mission & Vision

*Our purpose, mission, vision, objectives and values have all been under review; the results of our 2020 strategy will be shared in the next report. For the purpose of historical accuracy, this report still contains our old principles, with the exception of our values, which were first updated in August 2019.*

Our purpose	is to create a cultural shift in volunteering.
Our mission	is to make a difference to the lives of others in need by acting as an intermediary source which provides fee-free support for both volunteers and humanitarian projects. This in turn helps projects to flourish and deliver real impact to the communities they serve.
Our vision	is to revolutionise the voluntary sector so that all volunteering opportunities are easy to access, ethical, effective and efficient.
Our objectives	<ul style="list-style-type: none"><li>• Inspire and help more people to volunteer around the world.</li><li>• Support projects with their volunteer needs.</li></ul>

- Make volunteering more accessible by providing easy-to-access information and removing barriers, such as highbig fees.
- Match the right volunteers to the right volunteering opportunities so that projects can meet and exceed their goals .
- Provide complete support for those on their volunteering journey.

## Our values

Be Courageous

Rise to the challenges that we or those we support face, make bold decisions, step into the unknown and speak up.

Be Collaborative

Create and participate in communities, use our network to learn from each other, pool resources and provide support.

Be Human

Approach the world with empathy; put people and the person at the heart of what we do.

Be Open

Be approachable and open to feedback. Embrace change and be willing to learn. Be vulnerable and accept help.

Be Conscious

Have awareness, be invested in the world, and be inclusive.



# What We Do

Indigo Volunteers connects volunteers with humanitarian projects along the European refugee route, directly and fee-free.

## Overview of Our Activities

### We help volunteers find the right projects

People who want to volunteer often find it hard to decide where to go and how they can help. Indigo partners with over 48 grassroots charities that offer many different volunteer opportunities across the humanitarian spectrum. Based on their skills and preferences, as well as the latest needs in the field, we match volunteers to the right project.

### We help partners find and manage volunteers

Small charities often do not have the time and resources to find volunteers. We help our partner projects by regularly reviewing their needs, selecting volunteers with the right skills and attitude, and connecting them directly. We also help organisations improve their volunteer management by sharing ideas and best practices - such as code of conducts, volunteer inductions and welfare support - taken from our experience with a variety of different grassroots NGOs.

### We inspire and educate people about volunteering

Indigo was established to inspire more people to volunteer, and to volunteer responsibly. Our aim is to challenge the prevailing image of volunteering as a holiday activity, as we believe that humanitarian work should be taken seriously, with considerable thought to the communities and people that we serve. In our outreach we acknowledge the complicated realities in the field, whilst positively encouraging volunteers to get involved, look after themselves and learn from the experience.

### We share, connect and collaborate

As an umbrella organisation, we share knowledge and resources amongst our network and actively encourage collaboration between projects. Drawing on a growing pool of experienced humanitarian actors from across the globe, we help improve standards by organising info-sessions and workshops, facilitating psycho-social support and sharing training opportunities on a wide range of humanitarian topics.

## How We Place Volunteers

We have a revolutionary and unique volunteering model. Below are four clear steps as to how we connect volunteers to responsible placements.

1. Through our network and travels, we find charitable projects that need volunteers. We then list these responsible projects on our website so volunteers can see the roles available.
2. The volunteer fills out the application form on our website.
3. Our team matches the volunteer with the most suitable volunteering opportunities and connects them with the organisation.
4. We facilitate training and psycho-social support to support both volunteers and partner organisations along the journey.

# Financials

## Major Donors

A large part of our work continues to be generously funded by Help Refugees, who cover the costs of our Samos field team and part of our core salaries through a bi-yearly grant. As our partner support expanded, the urgent need to diversify our funding stream grew. A representative of GWBF visited Samos in the spring of 2019 and, seeing the value and further potential of our work, decided to provide us with two consecutive grants to help us maintain our services, receive professional coaching and hire strategic consultants to help us develop a longer-term plan. The decision to focus our efforts on the refugee crisis and phase out our assistance in other areas of the world is a direct result of these consultations.

## What Our Budget Goes Towards

During this reporting period, Indigo operated on a relatively small budget of £95,898. This includes basic salaries for our CEO, Head of Operations and Branch Manager (and later our Emergency Response Manager). We feel that we have achieved a lot on a very modest budget. This is possible because our 32 dedicated volunteers are still generously donating their time and energy to keep our operations running, and because we have received heavily discounted or even free administrative services. At the end of this reporting period only our full-time Volunteer Coordinators on Samos are receiving a small stipend to cover their living expenses. Whilst we have been able to expand our services in several directions in the past years, we have grown increasingly concerned about our financial and organisational sustainability. Our decision to close down the Community Development branch has been a vital first step towards ensuring that we are financially and geographically less overstretched. We are still in the process of settling and defining our new direction, which will be completed in 2020.

Below shows how our resources are broken down into our four main activities for this financial year:

### 1. Volunteer coordination/matching – 40% of costs (FY19 – 57%)

Many of the charities that we support do not have the time or resources to obtain the volunteers that they need in their teams. A large portion of our time is dedicated to matching and coordinating volunteers with our partners. Volunteers apply through our website, and our team then reviews each application, matching the volunteer skills and availability to the best suited project according to the latest needs in the field. We support the volunteer throughout their journey, answering questions, providing information packs and signposting to key resources. This percentage has decreased from FY19 mostly due to our processes being more automated by Salesforce, allowing us to give more focus on the below areas.

## 2. Project work – 35% of costs (FY19 – 28%)

For each project we onboard, it is necessary for our team to conduct thorough appraisals so we can ensure that they meet a minimum professional standard. Sometimes appraisals are completed in person when we conduct site visits to the projects. Because of the high demand for volunteers from Refugee & Migrant projects, we have three members of the team working in the field – all based in Samos, Greece. We keep in close communication with our partners and regularly receive and review their updated volunteer needs. As an umbrella organisation, we also share knowledge and resources amongst our network and actively encourage collaboration between organisations. Drawing on a growing pool of experienced partners from across the globe, we help improve standards by facilitating workshops, and sharing relevant events & training opportunities on a wide range of humanitarian topics. We also help partners improve their volunteer management by offering consultations and sharing templates of key documents – such as codes of conduct, safeguarding policies and welfare support. This percentage has increased from FY19 as we have increased our communication with and support to partnering NGOs – e.g. with training, capacity building and volunteer welfare.

## 3. Education, awareness & marketing – 15% of costs (FY19 – 10%)

In order to obtain the volunteers that are needed on the ground, we dedicate time and resources towards reporting the activities and needs of our partners, showcasing volunteer stories, and generally raising awareness, inspiring more people to volunteer. Our awareness-raising activities also include speaking at public events and universities, creating update videos from Greece or partner visits and sharing content across our platforms with our growing audience. In order to best prepare volunteers, we strive to paint a honest picture of what it means to work with grassroots humanitarian organisations, thereby challenging the prevailing image of volunteering as a leisurely holiday activity. This percentage has increased from FY19 as we have been focussing on education resources and training, as well as dedicating more time to our marketing platforms.

## 4. Fundraising – 10% of costs (FY19 – 5%)

The main source of our funding for this financial year consisted of two major grants from Help Refugees, and two major grants from GWBF of RSF Social Finance. We also raised funds through events such as an evening hosted by Camilla Thurlow and Jamie Jewitt, a bike ride across the African continent, and an 'apprentice day challenge' with Venn Partners. The rest of our funding came from one-off/individual donations. This percentage has increased from FY19 in line with our goal to prioritise fundraising.

*As Indigo continues to grow and become more structured, we have found ourselves investing more time into nurturing our long-term staff and other invaluable team members as well as planning for the future. Our next report is therefore going to include an overview of our resource allocation on people management, development and strategic planning.*

# Closing the Community Development Branch

When we started Indigo, our aim was to provide an ethical, accessible and fee-free matchmaking service, offering volunteers a wide variety of destinations and projects to choose from. Over time, however, the team ended up with a geographic range that has proven difficult to manage. As Indigo operates on very limited resources, we have not been able to set up the infrastructure required to regularly visit partner organisations across 23 countries or offer the more extended support framework that we have created for our Refugee and Migrant partners.

In this reporting period we...

1. Had a team of three part-time volunteer coordinators processing applications, establishing partner relationships, and placing volunteers around the world.
2. Supported 22 projects operating across 23 different countries.
3. Placed 37 volunteers.
4. Processed 727 applications (a minor increase from the 698 in the previous report).

Whilst volunteers and partners are generally positive about their experiences with the Community Development team, it has been a continuous struggle to persuade interested applicants to commit to a placement. Volunteers have cited the relatively challenging working environment and the higher costs for flights amongst their main reasons. Consequently, only 5% of our yearly applicants have followed through on their initial interest and found a suitable placement, highlighting the limited impact and a poor allocation of valuable resources within the Community Development Team.

In light of the overwhelming demand for volunteers along the European refugee route and our lack of available resources to tackle the above-mentioned problems, it has been difficult to justify further investments in what has essentially become a secondary branch. Therefore in January 2020, we made the strategic decision to close down this branch and focus on our refugee and migrant work. Within this latter branch we have been most successful in supporting our grassroots partners, and can build on an exceptional network of skilled volunteers, humanitarian experts, organisational consultants and trainers from relevant fields of expertise. We therefore expect to further increase our impact and efficiency in FY20.

In line with the closing of our Community Development branch, we also decided to discontinue our one-year UK-volunteering pilot. Starting in February 2019, our team reached out to 65 organisations, onboarded 13 different projects and placed 82 volunteers over FY20. Whilst this was relatively straightforward and did not take us a lot of time to organise, the pilot did add extra pressure on our already under-capacitated core team, and the need for and impact of our volunteers was relatively small compared to our Refugee & Migrant branch. We hope that we can work on UK volunteering in the future, but for now we decided not to continue with this programme and instead focus our efforts fully on the European refugee route. To find out more about our UK volunteering trial, please read our [2019 UK Branch Report](#).

# Our Impact in FY20

During this reporting period we supported 89 projects in 27 countries across 4 continents with the placement of 1,135 volunteers; the Refugee & Migrant team accounted for 1016 volunteers, the Community Development team placed 37 and the UK Branch 82 people. That means we have converted 31% of our 3,626 volunteer applications. We further expanded our reach along the refugee route by onboarding five new partners on Samos, four new partners on Lesvos and four new partners in Northern France. We also partnered with two new African NGOs in FY20, but they were subsequently let go as we closed down our Community Development branch.

This 108% increase in volunteer placements compared to FY19's report is due to three main reasons: 1) having a stable core team allowed us to become gradually more efficient in the way we onboard projects and place volunteers; 2) moving our field coordination team to the Greek island of Samos allowed us to work closer to the field and onboard some very active new partners on the hotspot islands, and; 3) our one-year UK pilot project resulted in 82 additional volunteers being placed with organisations in their home country.

Being now based on Samos has meant that our volunteer coordinators have been able to coordinate volunteers more easily to the main refugee hotspot islands near the Turkish coast. The Refugee & Migrant team is tasked with the placement of a large number of volunteers that need to be coordinated quickly and flexibly across different partners and countries, in a chaotic and ever-changing working environment. With our volunteer database at hand we now work from the frontline to respond to changes and emergencies within a short period of time.

Whilst recruiting, matching and coordinating volunteers is still our primary activity, we significantly expanded our support to partners during FY20. As an umbrella organisation with excellent working relationships with NGOs on Samos, we are able to operate as a well-informed, neutral actor to help coordinate our joint humanitarian efforts. Most notably, we organised and chaired over 25 coordination meetings on the island, supported our partners during emergencies – such as the fire in Vathy Camp in October 2019 – and played a key part in facilitating inter-team discussions, strategy sessions and even mediation between different actors. Other achievements include:

- Training: We facilitated 12 different training series, with a total of 95 sessions and over 1660 total attendees. Topics included volunteer and team management, leadership, professional development, women's self-defence, breastfeeding in an emergency context, vicarious trauma, and much more.
- Psycho-social support: Indigo recognises the need for psychological support for humanitarian workers. We further developed our psycho-social support program for partners as well as volunteers. The riots in February '20 rapidly spurred on the creation of a network of therapists who would be able to offer individual and group sessions for partner organisations and their volunteers. We facilitated a total of 274 individual psycho-social therapy sessions, conducted by 11 different therapists.

- Resource Sharing: We have gathered and shared 33 different key documents with NGOs in our network. Examples of these resources include templates of role profiles, codes of conduct, safeguarding policies, volunteer inductions and aftercare resources. Allowing grassroots organisations to access these resources saves them time and gives them the opportunity to learn from the work of others.
- Additional Connections: We made dozens of additional connections, further supporting our partners by connecting them with journalists, researchers, consultants and donors.
- Volunteer coordination during emergencies: Due to our large network of humanitarian projects across Europe, Indigo is in an ideal position to redistribute volunteers. For example, we responded by helping volunteers in the field find new placements in safer locations after a police raid closed down a Bosnian partner organisation in May 2019 and after the riots on Lesvos in February 2020.
- Partner visits: Field trips enable the team to build strong partnerships with grassroots organisations and create an understanding of the refugee context in other locations. Our team has visited Calais to assess organisations following the transition of volunteer coordination from Help Refugees to Indigo. The field team has visited the Greek islands of Lesvos twice and Chios once, which are both refugee hotspots along the European migration route. The presence of our CEO on the islands during the incidents also enabled us to raise awareness of the situation on the ground, which then also led an emergency donation drive for which we raised £1,378.
- For more information about our impact between January to September 2019, read our first ever impact report [here](#)

## COVID-19

The end of FY20 also saw a campaign of violence against volunteers on the Greek islands, increased tensions at the Turkish borders and the start of the COVID-19 pandemic. As Greece, Serbia, Bosnia and France went into lockdown, most of our partners were forced to reduce or halt their work with refugees. In order to protect volunteers, local residents and refugees alike, we decided to temporarily stop facilitating the placement of volunteers. Instead, we quickly responded by facilitating additional psycho-social support for those still working in the field, and have already organised three online webinars on risk management, mental health and fundraising for volunteers and partner organisations. It remains to be seen if and how many volunteers we will be able to place in the remainder of 2020; we can however expect to upscale our additional support to volunteers and partners in FY20.

# Testimonials

As part of a social impact research project, a student from New York University has collected volunteer feedback data throughout 2019 and has found that 91% of respondents rated Indigo 4-5/5 in terms of satisfaction of overall experience. This data showcases Indigo's efficiency and working standards in matching, placing and coordinating volunteers and is also reflected in our testimonials:

## Partner Testimonials

### House of All, Bosnia February 2020

House of All provides shelter and other essential services to refugees and migrants in Sarajevo.

*"As a small organization staffed by a handful of volunteers, House of All depends on the contributions of partner organizations whose services are specific, reliable, consistent, and personal. None of our partners fit this description better than Indigo Volunteers. Because of their assistance our volunteer recruitment is simplified and streamlined... Ultimately I take Indigo for granted, knowing how utterly reliable and supportive they are! I feel nothing but gratitude for their service."*

### Intereuropean Human Aid Association (IHA), Thessaloniki, Greece, July 2019

IHA runs a warehouse in Northern Greece that supports thousands of refugees in the region with essential relief supplies. They also run a community centre in Lagadikia, which is a space for learning, community building and cultural exchange.

*"For us Indigo has been an amazing asset to find volunteers that fit our needs. It's easy, efficient and valuable for our organization, especially for specific volunteer roles. We also appreciate all the efforts made in improving best practices in volunteer coordination within the region and the network opportunities that are facilitated. Thank you so much Indigo and keep up the amazing work!"*



## Volunteer Testimonials

### David Aikman, Volunteer at Open Cultural Centre - Feb 2020.

David Aikman is a 73-year-old retired teacher from the UK: Indigo placed him in a community centre in Greece offering language classes and children's activities.

*"Volunteering can be a daunting prospect; volunteering at the age of 73 even more so. Indigo has been a big help in finding me a placement and charity to work for. Throughout, the team has been supportive and given me every encouragement... Indigo were keen for feedback on the volunteering experience as soon as I returned. It would be invidious to single out one person for praise; the entire team was excellent. I can give my unwavering support to Indigo and I will be using them again for any future volunteering."*

### Zia Ensafi, Volunteer at Refugee4Refugees - Aug 2019

Zia is a refugee from Afghanistan and currently lives in Switzerland. Indigo placed him in Lesvos where he volunteered with Refugee4Refugees. This organisation provides non-food items and winterisation support on the Greek islands of Samos and Lesvos.

*"My name is Zia and I am originally from Afghanistan. I was forced to leave my home country and arrived in Switzerland at the end of December 2015. When I arrived in Lesvos, the volunteers especially inspired me! I heard almost every volunteers' story which I worked with! There were a lot of volunteers from Italy, Spain and the rest of the world. That's the time I understood how much the people care about the refugee crisis. And it was very hard for me to see my people in a very bad situation and on the other hand, it was an incredible experience to work for them and make them smile! I enjoyed, and learned a lot from other volunteers! I volunteered for 17 days for Refugee 4 Refugees and these 17 days went very quick."*

## Creating a Ripple Effect

As an umbrella organisation our impact goes further than the work done by volunteers and the capacity-building and training sessions we facilitate for our humanitarian partners. Volunteering lights a fire in people that inspires them to stay active and create positive change when they return to their home countries. Volunteer feedback shows that their knowledge of the refugee situation increases by 53% during their placement, and that 70% of our volunteers are likely to spread the newly acquired understanding to their own community. As a result of their placement with Indigo, volunteers have 1)

inspired friends and family to get involved; 2) returned to volunteer with the same organisation directly; 3) raised funds for the organisation they volunteered with; 4) spread awareness about the refugee situation; 5) volunteered or became politically active in their home countries; 6) pursued a humanitarian career or even started their own NGOs. Indigo is proud to serve as a stepping stone for volunteers to become proactive humanitarians and caring activists aspiring for a kinder world.

In addition, the full impact of Indigo's support to grassroots NGOs does not stop with our volunteer's in-the-field activities, the assistance we provide in volunteer management and capacity-building, the connections we make between different NGOs or the benefits of the psychological support system created for coordinators and organisations. Here too exists a ripple effect as volunteers and organisations in our network tend to take the lessons into the field, apply it in their daily work and share it with other grassroots humanitarians.

# Other Achievements

Other noteworthy updates and further explanations:

- 1) Salesforce: We have continued building and improving our knowledge and usage of Salesforce, which is the professional Customer Relationship Management (CRM) system that we have received pro bono to coordinate volunteers. We have created integrated application forms, allowing us to process more applications in less time, analyse our data to further improve our services and target specialised volunteers in our database. We have trained ourselves in using Salesforce data to better understand the volunteer needs of our partners and to analyse, evaluate and implement necessary changes. Most notably, it highlighted the stark difference of the conversion rates (applications received vs. successful volunteer placements) between the Community Development team (5%) and the Refugee and Migrant team (30%), which led to the closure of the Community Development team. At the end of this reporting period we also began researching whether it is possible to integrate our donation form in Salesforce – which would allow us to better track donation data in the future.
- 2) Risk management: With an increase in violent incidents towards humanitarian workers and the outbreak of Covid-19, the necessity to revise our internal risk management culture came to our attention. As a matter of urgency, the team worked together to create documents for risk assessment and incident reporting. These documents are used by our Refugee & Migrant partners across Europe and serve as our baseline to determine whether we can safely place volunteers at a project. In light of Covid-19, the team also started working closely with a risk consultant to support our partners in mitigating risks that have arisen due to pandemic, and to help them think about how to organise isolated housing, create evacuation protocols, and quarantine procedures.
- 3) We are pleased to report that we have also tackled many of last year's challenges; we have reviewed our purpose, mission and vision reflecting these across our platforms; begun extensively working on our strategy; improved two of the core staffs salaries; lowered our turnover of volunteers internally through stricter recruiting procedures; secured a major donor that is able to fund consultant support and now have a grant writing volunteer to help us with our fundraising.

However, we face new challenges in the coming time and have highlighted our key challenges below.

# Key Challenges

- 1) Covid-19: Of course the Covid-19 virus is bound to pose great challenges ahead, and it will certainly be difficult to balance the need for volunteer support on the ground with our responsibility to contain the virus and guarantee the health and safety of volunteers as well as the people they encounter in and outside of their work. We have had to adapt quickly at the end of FY20, and have completed a [Business Continuity Plan](#) to help us run Indigo during this uncertain time.
- 2) Brexit: Whilst Covid-19 arguably forms a far more severe threat to our ability to travel and work abroad, the restrictions and uncertainties associated with Brexit is expected to also pose a major challenge for Indigo going forward. The potential travel difficulties and visa requirements for both UK volunteers and Indigo's UK staff may have a huge impact on our ability to operate and live in South-Eastern Europe.
- 3) Governance: Good governance is fundamental to Indigo's success and is the main responsibility of our board of trustees. Throughout the years, individual trustees have been a source of support for the core staff, providing advice, asking critical questions and guiding our efforts forward. They have also supported with financial accounting and with the CEO's professional development. However, current board meetings have focused mostly on operational issues, instead of attending to topics such as Indigo's strategic direction or improving our financial planning. We recognise that we have entered a new, increasingly complex, stage of our development, requiring more specialised expertise and forward thinking skills, which needs to be reflected in our governance. A governance review is under way in order to highlight essential gaps and identify specific areas of expertise required from our trustees. Our focus will be to complement the existing skills and experience available between the board and the core team, and to build upon these findings in order to strengthen and adhere to high standards of governance through addressing our organisational purpose, leadership, decision-making, risk, diversity, and accountability.
- 4) Sustainability & Funding: We know the importance and impact of our work and need to ensure that Indigo is a stable and reliable source of support for our partners and volunteers for the coming years. Finding funds for a non-implementing support organisation like Indigo, that does not itself engage in direct humanitarian aid, has proven difficult for us. With Covid-19 impacting business and reducing corporate responsibility budgets across the globe and Brexit potentially further affecting our British home base, FY21 will be a challenging time to work on our financial sustainability. We will nevertheless continue to focus on finding additional donors, diversifying our funding stream, and hire staff or consultants to support in areas such as fundraising, impact reporting and marketing - if our finances allow for it.

All challenges aside, we feel extremely fortunate to have been supported by such an incredible array of donors, partner organisations and volunteers; we absolutely could not have achieved the above without them. Whilst we should continue improving ourselves in many areas, we are pleased with how far we have come as a young grassroots organisation.

# Plans for future periods

We are pleased to see our coordination skills and volunteering expertise come to such good use in the refugee crisis. Our decision to focus operations on the European refugee route was an important strategic move, enabling us to strengthen our core team, rapidly develop additional levels of support to our humanitarian partners and further grow our impact and reputation as one of the leading charities of the grassroots refugee response.

Going into the next reporting period, our primary challenge will be to adapt to the unfolding Covid-19 pandemic. With travel expected to be seriously impeded and the humanitarian sector already seeing the negative consequences of lockdown measures and the world's preoccupation with the pandemic, we have to see how we can best support our partners during this time. For now, we will continue upskilling volunteers through remote training, providing much-needed psycho-social support and using this time to review internal policies and risk assessments.

We will also be using the governance audit to review how we can change and improve as an organisation. We can expect some changes to the board may be required, with the recruitment of specific expertise and the alleviation of certain governance tasks that the core staff are currently doing. We will create a separate fundraising strategy once our general 2020 strategy - which contains our goals and objectives for the coming years - is completed. Whilst it is difficult to foresee what will be the exact repercussions of Brexit on our activities, we will be preparing ourselves for several scenarios through planning and risk mitigation exercises.

## Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales, and Scotland requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including income and expenditure for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's webpages. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the  
trustees by

*Marissa Alvarez*

---

Marissa Alvarez, Chair  
15/01/2021

# Appendix

## I Statement of Financial Activities

<i>For the year ended 4 April 2020</i>	<b>Unrestricted</b>	<b>Restricted</b>	<b>2020</b>	<b>2019</b>
	<i>£</i>	<i>£</i>	<i>Total</i>	<i>Total</i>
			<i>£</i>	<i>£</i>
<b>Incoming resources</b>				
Income from				
Charitable activities	5,009	-	5,009	7,255
Donations	49,364	68,160	117,524	75,889
<i>total</i>	<b>54,373</b>	<b>68,160</b>	<b>122,533</b>	<b>83,144</b>
<b>Resources expended</b>				
Expenditure on:				
Charitable activities	(12,614)	(68,160)	(80,774)	(63,090)
Raising funds	(15,124)	-	(15,124)	(4,963)
<i>total</i>	<b>(27,738)</b>	<b>(68,160)</b>	<b>(95,898)</b>	<b>(68,053)</b>
<b>Net income and movement in funds</b>				
	<b>26,635</b>	<b>-</b>	<b>26,635</b>	<b>15,090</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	34,024	-	34,024	20,963
<b>Total funds carried forward</b>	<b>27,433</b>	<b>33,226</b>	<b>60,659</b>	<b>34,024</b>

## II Balance sheet

<i>As at 4 April 2020</i>	Unrestricted £	Restricted £	2020 Total funds £	2019 Total funds £
<b>Current assets</b>				
Cash at bank and in hand	27,433	33,226	60,659	34,025
	-	-	-	<b>34,025</b>
<b>Creditors</b>				
Amounts falling due within one year	-	-	-	-
<b>NET CURRENT ASSETS</b>	<b>27,433</b>	<b>33,226</b>	<b>60,659</b>	<b>34,025</b>
<b>Net assets</b>				
	<b>27,433</b>	<b>33,226</b>	<b>60,659</b>	<b>34,025</b>
<b>Funds</b>				
<i>Unrestricted funds</i>			27,433	34,025
<i>Restricted funds</i>			33,226	-
<b>Total</b>				
			<b>60,659</b>	<b>34,025</b>

The financial statements were approved and authorised for issue by the Board of Trustees and were signed on its behalf:

Signed on behalf of the  
trustees by

*Marissa Alvarez*

Marissa Alvarez, Chair  
15/01/2021



## III Notes to the financial statements

At 4 April 2020

### 1. ACCOUNTING POLICIES

#### **Basis of preparation**

The financial statements have been prepared on the accruals basis of accounting using a number of measurement bases, including historical cost and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)

The charity is a public benefit entity.

#### **Going concern**

The forecasts and projections, taking account of reasonably possible changes in operating performance, show that the charity should be able to continue to operate at the current level. The Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they have adopted a going concern basis in preparing the annual report and accounts.

#### **Income**

Donations are recognised when there is entitlement, probability of receipt and the amount can be measured with sufficient reliability.

#### **Debtors**

Debtors are recognised when a commitment to pay the charity has been made giving entitlement, where the amount owed to us can be calculated and receipt is probable.

#### **Expenditure**

Expenditure, including grants payable, is recognised when there is a legal or constructive obligation on the part of the charity and it is accounted for on an accruals basis.

Support costs are those functions that assist the work of the charity. Support costs are allocated between cost of raising funds and expenditure on charitable activities based on the proportion of staff time spent on these activities.

#### **Cost of raising funds**

Costs of raising funds include items relating to special events organised by the charity to raise awareness of the charity and its objects. These and other fundraising costs are regarded as necessary to generate funds that are needed to finance charitable activities.

## Expenditure on charitable activities

These costs relate to field trips and education and training events, a proportion of support staff salaries and other costs considered to be in the furtherance of the charitable objectives of the charity.

## Creditors

A creditor is recognised when there is an obligation of the entity arising from past events, the settlement for which is probable and will result in an outflow of economic benefit.

## 2. ANALYSIS OF INCOME

	Unrestricted £	Restricted £	2020 £	2019 £
<b>Donations</b>				
Donations	49,364	68,160	117,524	75,889
<b>Total</b>	<b>49,364</b>	<b>68,160</b>	<b>117,524</b>	<b>75,889</b>
<b>Charitable activities</b>				
Fundraising	5,009	-	5,009	7,255
<b>Total</b>	<b>5,009</b>	<b>-</b>	<b>5,009</b>	<b>7,255</b>
<b>Total income</b>				
	<b>54,373</b>	<b>68,160</b>	<b>122,533</b>	<b>83,144</b>

### 3. ANALYSIS OF EXPENDITURE

	Unrestricted £	Restricted £	2020 £	2019 £
<b>Charitable activities</b>				
Project Work	(133)	(23,856)	(23,989)	(18,554)
Education & training	-	(8,190)	(8,190)	(6,595)
Volunteer coordination	(12,481)	(36,114)	(48,595)	(37,942)
Total	<b>(12,614)</b>	<b>(68,160)</b>	<b>(80,774)</b>	<b>(63,090)</b>
<b>Raising funds</b>				
Fundraising costs	(11,552)	-	(11,552)	(1,816)
Office running costs	(3,572)	-	(3,572)	(3,147)
Total	<b>(15,124)</b>	<b>-</b>	<b>(15,124)</b>	<b>(4,963)</b>
<b>Total expenditure</b>				
	<b>(27,738)</b>	<b>(68,160)</b>	<b>(95,898)</b>	<b>(68,053)</b>

All expenditure includes a proportion of support costs.

### 4. SUPPORT COSTS

	Charitable activities £	Raising funds £	2020 £	Charitable activities £	Raising funds £	2019 £
Salaries and social security						
	(19,647)	(1,048)	(20,695)	(25,924)	(1,612)	(27,535)
Total						
	<b>(19,647)</b>	<b>(1,048)</b>	<b>(20,695)</b>	<b>(25,924)</b>	<b>(1,612)</b>	<b>(27,535)</b>

Salary costs only relate to the three paid members of staff. These costs are allocated across the expenditure activity based on time spent on each activity.

## 5. FEES FOR EXAMINATION OF THE ACCOUNTS

No fees were incurred in the examination of these accounts, the work was completed on a pro bono basis.

## 6. STAFF COSTS

	2020 £	2019 £
<b>Salaries and wages</b>		
	(44,782)	(39,623)
<b>Social security costs</b>		
	(9,808)	(7,241)
<b>Total</b>		
	<b>(54,589)</b>	<b>(46,864)</b>

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

## 7. AVERAGE HEAD COUNT IN THE YEAR

	2020 £	2019 £
<b>Charitable activities</b>		
	3	3
<b>Total</b>		
	<b>3</b>	<b>3</b>

## 8. CASH AT BANK AND IN HAND

	2020 £	2019 £
<b>Cash at bank and in hand</b>		
	60,659	34,024
<b>Total</b>		
	<b>60,659</b>	<b>34,024</b>

## 9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
<b>Creditors</b>		
	-	-
<b>Taxation and social security</b>		
	-	-
<b>Total</b>		
	-	-

## 10. TRUSTEES REMUNERATION AND OTHER BENEFITS

Trustees are reimbursed their travel expenses only when travelling on charity business or for charitable activities. Total expenses paid out to Trustees totalled £nil (2019: £nil).

## 11. MOVEMENT IN FUNDS

	Opening funds £	2020 £	2019 £
<b>Unrestricted</b>			
	34,025	(6,591)	15,090
<b>Restricted</b>			
	-	33,226	(2,000)
<b>Total</b>			
	<b>34,025</b>	<b>26,635</b>	<b>13,090</b>

## Independent Examiner's Report to the Trustees of Indigo Volunteers

**Year ended 5 April 2020**

---

I report to the trustees on my examination of the financial statements of Indigo Volunteers ('the charity') for the year ended 5 April 2020.

### **Responsibilities and basis of report**

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

TC Group  
Independent Examiner

92 Station Road  
Clacton on Sea  
Essex  
CO15 1SG

**TC GROUP  
92 STATION ROAD  
CLACTON ON SEA  
ESSEX  
CO15 1SG**