

Kintsugi

*'A Japanese philosophy stating the art of repairing pottery with gold,
with the understanding that the piece will become more beautiful after being broken'*

STICHTING VERVOER
HULPGOEDEREN
TURKIJE EN SYRIË

With love, compassion and respect:

Stichting VHTS

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Abstract

The current crisis in Turkiye lacks coordination due to an ineffective national and international logistical system. This foundation's purpose is to alleviate or solve this problem and provide humanitarian support. Sponsored or purchased goods will be sent to Turkey through correspondence with the official channels of the Turkish government. The administration of the institution and the set-up of the annual financial report will be conducted by Actan Adviseurs & Accountants B.V. The foundation will primarily aim for the acquisition of SMEs, NGOs and governmental institutions to collect funding. Our strongest partner, TLN, will support us by making an appeal through the TLN platform to all 5000 transport companies under their umbrella to donate rides and provide warehouses for humanitarian transport. Stichting VHTS has connections with ministries and uses this connection for the success of the foundation. Stichting VHTS expertise is in customs, both in the Netherlands and Turkiye, and has direct contact with AFAD the current and leading crisis organization in Turkiye. Short-term assistance is necessary, however, the core of the problem lies in the reconstruction of the disaster area.

Motive

"I am the world, and the world is me. If I suffer then the world suffers too, and if the world suffers, I suffer. When I heal a part of me, I heal the world. When I heal the world, I heal myself."

Turkiye and Syria will never be the same again. The disaster affects Turkiye and Syria as a whole, citizens around the world with Turkish and Syrian backgrounds, and the international community. The disaster in Turkiye and Syria is severe, intense, and unprecedented. Some children won't see their parents again, and a desperate father who continues to search through the ruins. The amount of physical, emotional, and mental pain that the people in Turkiye and Syria have suffered since the disaster is unprecedented and unbearable, and the need for help is urgent.

Many communities have already started fundraisings. Clothing, blankets, shoes, diapers, and similar items are being collected. The strength of solidarity and unity of citizens, regardless of ethnicity, nationality, and religious belief, in times of need is admirable. The Foundation for Transport of Aid to Turkiye and Syria (Stichting VHTS) wants to commend and honor these kind-hearted citizens for their charitable efforts and make sure that logistical shortcomings do not harm their good-hearted intentions.

A prevalent problem that emerges strongly is the disorganization of humanitarian transport at the regional, national and international level. The aid originating from the Netherlands does not adequately meet the needs and demands of Turkiye and Syria, or transport problems concerning coordination and organization rise at different levels. This is not caused by the good intentions of citizens who organize fundraising efforts, but to the specialist knowledge required to set up efficient goods flows.

The current lack of coordination causes problems at various levels. In the Netherlands, the wrong goods are being collected. In the disaster area, clothes are being dumped on the street due to the surplus of clothing shipments, electric heaters are being sent while there is no electricity, and so on. Discoordination in the Netherlands also causes logistical problems in Turkiye. Foundations drive their trucks on unsecured routes or with invalid papers or cannot enter the cities. Furthermore, the existence of informal humanitarian transport lines makes the current logistical crisis in Turkiye and Syria even more difficult to manage.

For both reasons, to protect the goodwill of citizens and to address the disorganization of the current forms of aid, the Foundation for Transport of Aid to Turkiye and Syria (Stichting VHTS) is taking action to professionalize and streamline the support and transport from the Netherlands and alleviate or even solve the logistical crisis in Turkiye and Syria. The logistical organization of aid to Turkiye and Syria is a complex problem that requires correspondence at multiple levels, both nationally and internationally. Stichting VHTS will address this issue and systematically launch the flow of aid to Turkiye and Syria in the right way, with a focus on both short and long-term goals.

The crisis in Turkiye and Syria is intense. Stichting VHTS aims to set up a logistical system with the right networks and parties to assist the crisis in Turkiye as best as possible from the Netherlands.

Part I: Organization

I. Stichting vervoer hulpgoederen Turkije – Syrië (NL)

Vision: *Turkiye is a wonderful country with a tremendously beautiful culture and landscape.*

Mission: *To support rebuilding the areas hit by the earthquake.*

Purpose foundation

The objective of the foundation is:

1. To improve the welfare of the population in the areas affected by the earthquake in Turkiye and Syria, and all activities related, is needed for it or contributes to it, to the aforementioned in the broadest sense,
2. The Foundation seeks to achieve its goal by:
 - a. Professionalizing, coordinating, and facilitating the transportation of purchased or sponsored goods to Turkiye and Syria, tailored to the demand and needs received through the official channels of the Turkish and Syrian governments.
 - b. Supporting the logistics system and humanitarian transport from the Netherlands to Turkiye and Syria.
3. The objective of the Foundation also includes: accepting (or rejecting or not accepting) acquisitions under inheritance law or donation, even if it comes with a burden or obligation.
4. The Foundation's goal is not to make a profit.

II. Laws- and regulations

A. *Transparency*

ANBI Status

A foundation that is fully transparent and legally established without a profit-making motivation and in accordance with laws and regulations, will annually publish the following information on the internet in accordance with the requirements for ANBI status:

- Name of the organization
- RSIN (tax number)
- Contact information of the organization
- A clear description of the objective
- The main points of the policy plan
- The function of the board members
- The names of the board members
- Remuneration policy
- An up-to-date report of the activities carried out
- A financial statement

Financial transparency

Financial transparency is simple at the VHTS Foundation. Finance has two sides, income and expenses. The website indicates how many donors funded and the total amount of donations received. Donors can choose to donate with or without their name and leave a message on the website if desired. Larger donors (for example, over €10,000) can receive a separate mention on the website for desired publicity.

A detailed annual overview related to expenses will be drawn up each year.

Logistical transparency

Donors want to know what happens with their donations. To demonstrate how goods are distributed across regions, Stichting VHTS can use infographics on their website. It is possible to categorize and track how many goods per category have been sent (e.g. number of blankets, tents, baby food, etc.).

III. Finance & Control

Administrative organization

The administration of the institution and the set-up of the annual financial report will be conducted by Actan Adviseurs & Accountants B.V.

The annual report must contain the following:

- Compensation of policymaker's expenses made
- The administrative expenses of governance of the foundation
- All other expenses of the foundation
- The reason and size of income together with the assets of the foundation

Transparency

The institution has opened an account with Rabobank to ensure that everything is enacted, paid for and handled in accordance with Dutch law. No cash donations are accepted.

Capital of the institution

The institution does not hold more capital than is reasonably necessary for the continuity of the activities planned for the purpose of the institution.

Spending Policy

The institution employs income obtained in accordance with the objective set. Clear rate agreements are made in advance with carriers, and fixed prices will be the adjective of these agreements.

These price agreements will be conducted with a 'yet to be determined' % margin implying a cost price calculation.

The intention is to make the transport cost-effective so that the VHTS Foundation can provide structural and periodic humanitarian transport, instead of one large set of goods in one go. Periodicity will also benefit the humanitarian logistics system and the reconstruction of Turkiye and Syria.

The institution strives to ensure that management costs do not exceed 10% of total expenditure.

Ownership of the assets of the institution

Under Article 5 of the statutes of the institution and its actual activity, no person has decisive control within the institution. No single person can dispose of the assets of the institution as if they were their assets.

Remuneration Policy

According to article 7 paragraph 5 of the articles of the institution, the members of the management or supervisory board do not receive any remuneration for their activities. Incurring expenses necessary for the functioning of the board will be reimbursed, provided they are not excessive.

Non-policy-determining activities (particularly executive activities) may, where appropriate, be awarded a market-based remuneration. The remuneration policy is aimed at compensating its personnel according to standards that are socially acceptable and responsible, in accordance with the status of the institution as a charitable organization with public interests.

The foundation does not employ any staff. If the magnitude of the foundation increases substantially this rule may change.

Financing and Sponsoring

The foundation does not ask for financial compensation for its activities and is depending on donors, sponsors and collecting-goods-campaigns.

The foundation will foremostly aim for the acquisition of SMEs, NGOs and governmental institutions to collect funding. Thanks to the combination of the network available in 'Stichting VHTS', the expertise in acquisition and current correspondences with partners, the foundation has faith in the success of this part of the organization. The ANBI-status under Dutch law of the foundation also makes it more attractive to offer businesses to donate periodically due to fiscal discount opportunities if the donation is accordant to the conditions of a periodical donation under domestic law.

Channels such as news channels and social media will be utilized to reach the public. If necessary, door-to-door offices such as Direct-Result or Pepperminds can be used to facilitate the acquisition process.

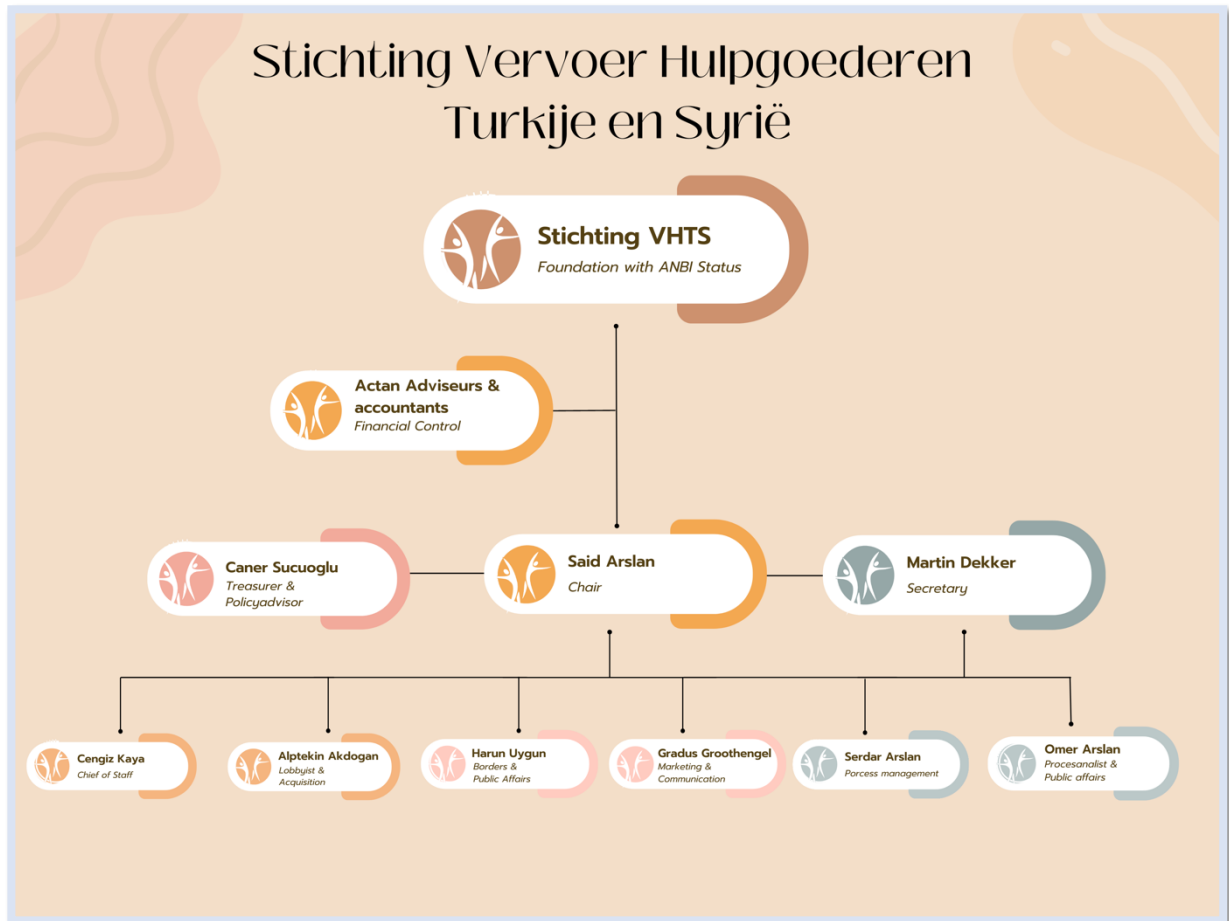
Many charitable organizations have collected a vast amount of funding. To best serve its constituents, the organization must coordinate with other organizations having a similar purpose; including striving not to duplicate their efforts unnecessarily. Balance and cooperation are crucial in the context of national and international collaboration for humanitarian assistance.

Next to charitable organizations, many smaller (cultural) associations have collected funds and goods. The organization strives to collaborate with these associations to coordinate the most effective use of their efforts. This may include assisting with the logistical and communication issues related to international humanitarian assistance.

IV. Organisation structure Stichting VHTS

A. Organogram

The VHTS Foundation has a chairman (Said Arslan), a secretary (Martin Dekker), and a treasurer (Caner Sucuoglu). The other positions are filled by external volunteers or by individuals who are compensated for their expenses. These positions are shown in the organizational chart below.

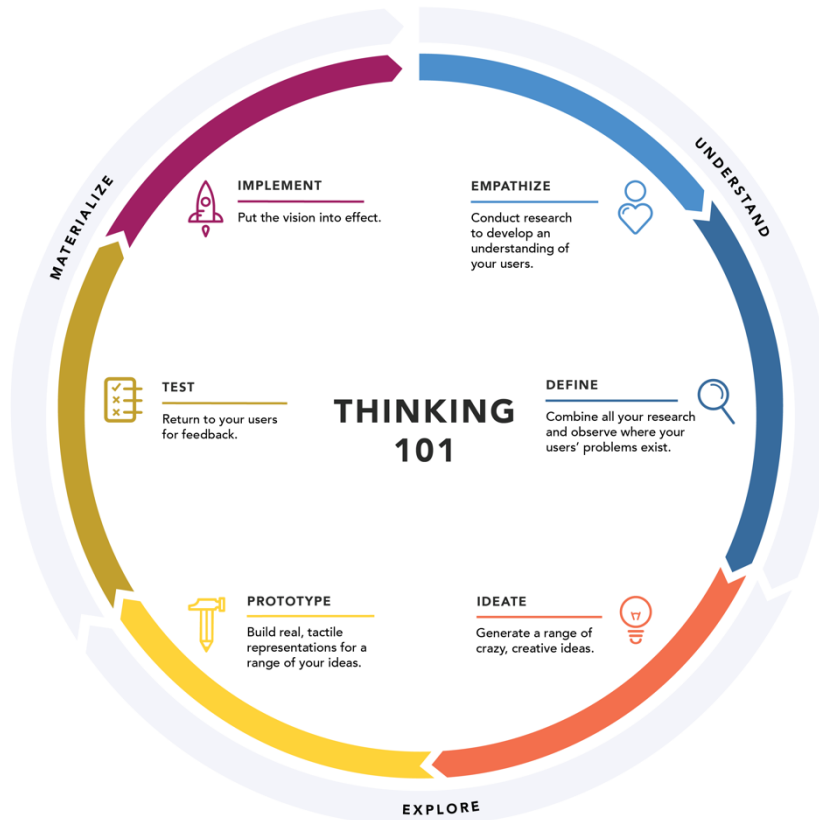


Currently, there is no Supervisory Board. The Foundation may appoint a Supervisory Board in the near future. The VHTS Foundation expects to support this with professional consultation, such as academia.

The current personnel available is sufficient to get the VHTS Foundation off the ground. Once the first collaborations are finalized and the first humanitarian goods transport is on its way to the disaster area, the organization will further its management structure as needed.

B. Design Thinking

In addition, Stichting VHTS understands that launching a new organization requires both pragmatism and optimism for the future. The "Design Thinking Model," found in modern scientific literature, provides guidance in finding that balance and is a foundation for VHTS. This model is particularly recommended for new organizational forms by the Amsterdam Law Hub.



Bron: NN Group

The heart of this model starts with the **empathy** phase and explores the needs of the relevant target group. Then the problem statement must be **defined**, together with the **ideation** phase providing a solution for the problem. Next, a **prototype** of the idea is created. This prototype must be **tested** in practice and **implemented**. Finally, an **evaluation** is conducted. The model ensures a continuous learning and growth process through its circular movement. It forces an organization to grow by reflecting on its objectives, idea formation, and feedback from practice.

Part II: Transport and Logistics

V. Collaboration with third parties

Transport Logistiek Nederland

The "Stichting VHTS" foundation will largely depend on cooperation with third parties. The chairman of Stichting VHTS (Said Arslan) is also a board member of "Transport & Logistics Netherlands" (TLN) and has strong ties to this organization. TLN has promised to cooperate with Stichting VHTS and will soon appeal to its members through its platform to support this initiative. TLN has pledged to collaborate and provide assistance in three ways.

Firstly, TLN will provide essential information regarding humanitarian transport. This information will be published on the Stichting VHTS and TLN websites to keep truck drivers informed of the routes they need to take. This will support the safety of the transporters.

Secondly, in addition to information, an appeal will be made through the TLN platform to all 5000 transport companies under their umbrella to donate rides and provide warehouses for humanitarian transport. Stichting VHTS aims to provide as much logistics capacity as possible through donated rides. However, the foundation acknowledges that it may not be realistic to expect 100% of the demand to be met with free rides. In a second phase, Stichting VHTS will shift to providing rides at a significant discount or cost price.

Thirdly, TLN will openly support this initiative to maintain the image of the sector. Both organizations prioritize professionalism.

The strong cooperation with TLN is the foundation of Stichting VHTS in this initiative, and the foundation foresees a successful partnership.

Ministry of Foreign Affairs

Due to the political sensitivity of diplomatic relations and the need for bilateral or multilateral communication channels, the cooperation of the VHTS Foundation with the Ministry of Foreign Affairs is necessary. The Foundation has connections with the Ministry to provide this communication channel, as well as connections with the Turkish embassy to strengthen the channel.

Giro 555

Currently, the largest fundraising organization in the Netherlands is Giro 555. Giro 555 has a financial function and redistributes the collected funds to affiliated organizations such as the Red Cross and UNICEF. The VHTS Foundation is willing to collaborate with this organization to facilitate and provide humanitarian transport. By working together, both organizations can bring balance to the flow of goods to Turkiye and Syria for reconstruction, as well as consolidate networks to build more reach and steadfastness, which is important in keeping the development of Turkiye and Syria in sight.

Multinationals

The VHTS Foundation is strongly connected to the business world, has an extensive network, and is highly effective in acquisition. Larger suppliers such as Unilever and Ikea, as well as suppliers such as Blokker and Action, are potential partners. On Monday morning, February 13, two trucks left from IJsselstein with donated goods from Action Zwaagdijk.

Fuel and Tol costs

The VHTS Foundation is in contact with companies that may sponsor fuel and tolls for trucks, which will create significant cost reductions for VHTS donors.

Construction companies

Turkiye and Syria need both assistance in the short term and support in rebuilding the areas in the long run. The necessities for the long-term re-development of these areas require a different narrative regarding materials needed, in comparison with the current supplications such as blankets and clothes. Therefore, the delivery of materials, expertise and cooperation with the construction industry will be essential for optimal production and building capacity in Turkiye and Syria.

VI. Information Technology

IT in general is a dynamic system that expands together the organization and does not have uniform codes for complex organizational structures. This form of systemizing the foundation must be adapted to the wishes of the organization, especially in the beginning phase. As an IT system may function as the heart of an organization, Stichting VHTS approaches this partial function prudently. Especially in a complex industry such as logistics, this element may be sensitive. It is also wiser to await the development of the organizational structure in the coming weeks before implementing the complex IT infrastructure. Until such a system is implemented, the foundation will be using professional programs that facilitate the needs of Stichting VHTS in the beginning phase.

A. Software

Like any other organization the foundation needs digital communication tools. The board analysis which programs are needed within the organization with respect to executing different partial functions. These programs will be effectuated when the organization is running. The following programs are of importance:

- **Microsoft Office 365.** This program serves as the basis for the organization. Thanks to Microsoft Office, it is possible to use the most important office programs within one provider. Microsoft Teams is an important addition for setting up meetings, video calls and SharePoint for sharing documents.
- **Notion.** A project management program with many additional features. It is possible to create tasks and projects and assign them to people. Tasks can be given a status and planned so that everyone knows the latest status. This makes work more manageable. Documents can be linked to tasks, which is important for us in the context of freight documents, waivers, customs controls, etc. All data is stored in the Cloud and can always be viewed again. Additionally, a database can be set up where all data is stored in table form so that the administration is also immediately in order.
- **Staff planning.** In the scenario where Stichting VHTS takes control of the entire chain, the organization will start using volunteers in various roles. They must be able to indicate their availability so that management can use them at the required times for the specific role. The first roles that are eligible for this are call center employees, fundraisers, and transport planners.

B. Acquisition of new members and volunteers

Volunteers will be recruited through calls in the founders' network and via social media. Currently, we see the third Turkish and Syrian generation (with different cultural backgrounds) actively involved in charity in the current context at universities, foundations, and social media. The board anticipates a high willingness among third-generation Turkish/Syrian Dutch people to commit themselves to the goals of the VHTS Foundation. In addition, an HBO or even a university degree is no longer unusual among the third generation.

Job profiles with tasks and responsibilities will be defined. A passionate Chief of Staff is available to lead this group. Communication and coordination will be carried out through the Chief of Staff.

VII. Economics: The Netherlands and Turkiye

The affected areas in Turkiye and Syria imply destruction on many fronts. Besides the architecture, the regional economy has been disabled at once, municipal organizations have failed, social contacts have been lost, and educational opportunities are currently at the bottom of the priority list. Short-term assistance is necessary, however, the core of the problem lies in the reconstruction of the disaster area. This requires a long-term collaboration with the Turkish government and contacts in Syria. It is important for Stichting VHTS to keep a close eye on economic development.

It will, therefore, come as no surprise to Stichting VHTS when the current demand specification, such as tents and wound care, will shift to a demand for building materials and tools in a few months. As the saying teaches us, the first weeks we deliver the fish, and in a later phase the fishing rod.

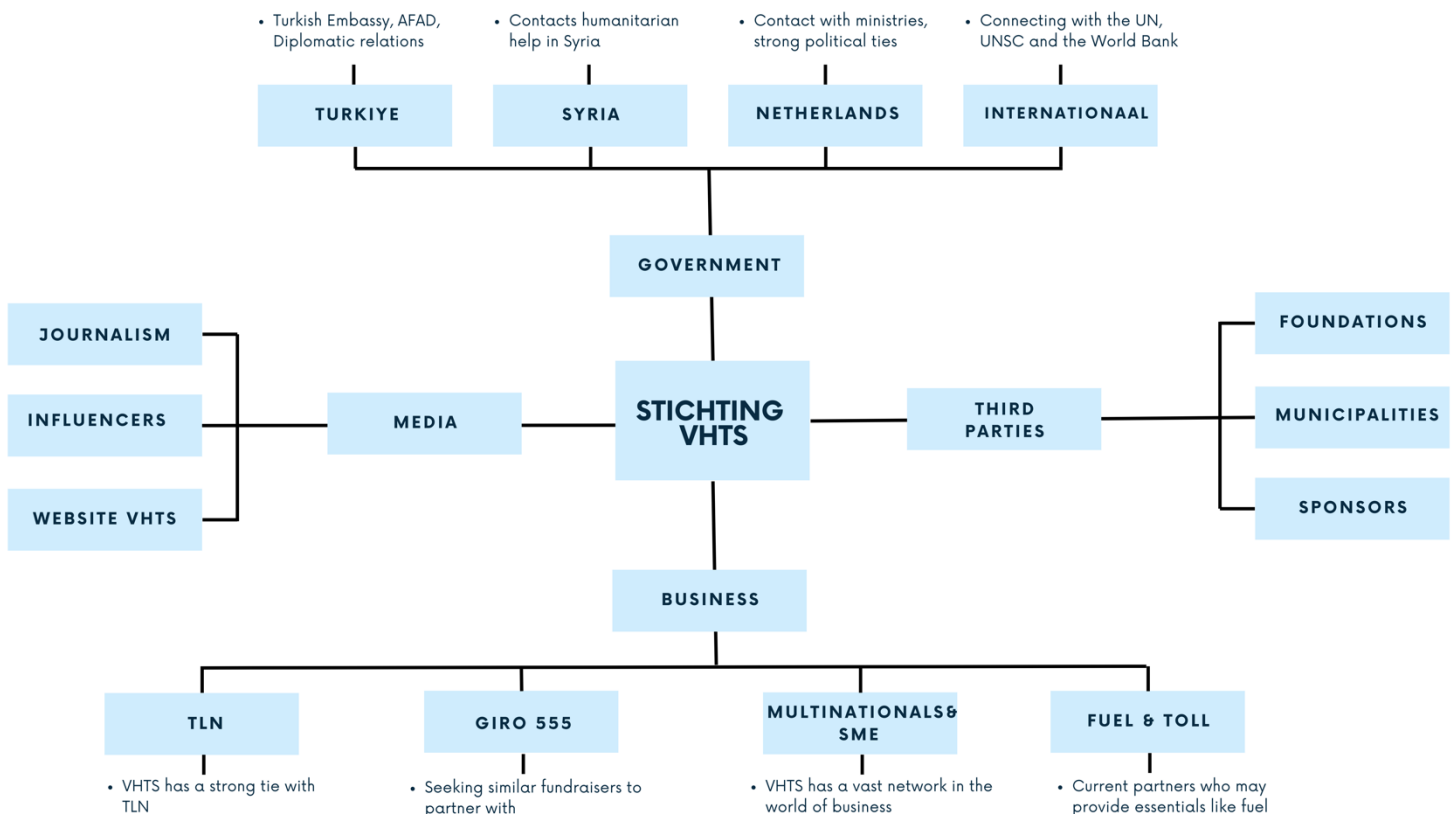
Part III: External Relations

VIII. Governmental Relations

A disaster with this impact demands international relations, internal affairs, and other similar actors to support the information supply chain. At present, the foundation is corresponding with the ministries to come to an agreement regarding the most pressing humanitarian needs.

The foundation has a sufficient connection on the ground to construct a coordinated response to this multidimensional problem in Turkiye and Syria, working around the politically sensitive situations within those States.

The following actors are visually displayed below:



A. Relationship with the Dutch Government

Stichting VHTS has connections with ministries and uses this connection for the success of the foundation. Additionally, Stichting VHTS has correspondence capabilities with larger municipalities. Our relationship with the governmental world makes it easier for Stichting VHTS to establish information lines to and from the government. These ties are crucial for the international coordination of humanitarian assistance and transportation from the Netherlands. This line is also important to keep the government informed of the activities of Stichting VHTS.

B. Relationship with Universities

Due to academics in our environment and network, we have contacts with professors from Dutch universities. Valorisation has become an important theme in universities in recent years, and Stichting VHTS's contacts with faculty boards or involved professors, for example, make it easier to bring in

"sponsored" expertise. Many professors will be willing to cooperate based on valorisation or simple goodwill.

Additionally, VHTS is strongly connected to Amsterdam Law Hub, an initiative of the University of Amsterdam focused on innovations in societies in the field of justice. The available network and expertise, both legal and organizational, is far-reaching and can serve Stichting VHTS in building bridges to the academic world, the associated experts, and a network of large law firms that provide pro-bono services through ProBono Connect. This is a world that knows charitable activities inside and out.

C. Relationship with the Turkish Government

The destruction is brutal, acute, and difficult to control, and more than 1,000,000 people are homeless. Support comes from all sides, nationally or internationally. More than 36 countries are coming to help. It is, therefore, important to monitor the internal logistics organization of Turkiye and work constructively with the Turkish government.

The crisis in Turkiye and Syria requires an "Information Supply Chain" at various levels. The international community requires information on the demand for specific goods, to best tailor its global efforts to the actual need. Turkiye and Syria's official authorities must determine the demand for essential goods internally and delegate these amounts to countries assisting in the humanitarian response. The collapse in infrastructure following this disaster has made making these determinations extremely difficult. Nonetheless, they are the organizations with which information lines from the Netherlands must be established to coordinate the flow of goods.

Stichting VHTS has volunteers whose expertise is in customs, both in the Netherlands and Turkiye. As a result, we have direct contact with AFAD, the current and leading crisis organization in Turkiye. The Foundation receives updates on the demand specification and is kept informed of coordination problems and erroneous flows of goods. Stichting VHTS can, therefore, correspond exactly and correctly with the authority in the disaster area through this information line. By further exploring this information line, the relationship between Stichting VHTS and AFAD will be strengthened in the coming weeks.

In addition, a direct connection with the Turkish government must be established. Due to our contacts with the bureaucratic top and the Ministry of Foreign Affairs, Stichting VHTS has these diplomatic ties. Our connections with the embassy can also be used.

D. Relationships in Syria

Currently, Syria is in a situation similar to that in Turkiye, if not worse due to the previously raging civil war. The relationships and contacts with contacts in Syria are complex and complicated due to various obstacles, both political and related to security or international sanctions.

Our experts promise and guarantee the safety of the drivers and the completeness of the cargo. This is an important issue in the harsh situation in the disaster area. Currently, our experts can only guarantee safety up to Ankara. An attempt will be made to extend this further to southern regions in Turkiye, such as Hatay and beyond.

The Foundation VHTS cannot promise to coordinate shipments to Syria, partly due to the ongoing civil war situation. The Foundation is happy to work with parties who can provide this service. A second-best solution would be to deliver goods to Turkiye, where the transport can be transferred to Syrian organizations in Turkiye. Here too, we will use our connections with the Ministry of Foreign Affairs for further action and connection with organizations in Syria. The sanction policy of the Dutch government will

be decisive in this matter. The VHTS Foundation only follows the policy of the Dutch government. For these reasons, the VHTS Foundation is monitoring the route to Syria.

E. European and International relations

Networks should enable clear communication with the Dutch State regarding support, regulations, and other provisions, as well as the role of the State in the European Union. Coordinating European aid primarily lies in the hands of Turkish and Syrian authorities. Nonetheless, it is supportive for AFAD.

Given that the disaster has caught the attention of the international community, international parties (NGOs) can also be involved, and connections can be made with neighboring countries such as Germany, which has more than 2 million Turkish residents. The government or Ministry of Foreign Affairs could inventory how neighboring countries such as Germany and Belgium are responding and explore opportunities for international cooperation.

Organizations such as the United Nations (UN) and its associated agencies such as the World Food Programme, as well as the World Bank, are often active in this context. Currently, there is criticism of the inactivity of these organizations, particularly the UN.

The VHTS Foundation needs to monitor the movement of similar organizations through our networks and contacts with the Ministry of Foreign Affairs. The VHTS Foundation will monitor the movement of similar organizations through our networks and contacts with the Ministry of Foreign Affairs and adjust its actions accordingly.

IX. Media & Public Relations

Stichting VHTS mainly communicates with the public through two channels. Firstly, the press is approached to publish articles or interviews on platforms such as NPO or RTL, and journalists can be asked to conduct interviews with those involved. Secondly, a PR agency has been hired to handle technical requirements for PR such as the website and social media.

A. Website

A website is essential for Stichting VHTS, as it is the platform where individuals or companies can donate money and goods. The website will also be the main source of information for the public, and ANBI data will be published. Promotional content can include storytelling pictures, stories from drivers, updates and news, progress of the flow of goods, and developments in the disaster area.

B. News Channels

Due to connections with journalists, there is an opportunity to promote Stichting VHTS through the press. It is important that the foundation is sufficiently operational to receive publicity. Timing is also an important consideration. On Wednesday, February 15, the first press release will be issued to introduce Stichting VHTS to the public. Correspondence with NOS for a press release is also planned for the week of February 13.

C. Social Media

The PR agency will provide Stichting VHTS with a social media strategy. Additionally, the foundation has enough influencers in its network who can easily be utilized. Content for the social media channels will mainly be provided by volunteers who will keep the channels up-to-date with notifications, news, and promotions.

X. Human Resources

A. HR

Currently, the board of the VHTS Foundation consists of three members. Said Arslan serves as the chairman, Caner Sucuoglu as the treasurer, and Martin Dekker as the secretary. All three board members waive any form of compensation or remuneration, and they can never claim a severance payment. The board members are intrinsically motivated to contribute to the cause, and for some of them, to contribute to the country of their ancestors.

The objective of the VHTS Foundation is to maintain a similar intention and approach throughout the entire organization. Therefore, the VHTS Foundation will only recruit volunteers and seek cooperation with Third Parties who share this goal.

B. Cooperation with Third Parties

Since the Foundation plans to operate on a large scale, there will be more complex functions within the organization, such as finance, legal affairs, public relations, or IT management. Similar functions require expertise and cannot be characterized as temporary positions. These departments must remain in place during the lifetime of the VHTS Foundation. As with any organization, it is important to ensure consistency and steadfastness in these sub-functions to build and maintain a successful and effective organization. Therefore, these functions will have a different status within the VHTS Foundation, primarily due to the high dependence on these functions.

Because these functions require expertise, they will largely be outsourced to third parties who offer their services voluntarily or as a donation or sponsorship. It is up to the VHTS Foundation to connect with these parties.

Different status implies that clear agreements must be made with third parties that provide these sub-functions. An example is outsourcing audit and control to a third party. Therefore, clear agreements must be made about the number of hours, personnel, and duration of service provision with this party. This is crucial for the VHTS Foundation to prevent unexpected delays. Similar agreements can potentially be established and documented contractually (under private law) to safeguard the legal rights of the VHTS Foundation. This can be critical for sub-functions such as IT management.

The rule is that the VHTS Foundation only works with volunteers. An exception to the volunteer rule is when expertise is necessary for the continuation of the organization and cannot be provided by volunteers or supporting donors or sponsors. Nonetheless, the VHTS Foundation does not accept any profit motive and will only invoice at cost.

C. Volunteers

The VHTS Foundation has a Chief of Staff on the team who is highly skilled at recruiting volunteers and managing them well. The initial phase will mainly require using networks to hire capable people for the required positions. After this, the team of the VHTS Foundation will expand into a full-fledged charity foundation.

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