



# MMCC Global Annual Report 2025



[www.MMCCglobal.org](http://www.MMCCglobal.org)



# 2025

## A Year of Growth, Resilience & new Horizons



Dear MMCC Friends and Supporters,

2025 has been a year of growth and organizational progress for MMCC. We are gaining strong momentum in our development toward becoming an important global change-making organization for children and youth, particularly in some of the world's most challenging environments, such as Afghanistan and Bangladesh. Throughout the year, we continued to strengthen our pedagogy, systems, visibility, sustainability, and international reputation.

While supporting and continuing all our field activities, we also invested considerable effort in strengthening the organization itself. Through valuable guidance from Spring Impact and Connected Development, MMCC has taken positive steps toward becoming a stronger, more sustainable, and more effective organization.

Most importantly, our teams, partners, volunteers, and supporters continued to create opportunities for children and youth to experience joy, learning, belonging, and hope, often in places where these opportunities are in short supply.

This report highlights some of the achievements, challenges, partnerships, and inspiring stories that shaped 2025. We are grateful to everyone who has been part of this journey and helped make these accomplishments possible.

Berit Muhlhausen & David Mason

Directors



## **Content:**

- Circus of Hope in Bangladesh
- Emergency & Humanitarian Supports
- Building Local Capacity Through Global Collaboration
- Growing Hope Across Afghanistan
- Female Leadership
- Organizational Development & Improvement
- Social Circus Activities
- A Tribute to a Generous Soul
- Finances & Supporters
- Become a Member
- Join the Journey
- Social Media
- Contacts

## Circus of Hope in Bangladesh

As Bangladesh is our first major expansion beyond Afghanistan, it holds a unique place in MMCC's development and requires significant investment in learning, capacity building, and organizational growth. In Afghanistan, we spent more than two decades building our model from the ground up, creating the foundation, culture, and systems that now serve as the inspiration for our work. In Bangladesh, and in future expansion countries, our role is

different: rather than starting from scratch, we focus on identifying local resources, partners, and opportunities, and then facilitating and incubating the replication of the Social Circus model. Once the most effective approaches and partnerships are established, expansion can happen much faster, both within Bangladesh and in other countries.

During 2025, we experienced both encouraging progress and significant challenges. While funding remained limited and operational obstacles persisted, the culture of Social Circus and

the spirit of MMCC became deeply rooted among the Rohingya youth, team leaders, and our local partners. This cultural foundation is ultimately more important for long-term sustainability than the number of activities delivered. It demonstrates that the model is being understood, embraced, and owned locally. In fact, MMCC has earned the humorous reputation of being the "Cheapest NGO" in the world's largest refugee camp, a reflection of our strong commitment to maximizing impact while keeping costs exceptionally low, and thereby activities highly cost-effective.



On a practical level, the number of teams and participants continued to grow, and greater attention and resources were dedicated to the inclusion of girls. A particularly important milestone was the first-ever public performance by an all-girls Social Circus team in the Rohingya camps. Throughout the year, both male and female Bangladesh team leaders, together with their project manager, regularly joined the weekly Zoom meetings attended by our 40 team leaders in Afghanistan, strengthening learning, exchange, and solidarity across countries. The short video below provides a glimpse into the growing Social Circus movement in the Rohingya refugee camps and the creativity, confidence, and joy it inspires among children and youth: [https://youtu.be/H-TTIZSbjEA?si=bczNpG7n-jVx\\_kjS](https://youtu.be/H-TTIZSbjEA?si=bczNpG7n-jVx_kjS)

Another valuable contribution came through our collaborations with Clowns Without Borders and the Flying Seagull Project, whose teams spent nearly a month conducting performances and workshops in both the Rohingya refugee camps and the slums of Dhaka. This partnership provided inspiration, new skills, and international connections for the participants and local trainers. More details about these collaborations can be found in Section 3.

## Emergency & Humanitarian Supports



Active participation in, and facilitation of, humanitarian and emergency support are among the core goals of all our teams. As our teams are spread across Afghanistan specially and deeply integrated within their local communities, they are often among the first to respond during crises. Through support from the Danish Emergency Relief Fund (DERF), Vital Foundation, and GlobalGiving Emergency Funds, we have been able not only to assist victims directly, but also to further strengthen the implementation capacity of our team leaders and

Afghan management through hands-on emergency response experiences. The two emergency response initiatives of 2025 were:

### 1- Afghan Returnees Response in Herat:

In 2025, more than one million Afghans were forced to return from Iran under extremely harsh conditions and within a very short period of time. They arrived not only exhausted and traumatized by the journey, but also fearful of an unfamiliar future in a country they barely knew. In Herat, our Social Circus teams immediately welcomed these children with performances, collective games, and joyful workshops that created



moments of safety, connection, and relief. Later, the teams conducted surveys and identified 625 highly vulnerable returnee families across different parts of the province. With financial support from the Danish Emergency Relief Fund (DERF), the teams provided cash assistance and performances and psychosocial workshops. Additional festival activities in the returnee communities supported by the Linda Norgrove Foundation, contributed to spread joy and recovery to the newly arrived families.

The teams also established a dedicated Social Circus group specifically for returnee children, helping them build friendships, integrate more easily, and regain a sense of belonging alongside other Afghan children.

## **2- Earthquake Response in Kunar:**

Following a devastating earthquake in Kunar, several of our team leaders from Jalalabad, Kunar, and Nooristan independently mobilized and were already on the ground supporting relief efforts. They donated blood, searched for victims in the rubble, collected emergency

supplies in Jalalabad, and prepared and distributed food packages.

At the same time, they initiated performances, games, and workshops for children to help reduce fear, stress, and trauma. With support from DERF, we later conducted surveys, identified 400 of the most vulnerable families, and provided them

with cash assistance, alongside psychosocial activities and performances for children and families in the affected areas.



## Building Local Capacity Through Global Collaboration

One of MMCC's important roles is to identify and connect different kinds of resources, financial, technical, organizational, and above all human resources, in ways that facilitate sustainable improvement and progress in the field. Volunteer individuals, groups, teams, organizations, and institutions are all part of this growing network of support and collaboration. This year, together with our local partners, we were especially proud to host two of the world's prominent social circus organizations. In the beginning of the year **Clowns Without Borders Spain** and later in the year **The Flying Seagull Project** contributed to our work in Bangladesh with their visiting teams of highly skilled artists and facilitators. During their productive weeks of performances and workshops for and with our children and youth, nearly 20,000 people attended activities in the Rohingya camps and the slums of Dhaka.

Beyond bringing joy, laughter, and inspiration, their workshops strengthened the skills and confidence of our youth leaders and children, especially the girls. Their visits also contributed significantly to the growing inclusion of girls in the social circus activities in the Rohingya camps. Through closer collaboration with families and separate girls' activities, more parents gradually allowed their daughters to participate, leading to the important milestone

of Rohingya girls performing for the mothers and publicly on stage for the first time. Both organizations also helped strengthen the long-term sustainability of the activities through training, exchange of experiences, and donations of circus equipment.



## Growing Hope Across Afghanistan

People often ask us whether we are still active in Afghanistan, or whether the circus is “dead” because of the Taliban’s restrictions on fun, girls’ participation, international organizations, and financial transfers. The answer is that, against all odds, we have never been more active, progressive, and useful in Afghanistan than we are today — especially regarding girls’ activities and female leadership. The key to this astonishing resilience has been our deeply integrated local network, our decentralized structure, and the trust and freedom given to our 40 teams across 17 provinces. Had we followed the traditional centralized model used by most international NGOs, we would most likely have been too restricted to continue meaningful work. Instead, our role has become one of facilitation, support, and connection rather than control.

Today, our network consists of 20 female and 20 male team leaders who operate with remarkable independence, supported by modest financial assistance, technical guidance, and the collective solidarity and synergy of the wider MMCC network. Through their own local relationships and creativity, they have managed to sustain and expand activities in places ranging from private homes and neighborhoods to public and private schools, orphanages, sports clubs, Olympic federations, stadiums, in television, and even through connections with mayors and ministries. Astonishingly, they have even managed to organize girls’ performances on TV.

In reality, far more positive and courageous work is happening than we can safely document publicly through social media or annual reports. For the protection of our teams and participants, many activities and achievements must remain unspoken. This does not mean there are no problems. The challenges are enormous. But alongside these challenges there are also countless hidden solutions, solutions that are often best understood and developed by the young people on the ground themselves. They are the ones most qualified, motivated, and determined to navigate their realities. Our role is simply to facilitate, encourage, connect, and support their capacities and initiatives. This same philosophy is reflected in the weekly Zoom meetings we facilitate, where team leaders from across the country share experiences, discuss challenges, exchange ideas, and learn from one another, strengthening both their individual capacities and the network as a whole.

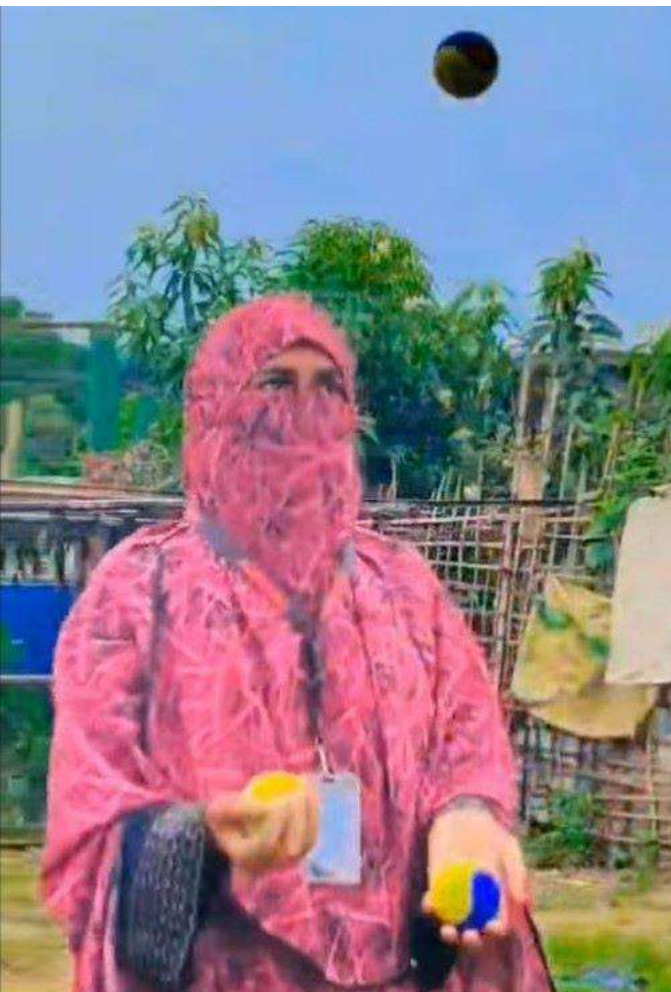


## Female Leadership

In Ethiopia a couple of years ago when we initiated similar social circus activities, we were deeply inspired to see girls participating with the same freedom, confidence, and energy as boys, progressing and expressing themselves naturally and equally. In Afghanistan as well as in Bangladesh, especially in the Rohingya camps, the reality has been very different. It was both heartbreaking and revealing to see how restrictions had affected even the girls' basic physical confidence. Some struggled with the simplest games, such as jump rope, because they had been denied opportunities for free movement, play, and self-expression for so long. The consequences of these restrictions go far beyond circus activities. The loss is not only social, physical, or psychological for the individual girls themselves. When girls lose their self-confidence, integrity, authority, and sense of control over their own lives, society as a whole loses the enormous contributions they bring throughout their lives as daughters, sisters, wives, mothers, and grandmothers. Securing their inclusion is therefore not only a matter of equality, but also a crucial investment in the future strength and wellbeing of communities.



One of the major challenges in the nationalization of our activities in Afghanistan is that women and girls are not even formally allowed to hold jobs or serve as members of the boards of local NGOs. Nevertheless, through growing experience, increased awareness, and especially through the guidance and ideas of our own female team leaders, we have made girls' participation and female leadership a much higher priority within MMCC. We have introduced incentives and bonus systems that prioritize girls' participation, while also allocating additional resources for transportation, logistics, and support needed for female team leaders and girls' activities. More initiatives are currently being developed. These efforts have already resulted in a record number of girls and female team leaders participating in our activities in Afghanistan.



In Bangladesh, we have similarly invested more resources into female leadership and provided additional focus on girls' inclusion through the support of our international volunteer artists. This has contributed to an important milestone: for the first time ever, Rohingya girls performed publicly on stage inside the camps, a historic and deeply symbolic achievement.

## Organizational Development & Improvement

As a grassroots organization, MMCC grew from a simple but powerful belief in the capacities of children and youth, and a strong determination to help release these capacities in order to bring hope, joy, and positive change to people living in the most difficult circumstances. Since 2002, MMCC has developed gradually and organically, first in Afghanistan and later in Bangladesh and Ethiopia. Over time, however, we reached the limits of what could be achieved without any additional assistance and structural capacity building by experts. To sustainably expand our impact and reach many more children and communities, we naturally needed professional support to strengthen, restructure, and improve our systems and organizational capacities.

Thanks to the support of the Vitol Foundation, MMCC experienced two significant developments this year that have greatly influenced our structural orientation, long-term planning, and path toward both sustainability and global expansion.

### 1- Spring Impact

MMCC participated in two in-depth and comprehensive programmes with Spring Impact: Scaling Essentials and the Scaling Readiness including Recommendations Report.

These processes provided us with valuable knowledge, inspiration, practical tools, and strategic orientation. They helped us better understand how to strengthen our systems, clarify our long-term vision, and move toward a more sustainable and scalable organizational structure, both in Afghanistan and internationally.



### 2- Connected Development

Connected Development (CD) is delivering an independent accompaniment programme with

MMCC as part of the Vitol Foundation's support package. The purpose of the program is to help MMCC scale the impact of its community-based work through greater organizational and financial sustainability.



**Connected  
Development**

CD's methodology combines practical guidance, strategic feedback, mentoring, and hands-on support within a structured development framework. Their close and comprehensive study of MMCC, including visits both to our headquarters in Denmark and to our field activities in Bangladesh, are instrumental in developing a deep understanding of our strengths, weaknesses, opportunities, and needs.

Through this collaboration, MMCC is significantly improving a range of organizational documents, systems, and strategic frameworks. We now have a clearer roadmap, including concrete steps and priorities, guiding us progressively toward stronger structures, greater sustainability, and long-term growth.

## Social Circus Activities

For many years MMCC directly implemented all the activities described in our annual reports. As we gradually evolve into a network organization that focuses on empowering local partners, team leaders, and communities to lead activities themselves, the content of our reports is also changing. Today, our role is increasingly centered on capacity building, mentoring, coordination, monitoring, resource mobilization, and quality assurance, while the activities themselves are implemented by local teams. The following is a brief overview of some of the main Social Circus activities carried out by our teams with MMCC's support, supervision, and guidance in 2025.

### 1. Network of Social Circus Teams

Nearly 50 Social Circus teams in Afghanistan and Bangladesh, led by both women and men, form the heart of our movement. These teams are supported through weekly Zoom meetings, KOBO monitoring reports, technical assistance, mentoring, individual team's social media promotion, WhatsApp and Dropbox communication, resource sharing, and continuous capacity building. Together they form a growing international network of hope, creativity, and community action.

### 2. Herat Social Circus Center

Our unique "Funtainer" center in Herat in Afghanistan, built from repurposed shipping containers, remains one of MMCC's most inspiring initiatives. The center hosts two girls' teams and two boys' teams with approximately 300 participants. In addition to Social Circus activities, the center offers educational support, English classes, and other learning opportunities. For many children, especially girls, it serves as a rare oasis of joy, friendship, learning, and freedom in Afghanistan.



### 3. Educational Shows

Many of our performances, particularly the mobile outreach shows, combine entertainment with important educational messages. Themes include hand-washing, health awareness, peace education, environmental protection, and other social issues relevant to local communities.

### 4. Performances

Throughout the year, our teams performed in public and private schools, community centers, stadiums, orphanages, and other venues. Despite challenging circumstances, performances were even organized in some of the girls' schools in Afghanistan, providing valuable opportunities for creativity, self-expression, and confidence building.

### 5. Festivals

Festivals continue to be an important annual tradition, particularly in Afghanistan. These events bring together junior artists from different teams to perform, parade, share skills, celebrate achievements, and strengthen friendships across provinces and communities.

### 6. Innovation Week

Innovation Week encourages teams to develop new ideas,



skills, props, and teaching methods using locally available materials and resources. By celebrating creativity and problem-solving, this initiative helps teams become more self-reliant, resourceful, and less dependent on external support while discovering the wealth of talent and resources within their own communities.

## 7. Championships

Our juggling and circus skills championships motivate participants to improve their abilities, set goals, and strive for excellence.

Friendly competition creates excitement, promotes quality, builds confidence, and often attracts media attention that helps spread awareness about Social Circus and its impact.



## 8. Do Good Week

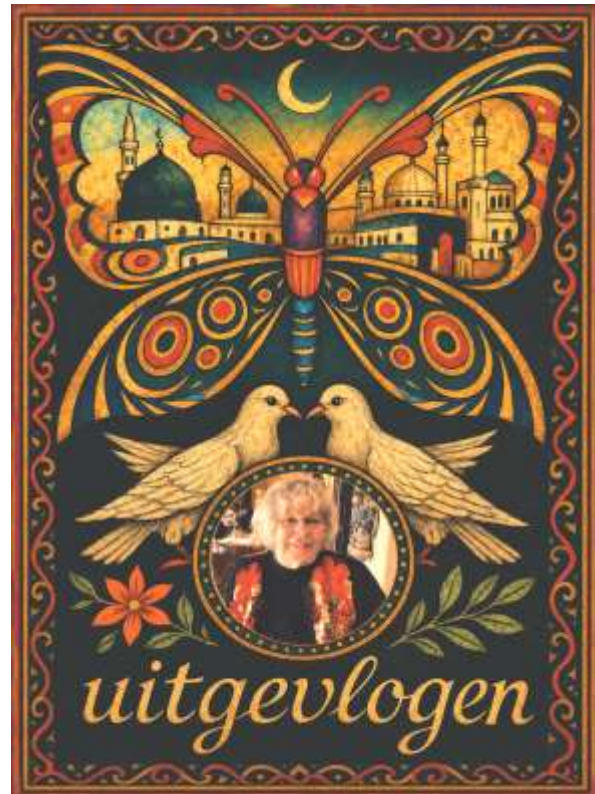
Do Good Week is dedicated to community service and acts of kindness. Initiated and organized by the team leaders themselves, activities vary from place to place and may include cleaning public spaces, helping elderly people with harvests, collecting warm clothes for vulnerable families, clearing snow, planting trees, or supporting local charitable initiatives. This tradition helps children and youth transform the values they learn through Social Circus into positive action for their communities.



## A Tribute to a Generous Soul

**Theodora Johanna De Vegte**, from the Netherlands, has been one of the most generous individuals supporting our activities in Afghanistan for more than ten years. She first learned about MMCC through a Dutch documentary program and soon afterwards contacted us and began supporting our work. We were deeply touched by both the generosity and the continuity of her support over so many years. When she was younger, long before the wars, she had travelled alone in Afghanistan. In her humble way, she explained that she had received so much kindness, hospitality, and love from the Afghan people during her journey, and that she simply wanted to give something back to the country and its children.

We all miss her greatly not only for her generous financial support, but mainly for her warmth, humanity, encouragement, and deep belief in the value of bringing joy, hope, and dignity to children living in very difficult circumstances. Her kindness and solidarity will remain part of MMCC's history and spirit for many years to come.



## Finances & Supporters

We are thankful to all our global friends who show trust in what we do by donating and making all these to become possible. The private donations along with our sponsor's supports, enabled our activities in Afghanistan to continue and grow while we are same time expanding.

By end of the year, the financial situation was stable though with a continued decrease in private donations, assumed to be first and foremost a result of the global financial crises. In addition, Afghanistan, which remains to be the core and heart of the organization, has clearly moved away from both the news and donors attention.

MMCC's fiscal year is January-December. The 2025's annual financial accounts, compiled by Danish certified external audit company "Aaen & Co".

A few key figures from the financial statement 2025:

|                                         |            |
|-----------------------------------------|------------|
| • Private/Individual Donations:         | \$ 65.797  |
| • Institutional Donations & Other:      | \$ 366.714 |
| • Membership fees                       | \$ 4.792   |
| • Expenditure (projects and overheads): | \$ 463.082 |
| • Expenditure to projects:              | \$ 340.611 |
| • Brought to reserve:                   | \$ -9.178  |
| • Reserve/equity as of 31 December 2025 | \$ 209.439 |

To find and read the entire 2025 Audit Report please click here:

<https://mmccglobal.org/resources-2>



## Become a Member

MMCC Global is a membership-based organization. More of our funding is conditioned that we have a minimum of 300 paying members based in an EU or EØS country + 100 EU/EØS supporters. A membership is therefore a much greater help than the actual amount it cost. If you are not already signed up, we will be very happy if you do. The annual membership fee is 15 Euro/15 USD/100 DKK. To become a member, please click here: <https://buy.stripe.com/00gcQi3pQaVge5y8wL>

For other support please visit: [www.MMCCglobal.org/donation](http://www.MMCCglobal.org/donation)

## Join the Journey

We thank all our friends and volunteers who each in different ways contribute to MMCC.

There are many ways you can join us in our journey of making the world a much better place for and with children and youth of war. Here are some suggestions:



1. **Promotion:** Sharing this report, our webpage & social media to let the world learn about our work.
2. **Connecting:** There are resources you are aware of, then you can introduce us to them.
3. **Fundraising:** Create a fundraising on [www.globalgiving.org/fundraisers](http://www.globalgiving.org/fundraisers) It is made so easy, just register and find any of our projects and start fundraising.
4. **Donation:** On our webpage: [www.MMCCglobal.org/donation](http://www.MMCCglobal.org/donation)
  - For Afghanistan: [www.globalgiving.org/projects/BackToLife](http://www.globalgiving.org/projects/BackToLife)
  - For Bangladesh: [www.globalgiving.org/projects/circus-of-hope](http://www.globalgiving.org/projects/circus-of-hope)

## Social Media:

Instagram: [www.Instagram.com/MMCCglobal](https://www.instagram.com/MMCCglobal)  
X: [www.X.com/MMCCglobal](https://www.X.com/MMCCglobal)  
YouTube: [www.YouTube.com/@MMCCglobal](https://www.YouTube.com/@MMCCglobal)  
FaceBook: [www.FaceBook.com/MMCCglobal](https://www.FaceBook.com/MMCCglobal)  
LinkedIn: [www.Linkedin.com/company/MMCCGlobal](https://www.Linkedin.com/company/MMCCGlobal)  
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Threads: [www.Threads.com/MMCCglobal](https://www.Threads.com/MMCCglobal)

## Contact:

Website: [www.MMCCglobal.org](https://www.MMCCglobal.org)  
Email: [info@MMCCglobal.org](mailto:info@MMCCglobal.org)  
Tell + WhatsApp: (+34) 6122 07727 & (+45) 2715 4164  
Postal Address: Glucksvej 1, 1 tv. 2450 Copenhagen SV, Denmark

