



# MOVEMENT

ON THE GROUND

**STRATEGIC VISION**  
**2019/2023**

## WHY

71 million refugees are spending an average of 17 years in UNHCR supported refugee camps. We believe this can be hugely shortened and the time can be used to benefit them as well as host populations.

## WHAT

MOTG can prove there is a better way to run and operate refugee camps.

## HOW

By demonstrating and documenting MOTG's Camp to CampUs model is more effective than the current structure while building a bridge with local populations.

# GUIDING CONTEXT

**Movement on the Ground (MOTG) is driven by a belief that all people are entitled to dignity and respect. The following document will lay out our strategy between 2019-2023.**

The principles of compassion and human connection are what influence our response to the refugee crisis.

Currently:

- There are currently 71 million global refugees (600,000 in Europe).
- Wars, economic crisis's and mass environmental change will increase this number massively in the coming years.
- Host communities suffer from inadequate support, facilities and preparation.
- Many current camps facilitate refugees based on a system designed in WWII.

All of this has led to an unequipped system built on fear and resentment. MOTG want to respond with a **solution** that is sustainable, cost effective and driven by innovation.

Through foot on the ground action in Greece to our projects and operations in the Netherlands, we are influencing the way refugees arrive and integrate into Europe. **We are proving it can be done better.**

**IMPACT**

**SCALE**

**CHANGE**



# OUR STORY

**On 2 September 2015, the painful image of 3-year-old Alan Kurdi was surfaced to widespread shock across the world.**

Upon seeing the photograph, each of MOTGs founding members were individually inspired to act. Through travelling to the heart of the crisis in the Greek Islands they found each other and joined forces.



*Alan Kurdi.*

**Movement on the Ground** was born.

This call to action has since grown into an organisation with a long term, scalable vision. Yet the ethos of unity and collaboration has continued to define everything we do. As a refugee foundation, MOTGs focus is on credibility and improving the current system. Based in the Netherlands, we have a year-round presence on the camps and shores of Samos and Lesbos in Greece.

Our model is simple. Refugees are individuals with strengths, talents and ambitions. By creating a mentality that views them as 'guests' and the local communities supporting them as 'hosts', we can shape an open society based on inclusion and trust. In turn we can restore humanity and dignity.

# OUR VALUES

## ENTREPRENEURSHIP

An entrepreneurial mindset defines everything we do at MOTG. It's about seeing solutions not problems and using innovation to make these solutions effective.



## HUMILITY

Stay humble and stay kind. Everyone in the world deserves dignity and respects. This is how we change the world.



## CHALLENGER

We dare to be different, challenging ourselves, the organisation and the status quo. Through challenge we can make change.



## BRIDGE BUILDING

MOTG believes in connecting the dots in all situations and levels. We bring people and communities together.



## HANDS-ON

Our flexibility is defined by our pro-active, anywhere, anyhow mindset allowing MOTG to adapt to every situation.



# OUR GOALS

## GOAL 1

Continue to empower refugees and host communities through the CampUs model and our position as first responders in Greece.

- MOTGs primary commitment is to improve the life situations for refugees.
- Bridging relationships with the local communities is key.
- MOTG are adaptable to provide the needed support for emergency situations.

## GOAL 2

Build and provide credible data to prove effectiveness and impact of our CampUs.

- Kara Tepe and Olive Grove prove success rate and financial effectiveness. The evidence will be adapted into a professional case.
- Provide fully supported business plans with data points, test results and full impact studies of all MOTG projects carried out within CampUS.

## GOAL 3

Stimulate CampUs by lobbying other organisations to use and develop the model.

- Present industry standard BP's to head of UN/UNHCR and to Davos Leaders.
- For the most effective change CampUs must be replicated industry wide.
- Lobbying and influencing other organisations.

## THE PARETO PRINCIPLE

As a philosophy, the pareto principle (or 80/20 rule), is the idea that 80% of effects come from 20% of a cause.

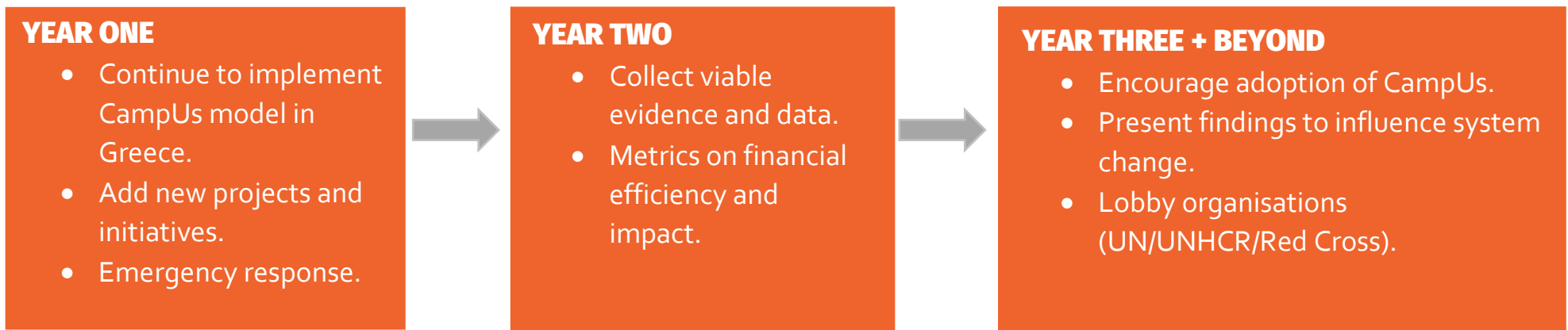
To put this into perspective, if MOTG influence policy, management and support for 20% of Europe's refugees then this would filter through to the remaining 80%.



# OUR STRATEGY

We want MOTG's Camp2CampUs to be the standard in refugee support across Europe by 2023. Our position as key changemakers and innovators means that we can implement and influence the system of support for Europe's refugees.

To do this we have developed a multi-year strategy based on our goals:



MOTGs CampUs model is proven in impact and financial effectiveness with the ability to bring about change to the wider refugee support industry.

The importance of scaling this to a wider audience

- Crisis deepens, and challenges arise. We need collective solutions.
- Increasing influence on refugees across the globe.

MOTG are system changemakers and through effectively carrying out our strategy, will directly and indirectly impact the defined 20% population and build a better future for refugees everywhere.



# **3 YEARS**

**IMPLEMENTATION**

**EVIDENCE**

**INFLUENCE**



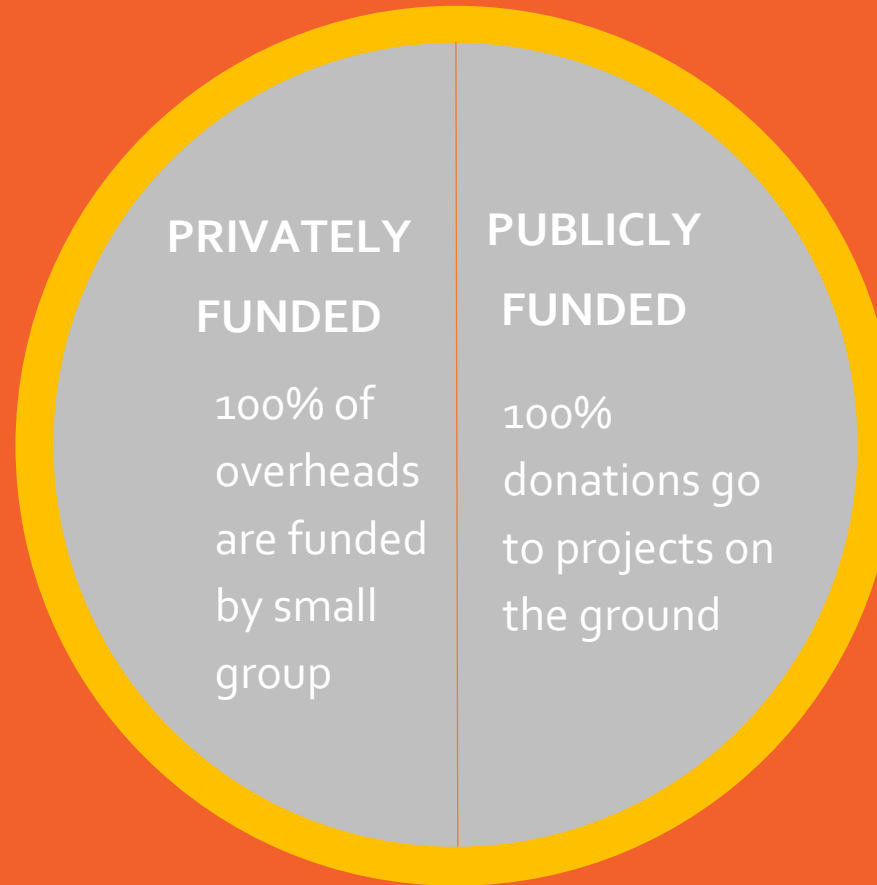
As the crisis deepens the time to act is now. To meet our goals MOTG aim to have:

- An accelerated 3-year strategy compared to 7-year NGO standard.
- Achieved by 2023 through business experience and start up attitude.

To do this we have split the organisation into two distinct functions:

**1. This side is run as a private business to fund all operational expenses:**

- *Employed non-traditionalists professionals.*
- *Running with a start-up mentality.*
- *Focus on Financial self-sufficiency*
- *Operational funding from 10-15 parties*

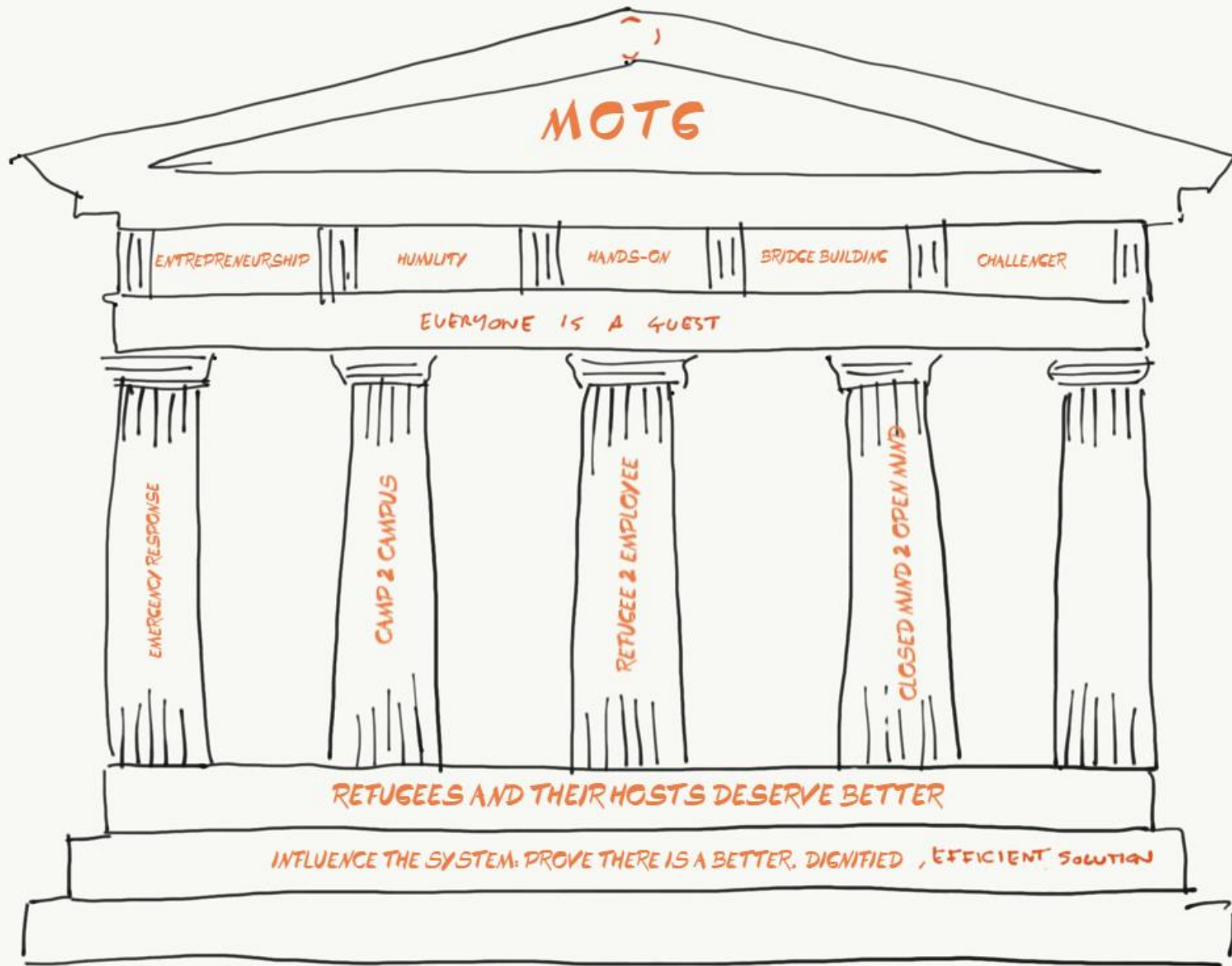


**2. Here the full focus is the aims and implementation of projects and initiatives.**

Runs on a 100% model:

- *All donations go directly towards projects.*
- *More can be done on the ground.*
- *Attracts more donators from financial transparency.*

**By clearly defining the positions of each entity, all focus can remain on carrying out the strategy. As an organisation we are adaptable, scalable and ambitious with the ability to meet our goals within 3 years.**





The following image is the MOTG framework that acts as the guiding principle for our organisation. This influences everything from our value system to our call to action.

- Taking the form of a Greek temple represents our beginning in Lesvos.
  - MOTGs binding philosophy is: 'everyone is a guest.'
  - Defines the blueprint for our system change strategy.

Each pillar identifies a different project taken out by MOTG. The aim of these initiatives is to build a system of support for refugees from arrival to integration:

- Emergency Response
  - Camp 2 CampUs
  - Refugee 2 Employee
- Closed Mind 2 Open Mind
  - Old 2 New

**Each of these initiatives empower refugees on different parts of their journey towards integration. The following section will give an overview of what these projects are and the impact they have.**





# SPOTLIGHT: EMERGENCY RESPONSE

MOTG operate in one of the most complex and challenging humanitarian crises of the 21st century. We began as first responders on the shores of Lesbos, aiding the arrival of refugees from the sea.

As Emergency Responders MOTG are committed to providing quick, effective and dignified solutions to urgent challenges:

- Our focus is on the ability to act fast, establishing focus points of support.
- MOTG can activate our logistical, financial and structural network to identify and provide essential support where it is needed.

As first responders MOTG remains adaptable to the critical situations that can arise in camp. Having the essential materials, networks and facilities to provide instant support when needed remains a core goal of the MOTG organisation.



## SEA 2 SAFETY:

One of our first projects, MOTG utilised a network of music festival organisers to quickly provide the necessary materials such as tents, generators, medicine and food to host the arrival of refugees from the sea.

## WINTERISATION:

Annual emergency responses can revolve around seasonal changes, which if not dealt with promptly can be disastrous. Over winter 18/19 the Greek Ministry of Immigration asked for our support for the Vathy camp in Samos. We were able to provide much needed winter clothing, sleeping bags and infrared.

## THE GIVING FOODTRUCK

Providing healthy and nutritious food to camp, the Foodtruck has distributed over 400,000 meals since its arrival on the island. It is supported by a team of volunteers, who source produce from the local markets.



## LESVOS AND SAMOS 2019



*Samos.*



*Lesvos.*

2019 has been a critical period in both Samos and Lesvos as the influx of refugees continues to increase. Through our year-round presence on the two islands we have been able to offer the essential emergency support needed to facilitate new arrivals:

- Distributing necessities such as food, water and energy bars on landing.
- Handing out and building tents for refugees.
- Working with our network to logistically prepare the equipment for the journey to camp.
- Introducing a waste management system in camp that empowers guests to take responsibility
- Providing the necessary support and information to the 1500 refugees leaving Samos for the mainland.

## CAMP 2 CAMPUS IMPACT

Camp2CampUs is the blueprint for a more effective, human and sustainable refugee camp that MOTG want to make the standard.

The key to this is getting the local “host” populations involved – so not all attention is going to the refugees. We encourage them to take part in all of the activities we carry out, from food distribution, to football training, to building new areas.

MOTGs CampUs is built on the following aims:

- Creating a community of inclusion, support and development, where refugees can feel a sense of belonging and purpose.
- Making sure locals also feel seen and heard.
- Treating the camp as a village full of residents and providing an environment that reflects this through its facilities, condition and atmosphere.
- Giving guests the platform to build a new life through education, access to new skills and a connected community.

This has a huge positive effect and makes sure everybody takes ownership of the camps and ensure they function well. It also means we reduce our operation cost substantially. A win win!

MOTG know that this self-sufficient system drives a far better guest experience. As discussed in our strategy we will continue this model in Samos and Lesvos with the aim of using its results to lobby other organisations to use as a refugee camp blueprint.

## COST EFFECTIVENESS

Our experience in our CampUs locations has proven it is a more community based and cheaper way to run a camp:

- Guests are more empowered to take care of their surroundings.
- Take part in cleaning and other tasks around camp.
- Feel a sense of ownership over their space.
- Using self-sufficient solar energy panels.
- Including local produce and labour.

All of this leads to smaller operational costs making Camp 2 CampUs both effective in price and livelihood.



*Kara Tepe, Lesvos.*

## KARA TEPE

Kara Tepe was the first CampUs model developed by MOTG alongside other NGOs. A community of 1500, the camp houses the more vulnerable refugees such as the elderly, sick and unaccompanied minors. MOTG has created a safe community with facilities to learn new skills, socialise and access to healthy food. As part of the summerisation process, MOTG provided solar panels to provide energy to the camp.

Although the situation remains difficult, we are committed to providing the necessary materials, facilities and support needed for the camp. MOTGs goal is to make Kara Tepe a healing environment where residents have the facilities to focus on their future.



*Olive Grove Camp, Lesvos.*

## OLIVE GROVE

The Olive Grove was an area outside the Moira Camp where refugees began to settle due to over crowdedness. Aware of the harsh conditions, MOTG began to implement the CampUs philosophy of Kara Tepe. MOTG acted urgently to secure funding to build a suitable community through donors and the adopt an Olive tree concept

Olive Grove residents now have access to facilities such as English classes, a digital learning lab and the giving food truck. The conditions are difficult but MOTG are committed to implementing our CampUs philosophy to continue to make this a safe and stimulating environment.



## REFUGEE 2 EMPLOYEE IMPACT

MOTG want to support refugees arriving in Europe all the way to their integration in a new host society. We know that one of the most effective ways to do this is through employment. This builds confidence and motivation as well as a greater sense of belonging in a new home.

At MOTG we put a lot of emphasis on the host community. For our Refugee 2 Employee initiatives we aim to include both refugees and locals in workshops and re-training. Not only does this increase skill-sharing and communities, it builds bridges between the 2 groups.

The core focus of the Refugee 2 Employee is to provide refugees with the tools, skills and opportunities to find a job in their new society.







*The Movement Hotel.*

## THE MOVEMENT HOTEL

The Movement Hotel has been one of our biggest and most ambitious projects to date. Developed in the grounds of the old Bijlmerbajes Prison, it became a space for refugees to find employment and gain new skills.

By turning the prison into a functioning hotel ran by asylum seekers, they were given new job opportunity in the hospitality industry. As well as this it was an introduction into the Dutch working culture.

The Movement Hotel highlights the power of entrepreneurship and established businesses in aiding the integration of refugees.

We had over 56 partners from Booking.com to Marriot group and TSH. By bringing big business into the process we have many benefits and they have a good project for their CSR policies.

# CLOSED MIND 2 OPEN MIND IMPACT

The refugee crisis is dominated by negative emotion and imagery, which is often driven by fear. MOTG believe that using open dialogue to share truths and experiences creates an inclusive space for discussion.

Our team comes from many different backgrounds and walks of life. As a collective we can empower change through sharing the MOTG story and vision to the world. Closed 2 Open Mind is all about projects that allow us to do this and influence new perceptions around refugees.

By giving refugees and their harrowing journeys a voice, we want to promote understanding and tolerance. MOTG give them this platform and in turn make the integration between guests and hosts more open.

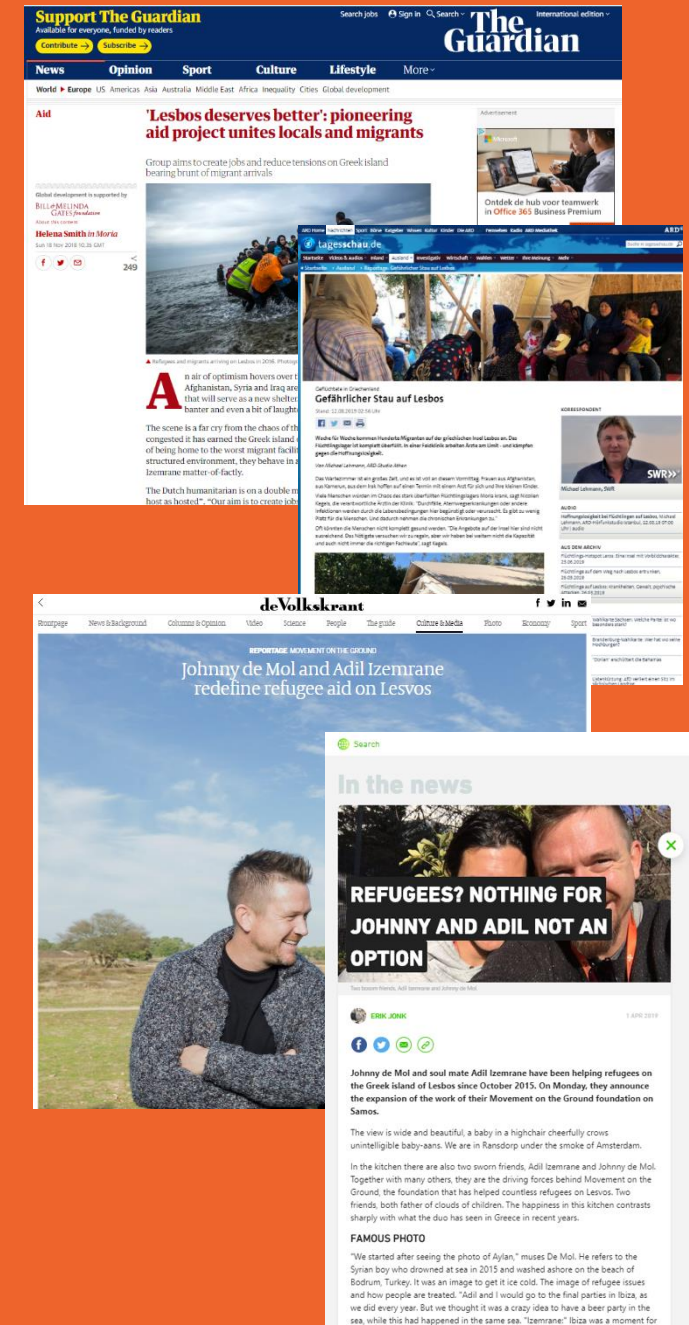
It is often as easy as asking the local community what they need and what they want and facilitating this.

***“The approach that has been so successful in a region still regarded as the frontline of the refugee drama that European officials would like to see it replicated elsewhere.”***

*‘Lesbos deserves better’: pioneering aid project unites locals and migrants’ –*

*The Guardian article on MOTG. Nov. 2018*

## MEDIA





**TED<sup>x</sup>**  
Züriberg

*Laura speaking at TEDx Zurich.*

## TEDx TALK

In September 2018, one of Movements co-founders Laura Jansen was featured on TedEx. Speaking in front of a crowd in Zurich, she told a compelling and inspiring story of MOTGs journey so far.

Living on the Island for 2 and a half years, Laura was at the foundation of our first projects. Already well established in the music industry she uses her large platform to share the missions and values of MOTG.

***"I want to remember that the individual makes up the crowd, no matter how big the crowd. And I want to help restore dignity, to people who have lost it. Because dignity is the first step to healing, and there is a lot of healing that needs to be done."***

*Laura Jansen, TEDxZuriberg*



## OLD 2 NEW IMPACT

Since our foundation, MOTG has grown to support and bring back humanity to countless refugees as well as influence the system they arrive into. However, without using our experience and knowledge to influence the future this would be for nothing.

Presentative planning is essential for managing a future refugee crisis more effectively. By providing training, crisis management and resources we can make sure that communities are prepared to activate in any situation.

MOTG aim to bring a fresh perspective to refugee crisis management through our solution driven entrepreneurial spirit. We believe that the system needs new perspectives and ideas, which we are committed to providing.

Old 2 New projects are based on bridging the gap between organisations and providing much needed communities with the support they need to adapt and manage change.

We see this old system just needs updating. We are doing this and proving it, now is the time to prove it so others feel confident to implement it.

In this way we can help all 71 million refugees and their hosts.





# CONCLUSION

Since 2015 MOTG have been committed to providing the needed support for refugees arriving in Europe.

However, as the crisis continues to deepen (increase of 3 million global refugees in 2019 alone):

- The need for MOTG Emergency Responses increases.
- Long term strategies for change become disrupted by urgent day-to-day actions.

The need for collaboration to bring about system change is more urgent than ever.



Through the development of our Camp 2 CampUs model, MOTG has proven there is a sustainable, dignified and effective solution to the facilitation and management of refugee camps. Our belief is that this can be the catalyst to influence the essential developments needed in the industry.

The following document has laid out our strategy in stimulating the CampUs model to a wider audience, while keeping focus on our ground projects and initiatives.

Through Impact, Scale and Change, MOTG will bring a positive future to refugees and their hosts across the globe. **We all deserve better.**



