



MOVEMENT
ON THE GROUND

20 ANNUAL
20 REPORT



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01 INTRODUCTION

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INTRODUCTION

What does it mean to be a refugee? In 2020, Movement On The Ground worked tirelessly to contribute to the changing perception of refugees in Greece and more broadly Europe. Following our “Camp to campus” philosophy, we continued implementing impactful humanitarian programs with and for people on the move to alleviate their dire living conditions and enable co-existence with their host communities.

Over the past five years, we have experienced our fair share of challenges and 2020 was no exception. In the beginning of the year, fascist groups demonstrated against the current political climate and refugee situation on the Greek islands. This was shortly followed by the onset of the COVID-19 pandemic, impacting camp residents, the local host community and our MOTG team. One of the largest challenges we had to overcome was the fires that destroyed Moria camp and our Olive Grove campUs, leaving us to make a difficult decision whether to continue our mission on Lesbos in a new, unknown, temporary camp. On Samos, next to COVID, residents also endured outbreaks of fire and a major earthquake.

Whilst challenges were present in 2020, we can also reflect back on many moments of great hope and positivity. There was our Camp NL campaign in April that raised over €250,000 for more dignified housing in the Olive Groves. We saw

an overwhelming amount of support and contributions from our MOTG community during and after the fires. We became stronger and more connected as a growing team and we started a new project in Athens, establishing homes for unaccompanied minors together with The HOME Project.

One constant throughout 2020, was the amount of support we received both as an organisation and for the communities we work with and for. From volunteers and coordinators to partners and donors, we can't thank you all enough.

2020 had its ups and downs – only to be expected in the landscape in which we are working – but one thing remains the same moving in 2021, the drive and determination to continue pushing for a more sustainable and dignified future for the reception of refugees. We remain spirited and hopeful with and for the communities we work with on Lesbos, Samos, Chios and Athens, and for the communities we plan to serve in the future.



02 ABOUT THIS REPORT

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ABOUT THIS REPORT

Movement On The Ground hereby presents the Annual Report for 2020. The following report provides a comprehensive account for our role within the humanitarian sector and our activities from start to finish in 2020. Furthermore, the report contains information about our income and expenditures, various fundraising activities, programs, governance, finance, integrity and sustainability as an organisation.

This report is an essential piece of documentation that provides transparency and ensures we maintain an open dialogue with all of our relevant stakeholders. We wish you pleasant reading.



03 MOVEMENT ON THE GROUND

03

MOVEMENT ON THE GROUND

Mission: “To enable human relief, cultivate solutions and drive sustainable change with and for refugees and their host communities.”

Movement On The Ground is an organisation responding to the humanitarian crisis affecting the innocent men, women and children forced from their homes due to climate change, poverty and war.

With a fixed presence on the Greek islands of Lesbos and Samos, Chios and in Athens, the organisation supports refugees and their host communities by fulfilling unaddressed needs with human-centred programs and solutions. At the core of the Movement On The Ground mission is the ‘Camp to campUs’ philosophy, the process of transforming refugee hotspots into safe, healing and dignified environments. Places where refugees feel empowered and included in the running of services and projects. Where both host and hosted community can feel included, valued and connected.

OBJECTIVES

The key objectives of Movement On The Ground are to:

- Transform refugee hotspots into safe, inclusive, enabling and healing refugee communities.
- Support all individuals and communities impacted by the ongoing migration situation in Europe, as well as all directly or indirectly connected or with general interest with the situation at hand.

MOTG seeks to realise this objective by:

- Taking an integrated, holistic and pragmatic approach to support and enable the empowerment of refugees and their host communities.
- Providing material and immaterial support to people in distress.
- Protecting and contributing to local economies and the environment.
- Raising awareness locally and internationally about the situation.
- Engaging and activating people to become involved.
- Advocating for sustainable solutions for the current migration situation in Europe.
- Building bridges between local communities and hosted population groups.



The above-mentioned objectives and mission statement serve the general interest of those impacted (directly and indirectly) by the migration situation. Movement On The Ground is a non-profit organisation and does not have the objective to make profits with its charitable activities.

Movement On The Ground is a Non-Governmental-Organisation (NGO) with an ANBI (Algemeen Nut Beogende Insetlling) status located in the Netherlands with a fixed presence in Greece.

Vision: “A world where there is dignity and humanity for people on the move.”

Our vision as an organisation is to eventually no longer be needed. We believe in a world where people who are forced from their homes – for reasons beyond their control – have the freedom to choose another place to call home. Until this is the case we will continue to do all within our power to ensure people on the move are living in a safe, dignified and healing environment, no matter the point in their journey. We will continue our collaborative efforts with interested corporations, charities, refugees, locals, volunteers and donors to ensure we can realise this. We will continue to advocate for the rights of people forced from their homes and ensure our Camp to campUs philosophy becomes the global standard across refugee camps.

VALUES OF OUR ORGANISATION

The following are values that Movement On The Ground consider fundamental. They play a key role in our decision making, integrity, partnerships, fundraising as well as our internal and external communications:

- These are the values that Movement on The Ground considers fundamental:
- **HUMAN-CENTRED:** We always put people at the core of our decision making. We have a ground up approach.
- **BOLD:** We see solutions and dare to challenge the status quo.
- **HANDS-ON:** With a proactive, anywhere and anyhow mindset.
- **HUMBLE:** We approach people, situations and circumstances with kindness, dignity and respect.
- **BRIDGE BUILDING:** Between people and communities.



HOW WE STARTED

Movement On The Ground was founded by a group of independent business people and creatives, each in their own way touched by the European migrant crisis in late 2015 and called to action. Whether it was the national debate about the impact of the crisis in The Netherlands, the immediate response of the arrival of refugees at Amsterdam Central Station, or the first hand experience of visiting Lesbos, all five founders felt compelled by the crisis to do and give more.

Through social media, the five founders were able to connect and build relationships with the goal of ensuring safe passage for new arrivals on Lesbos.

Consequently, the networks of the founders ignited due to the visible and urgent needs of refugees, meaning the founders were able to start supplying a direct response. The simple act of giving inspired the founders to think bigger. Together the five returned to Lesbos, with the aim to have continued a presence with and for people on the move during the upcoming winter.

In November 2015, the collective were able to donate much needed items to help winter proof “Oxy camp”, at that moment one of Europe’s largest transit camps – donating lights, heaters, tents, crowd management assets as well as items to support the medical and search and rescue teams on the coast. The jewel in the crown for the winter proofing of Oxy camp was the donation of an industrial grade food truck, which was able to provide hot meals to thousands of cold and tired new arrivals.

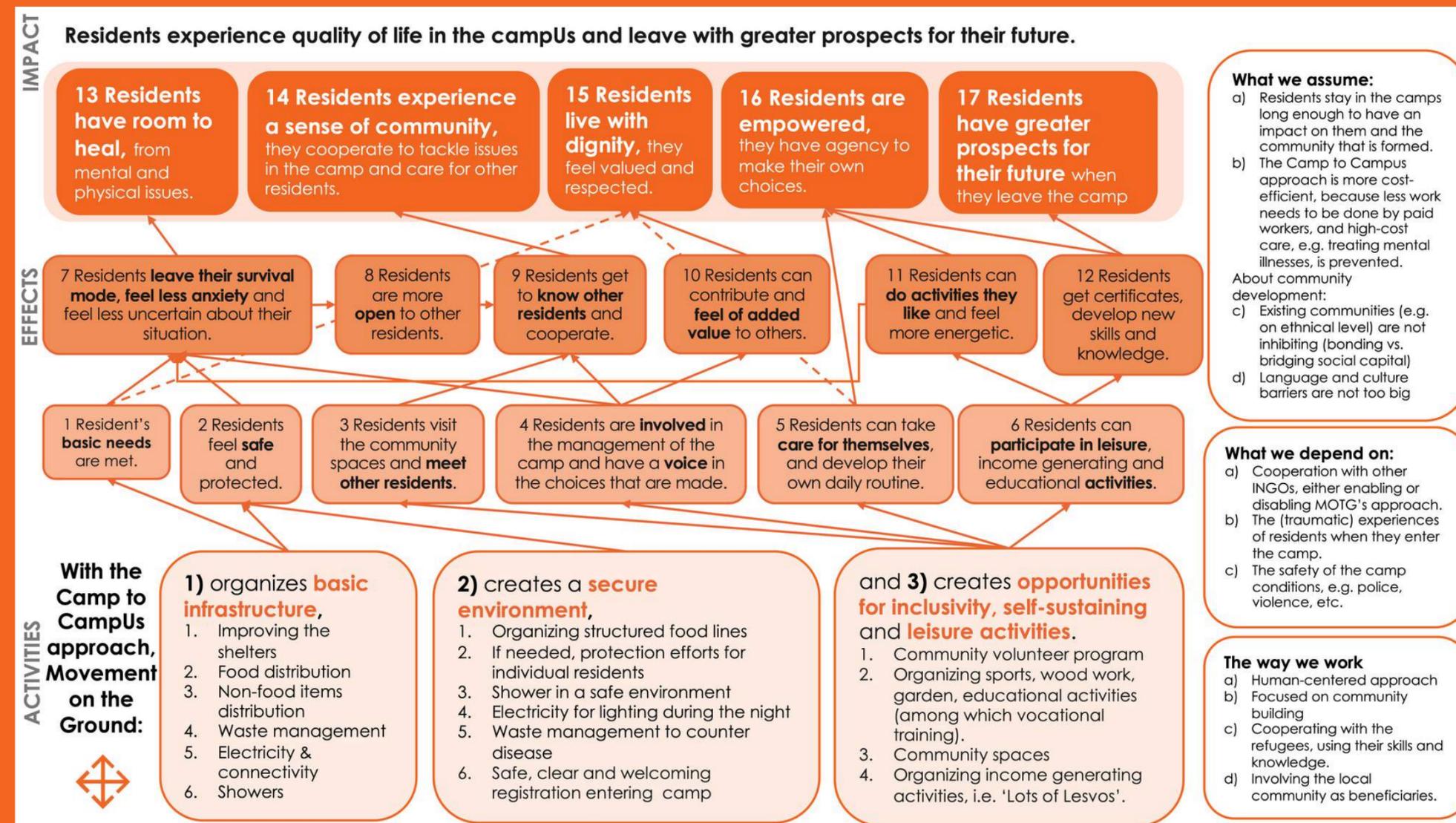
With these successes in mind, the founders decided from 2016 and beyond, to maintain this momentum through a fixed presence on Lesbos. It was then that Movement On The Ground was officially founded. From 2016 to 2020, Movement On The Ground has been able to expand the Camp to campUs philosophy beyond the transit camps of Lesbos and into Kara Tepe Hospitality Centre, Moria Camp (then), RIC Lesbos (now), Vathy camp on Samos and in the form of shelters for unaccompanied minors in Athens.

Movement On The Ground has also ensured the development of strong connections with the local host community, who have consequently found themselves impacted by the influx of new arrivals. Furthermore, generating awareness and influencing public and political perception about the European migration crisis has been an important pillar of the organisation, which has continued throughout 2020.



THEORY OF CHANGE

MOTG took significant steps to build a new Theory of Change that is more reflective of the organisation's work on the ground. This new and more extensive Theory of Change was developed together with Avance Impact – an advisory firm specialised in measuring impact of NGOs and social enterprises. Together, MOTG and Avance Impact organised various workshops to ensure the new Theory of Change would incorporate our values, our stand positioning, and would reflect the different activities MOTG runs across the different locations. MOTG expects the Theory of Change to be finalised in Q1 of 2021. The new Theory of Change will also form the basis of a Monitoring Framework that will help MOTG to measure its impact more thoroughly.



GLOBAL OFFICES

Office Amsterdam: (visitors address)
Stichting Movement On The Ground
Aambeeldstraat 34
1021 KB Amsterdam, The Netherlands

Office Lesvos:
Movement On The Ground Hellas
Kornarou 4, 81100 Mytilini
Lesvos, Greece

Office Samos:
Dreamview Apartments, 83100 Kedros
Samos, Greece

Office Athens:
Cheiden 31
10434 Athens

04 ORGANISATION & GOVERNANCE

04

ORGANISATION & GOVERNANCE

THE BOARD

The Board Members are the following:
C.D. MacGregor, [Chairman of the board];
J.C. de Mol, [board member];
D.C. Ingham, [board member].

Together they are referred to as the “Board” and individually as “Board Members”.

Our board has at all times a minimum of three members. A decision can only be taken by a majority of the Board. The Board Members, and thus Movement On The Ground, operates independently from the donors and/or beneficiaries of the Organisation[NM].

The Board Members are not entitled to a remuneration from the Organisation in respect of fulfilling his/her duty as a Board Member, except for a refund of out-of-pocket expenses necessarily incurred in fulfilling their obligations as a Board Member as long as these are reasonable and non-excessive.

Charlie MacGregor is founder and CEO of The Student Hotel, a company with strong core values. Dylan Ingham has over 25 years of experience crafting communications for some of the most respected brands. Johnny de Mol is a Dutch actor and presenter. He has been active most of his life with charitable endeavours.

The Board meets together on a monthly basis to discuss the activities and direction of the organisation. Weekly updates are sent to the board regarding the contextual situation on the ground as well as of our projects.

Though still officially a part of the board in 2020, Johnny de Mol decided at the end of the year to take a step back, and leave the board. We would like to thank Johnny for his support and involvement at Movement on the Ground, and wish him the best of luck with his future endeavours. As a result of this there is an open position in the Board that needs to still be filled.

Besides the Board Members, Movement On The Ground has two other founders:
Laura Jansen and Adil Izemrane.

Laura Jansen is an award-winning Dutch/American singer songwriter. Her own music has taken her around the world. In May 2020, Laura made the decision to step down from her remaining activities within Movement On The Ground. We wish her the best of luck with her future endeavours.

Adil Izemrane is a former real estate developer who has founded and been involved in several companies and initiatives. He assumes the position of Head of Mission in Movement On The Ground.



OFFICE STAFF

The Office Staff members in 2019 are as follows:

- Adil Izemrane
- Antoine Tannous
- Carolien Geurts van Kessel
- Dasilvian Nooitmeer
- Eleni Theodorou
- Filippos Zisopoulos
- Gosia Klein
- Jacquélien Bunt
- Kia Mikkonen
- Lonneke Noteboom
- Nathalie Meier
- Pauline Landa
- Stephanie Rueb-Fairbank

In 2020, the Movement On The Ground Amsterdam team consciously grew in terms of team members and went through an internal restructure of governance. In January 2020, Pauline Landa joined the team as the Head of Office, Jacquélien Bunt as Head of Impact and Gosia Klein assumed the position of Financial Controller. In April 2020, Gosia unfortunately left the team to fulfil a new position in Mali for another humanitarian organisation. In the same month, long-term employee and program coordinator Stephanie Rueb-Fairbank decided to leave the organisation in order to move to the UK. In May 2020, Filippos Zisopoulos made the decision to leave Movement On The Ground. In June 2020, after a year of volunteering with the organisation, Carolien Geurts van Kessel joined the Amsterdam team as the Volunteer Coordinator. In July 2020, Eleni Theodorou also made the decision to leave. In the same month, we welcomed Lonneke Noteboom as Program Coordinator. In September 2020, we welcomed the latest additions to the Movement On The Ground Amsterdam team with Dasilvian Nooitmeer as Financial Controller, Antoine Tannous as Social Media and Content Creator and Kia Mikkonen as Volunteer Manager and HR Support.

Throughout 2020 the Amsterdam team members were supported by many motivated volunteers, who worked on a variety of specific projects in the organisation.

GROUND STAFF

The Ground Staff members (across both Lesvos, Samos and Athens) in 2020 are as follows:

- Ali Shams Eddin
- Anna Mouka
- Anne Kolstee
- Anne Lokman
- Anne-Sophie Morel
- Bardis Panagiotis
- Beatrice Azzani
- Chloé Soto
- Christos Tentolouris
- Emily Featherstone
- Eric Verhaar
- Fabienne Wijnen
- Herman van der Hel
- Ignatios Kouvalakis
- Kane Daniell
- Konstantina Vougioukalou
- Mahamadou Tunkara
- Maria Casini
- Martijn van Ommen
- Mohammad Khalaf
- Noah Poole
- Rosa Duran
- Saskia Benckhuijsen
- Silke Arets
- Stiene Hoefnagel
- Stratos Stampoulis
- Tawab Khairkhaw
- Tirza van der Linden
- Vasilis Stavrinou

As was the case with the Amsterdam team, the ground team has also grown similarly in 2020 with an increase from seven staff members in 2019 to 30 staff members.



GOVERNANCE STRUCTURE

The organisational structure of Movement On The Ground is as follows: The Board has made job descriptions for the Head of Mission, Head of Office, Head of Impact, Marketing and Communications Manager, Financial Controller, Program Coordinator, Volunteer Coordinator, Volunteer Manager and HR Support, and Social Media and Content Creator. All staff members will perform their jobs conforming to their job descriptions and the Code of Conduct. The Board will perform an annual performance review for the Head of Mission to make sure that they are performing their duties in an independent and ethical manner.

VOLUNTEERS

In 2020, Movement On The Ground had a total of 118 visiting volunteers join the Lesvos team. On Samos, 27 visiting volunteers joined the team in the course of the year. Altogether in 2020, 145 visiting volunteers travelled to Greece to support Movement On The Ground's mission. The visiting volunteers were of varying nationalities including: American, Belarusian, Belgian, British, Canadian, Czech, Danish, Dutch, French, German, Greek, Indian, Irish, Italian, Norwegian, Singaporean, Spanish, Swiss, Syrian and Polish.

In addition there were 19 volunteers supporting the Amsterdam team in the Netherlands. 2020 has been a year of unprecedented challenges due to the Covid-19 pandemic. This, naturally, impacted the Visiting Volunteer program. All Movement On The Ground volunteers followed strict and regularly updated Covid-19 protocols to minimise the spread of the virus. The protocols include; travel and quarantine measures, testing measures, personal hygiene, social distancing and personal protective equipment. Some volunteers had to cancel their trip due to COVID-19.

Volunteers do not receive any financial remuneration for their time and dedication with our organisation. Requirements to be accepted as a volunteer include; be 21 or over, financially independent and are asked to commit to a minimum of four weeks of volunteer work. The coordinator on the ground schedules the volunteers for projects and activities. In the field the volunteers attend a weekly 'Sharing Circle' where they come together as a team and discuss relevant topics of the week. Volunteers also gather together for bi-weekly 'Feedback Sessions' where they can share both positive feedback as well as areas of improvement with the team. Finally, once the volunteer has left Lesvos or Samos, a digital evaluation form is sent to them to give their feedback on the time they spent with us. During our weekly Visiting Volunteer Update meeting, we discuss these evaluation forms and follow up accordingly.





DIVERSITY

We as Movement On The Ground strive for a diverse and inclusive workplace for everyone. Diversity means that we have team members representing more than one national origin, gender, religion, age, culture, sexual orientations and other characteristics that make our employees unique. Inclusion means that we create a collaborative work environment where we communicate in a respectful way. Creating a safe workplace like this is the responsibility of everyone!

VOLUNTEER MANAGEMENT

Volunteers who want to join Movement On The Ground fill out an application form on our website. After the written application is processed, the Volunteer Coordinator organises a phone call with them. The aim of this call is to assess their fit to the volunteer team and to have the opportunity to ask any relevant questions they may have in relation to the volunteer work they will do on Lesbos or Samos. After a call with the Volunteer Coordinator, the volunteers also have a call with the Visiting Volunteer Coordinator on Lesbos or Samos, depending on which island they are applying to go to. Once they have been accepted to volunteer with us, they are added to our Volunteer App. On the App they will have access to; manuals, handbooks, code of conduct, documents and articles. Volunteers are also required to sign our volunteer agreement and code of conduct, as well as to hand in a Proof of Clean Criminal Record. These measures are taken to ensure a proper conduct of volunteers once in the field. Next to this, volunteers are also asked to start a fundraiser and generate awareness of the work they are taking part in before, during and after their volunteering. Starting a fundraiser is not mandatory and the Volunteer Manager supports volunteers in starting this by providing them with an informational toolkit, a fundraising platform as well as being a contact point for any questions or guidance.

Requirements to be accepted as a volunteer include; be 21 or over, financially independent and are asked to commit to a minimum of four weeks of volunteer work. The coordinator on the ground schedules the volunteers for projects and activities. In the field the volunteers attend a weekly 'Sharing Circle' where they come together as a team and discuss relevant topics of the week. Volunteers also gather together for bi-weekly 'Feedback Sessions' where they can share both positive feedback as well as areas of improvement with the team. Finally, once the volunteer has left Lesvos or Samos, a digital evaluation form is sent to them to give their feedback on the time they spent with us. During our weekly Visiting Volunteer Update meeting, we discuss these evaluation forms and follow up accordingly.

MARKETING & COMMUNICATION

At Movement On The Ground, we have a clear vision on how we see the future of refugee hospitality globally. Through our Camp to campUs philosophy, we believe we can transform refugee camps into safe, healing and dignified environments where people on the move can continue to develop their skills and talents, be involved in the operations of their living environment and feel connected to their host community.

We believe we can contribute to a sustainable solution for people on the move and their host communities. Our Marketing and Communications team is therefore responsible for generating awareness about WHO Movement On The Ground is, WHY we exist, HOW we work and WHAT we do. In 2020, we saw a considerable growth in our online following and engagement, furthermore our newsletter subscribers and media mentions. This growth meant we were able to reach more people across the Netherlands and wider Europe with our mission and insights into the current situation in Greece.

Online Presence

Movement On The Ground understands that new media including social communities is a vital form of communication in this technological age. We use it as a way to inform our network, to connect people to our mission and projects, to share stories of people on the move in order to influence public opinion and as a platform to ask for donations. We manage our online communication from the office in Amsterdam, with support and assistance from our ground staff, photographers and videographers.



Newsletter

Our newsletter is an important piece of communications that provides insights into work on the Greek islands of Lesbos, Samos and in Athens. Distributed on a quarterly basis, the newsletter consists of information about our most recent projects in the locations in which we work, a general update about the situation on the ground, relevant fundraising and/or campaign updates, an inspiring story from a resident or volunteers and a call to action. In 2020, 7,396 people subscribed to receive our newsletter. This was a 566% increase from the previous year.

Facebook

In 2020, the number of followers increased organically by 3,815, reaching 17,002 followers on the Movement On The Ground page. This is an increase of 28,93% since 2019. This has grown organically (we do not pay to boost any post or promote our page). Our best performing post of 2020 reached 51,800 users on September 9th 2020, the day of the Moria camp fire.

Facebook Page reach ⓘ

438,429 ↑ 139.7%



Facebook Page reach ⓘ

37 — 58.2K Facebook Page reach



Instagram

2020 marked the fourth year of use on Instagram, where we were able to reach a milestone of 15,650 followers organically, increasing our follower count by 5,600 from 2019. Combining projects, human stories and activities using both posts and stories, resulted in a reach of 88,843 users by the end of the year.

Instagram reach ⓘ

79,010 ↑ 205%



Instagram reach ⓘ

79,010 ↑ 205%

9 Sep 2020
— 15K Instagram reach



LinkedIn

Our LinkedIn audience differs from our other social networking platforms. LinkedIn is more actively being used to reach entrepreneurs and companies for potential collaborations. We were mostly followed and viewed by a majority of Business Developers and Community Service groups. By the end of the year, we had a following of 2,212 users. A considerable increase of approximately 1,000 follows from 2019.



Website

Across 2020, we were able to actively use our website. The platform proved an important tool to generate funds, share stories from the ground and outline the development and implementation of new projects. On average, the website attracted 1,500 users per month. In 2020, we were able to generate €595,222 of donations through our website, allocated towards our emergency response on the Greek islands.

Kentaa

In 2020, we introduced an additional fundraising platform to our website called Kentaa. This platform enables the public to start their own fundraising action for Movement On The Ground. We specifically trialled the platform for use by our volunteers and in 2020, the Kentaa platform generated €42,824.50 of funds.

Campaigns

In 2020, Movement On The Ground ran four awareness and/or fundraising campaigns.

KONINGSNACHT 2020: #CAMPNL: This King's Night campaign was created in partnership with the Transfourmers, an initiative of Dutch organisations 4M, Arise and Muskathlon. The concept was for people to sleep outside in a tent on King's Night so residents living in the Olive Groves outside of Moria camp could live in a safe and dignified tent. As part of our King's Night promotion, a total of €230,087 was collected to build and manage the infrastructure and tents in a new zone in the Olive Groves, accommodating another 2000 inhabitants. As we were able to exceed our target, a portion of the funds were also used for emergency response to a fire outbreak in Vathy camp on Samos.

SUMMERISATION 2020: In the summer of 2020, we wanted to ensure the SAFETY and WELLBEING of 5,000 unequipped men, women and children living in the Olive Groves outside of Moria camp. For that, we were able to raise:

- €19,358.72 for 'Sun protection family packs'
- €16,769.22 for 'Cooling and protection tent packs'
- €3000 for 'Community shelter packs for sun safety'

DONATE FOR DIGNITY: After the devastating fires that destroyed Moria camp and the surrounding Olive Grove camps, Movement On The Ground started the Donate for Dignity appeal to help raise emergency funds for the 13,000 children, women and men who were forced to sleep on the streets after the fire. Through this appeal we were able to raise €150,000 for emergency response on the streets and the initial dignification of the new temporary RIC Lesvos.

#PROMISETOO: In commemoration of five years of Movement On The Ground, and in the lead up to the New Year 2021, we made five promises towards the communities we work with and for. Promises that can eventually determine our course of action in 2021. We also invited our friends, partners, volunteers, donors and followers to make a New Year's promise to(o)! Until midnight the 31st December 2020 we were able to collect many real, achievable and inspiring promises, raising more awareness of the needs of people on the move

Media

Movement On The Ground was featured in the following media outlets in 2020: Vrij Nederland, De Stentor, De Wereld Draait Door, De Volkskrant, AD, RTL Nieuws, The Guardian, Walk of Shame, Politika Lesvos, Radio Monte Carlo, Al Arabi TV, Deutsche Welle, NRC, De Trouw, ND, Linda.nl, One World plus more.



05 WHERE WE WORK

05

WHERE WE WORK

THE NETHERLANDS

At the start of 2020, the Movement On The Ground team moved into a new office in Amsterdam North. However, due to the COVID-19 pandemic, the Amsterdam team worked mostly from home. In comparison with 2019, Movement On The Ground's meetings, activities and events took place online.

LESVOS, GREECE

At the start of 2020, Movement On The Ground was active in two refugee camps and internally, we refer to three different places of work: Kara Tepe Hospitality Centre, camp Moria (Europe's largest refugee camp) and the Olive Grove campUs surrounding camp Moria.

In September, a fire destroyed camp Moria and our Olive Grove campUs. As a result, a new, temporary Reception and Identification Centre was built, where Movement On The Ground now runs activities.

The Olive Grove campUs, as the name suggests, was an Olive Grove outside the walls of Moria camp. Due to the severe overcrowding, many people settled with summer tents and makeshift shelters in this area. Movement On The Ground became active in the Olive Groves in 2018 and rented land from the local farmers in order to implement the Camp to campUs philosophy. In 2020, Movement On The Ground was hosting 4,000 residents in four zones ensuring more humane living conditions were met. Due to the fires of camp Moria, our Olive Grove campUs was destroyed.

Kara Tepe Hospitality Centre is located a few kilometres away from the former Olive Grove campUs and is situated next to the new RIC Lesvos. Kara Tepe houses the most vulnerable cases on the island including; families with young children, people with disabilities and the elderly. Kara Tepe actively implements our Camp to campUs philosophy.

RIC Lesvos is the new temporary facility that was built in response to the destruction of Moria camp. The camp has the capacity to house 10,000 residents (in a tent) and at the end of 2020 approximately 7,000 residents resided here. Movement On The Ground is working in this location to implement programs and services in line with our Camp to campUs philosophy.

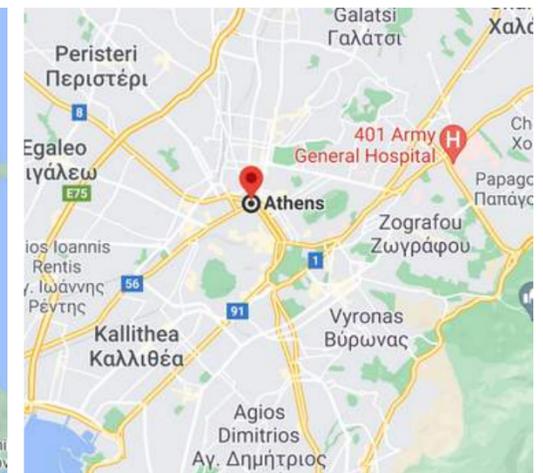
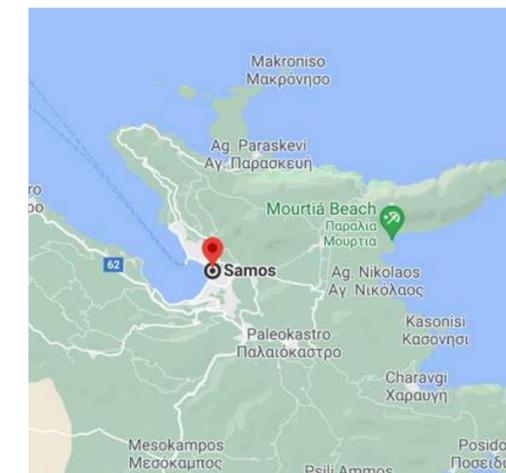
SAMOS, GREECE

As of April of 2019, we officially expanded our mission to Vathy camp on Samos. After visiting the island several times from the end of 2018 and into 2019, we

identified the need to develop constructive and sustainable solutions here.

ATHENS, GREECE

In the summer of 2020, we started our first official project in Athens. In an effort to provide more safe and enabling environments for vulnerable unaccompanied minor refugees in Greece, Movement On The Ground and The HOME Project partnered to open three new shelters in Athens. By the end of 2020, we completed our first two homes, one for unaccompanied minors girls and minor mothers with their children and one for unaccompanied minor boys.



06 OUR ACTIVITIES

06

OUR ACTIVITIES

Movement On The Ground implements a variety of activities across Lesvos and Samos. Together, these activities contribute towards transforming a Camp into a campUs. The purpose of this section is to outline what Movement On The Ground's Camp to campUs philosophy entails, to provide an overview of the most important activities that fall under this philosophy and to highlight specific activities for each of the locations Movement On The Ground is active.



Community engagement

The Camp to campUs philosophy most importantly engages the refugee population. This is based on the fact that refugees – or better referred to as residents – should be actively involved in the daily operations of the campUs. From the very first activities of MOTG in 2015, residents approached the organisation to become involved and take part in the building of a campUs. By giving residents control over their living environment, they feel empowered and can use their time, knowledge, and skills to better the community. The immediate consequence of this is that the community feels more responsible for their living environment and will therefore treat it with care.

From camp to campUs

The Camp to campUs philosophy outlines the process of transforming refugee hotspots into communities that are safe, sustainable, healing and enabling. A campUs provides:

- An active community that feels empowered and treats their environment with respect and care
- Engaging programs including; waste management, sports, gardening, education and vocational training
- Adequate infrastructure including; dignified shelter, electricity provision, Hygiene wash facilities, Wi-Fi, recreational areas





The community also looks out for each other, checks in during food distributions, repairs broken tents for each other, which all improves the feeling of safety and security on the camps. Through a more inclusive environment and by unlocking the potential of residents, costs of maintenance and repairs are reduced as residents take better care of their environment and there is more harmony and production rather than conflict and damage.

“I started with Movement On The Ground because I was an electrical power engineer in the automation field. I had the right experience to work with the electricity team in Kara Tepe. I thought with my knowledge I can really help Movement On The Ground to serve others.” *MOTG Community Volunteer*

In 2020, MOTG worked with over 300 community volunteers across its locations, where the community takes up roles in construction, food distribution, translating, teaching, cleaning and sports.

Engaging programs and adequate infrastructure

Page 28 through to 40 provides an overview of the various activities that Movement On The Ground ran throughout 2020. Most of these activities are further detailed below, grouped per location.

LESVOS, GREECE

Sports Program

The sports program enables participants to learn valuable life skills that do not only bring communities closer together, they also help prepare for successful integration. Values such as respect, humility, accepting differences, teamwork, dedication, and accepting each other are at the core of the sports program. The sports program is also a source for empowerment and employment. The MOTG sports team consists of local Greeks, campUs residents, and of former campUs residents that have received their Greek asylum status.

The covid-19 pandemic caused some disruptions to the sports program. For some weeks the children were not able to participate in the FutbolNet sessions (the program MOTG runs in partnership with the FC Barcelona Foundation) as Spanos - the main sports field - had to close for a period of time. In addition, the FutbolNet sessions with Greek children from a local school in Moria village were put on hold because of national restrictions. To avoid the sports program being on hold for a long period of time, MOTG arranged with camp management of Kara Tepe that the FutbolNet sessions for children residing in Kara Tepe could take place inside the camp. Throughout the pandemic, an average of 120 children from Kara Tepe participated each week.

When the new camp - RIC Lesvos - was built, MOTG took up the responsibility to construct a sports field on top of the hill in the camp. This was done together with the Johan Cruyff Foundation, with funding from the Dutch Postcode Lottery.

At the end of 2020, the concrete base of the two fields (basketball and football) was prepared with a Greek contractor, ready to be finalised with official material coming from The Netherlands early 2021. Despite the field not being fully ready yet, it was already used by a large group of RIC Lesvos residents (young and old) and by MOTG's sport coaches to run the FutbolNet sessions.





The Movement Academy

MOTG believes that a CampUs is a place where residents are recognised for their existing skills and experiences, a place where residents can further strengthen their skills and experiences, and a place where residents can acquire new skills and experiences.

As such, spending time on CampUs can support the transition from 'refugee to employee'. MOTG started the Movement Academy to offer the right tools and accreditation to facilitate this transition and prepare residents for integration into the European job markets.

In 2020, MOTG, with the support of Nyenrode Business University, looked at its existing educational activities on campUs (such as the Digital Learning Labs, the SkillsBuild platform and basic English) and came up with a plan to expand the offering of the Movement Academy. The aim of the Academy is to offer customised learning experiences to each community volunteer, depending on their individual dreams and ambitions; whether that is becoming the next campUs Director, an employee of a European corporate, a tailor, a gardener or an entrepreneur.

Looking ahead to 2021, the Movement Academy will start offering additional language courses, more vocational training and will broaden its range of partners to ensure there is weight to the Academy's accreditation.

Shower Project

MOTG believes that everyone deserves to wash him or herself with warm and clean water. Up until mid-December, however, residents in RIC Lesvos had to wash themselves either in the cold, salty sea (which can lead to dangerous situations), or in a cubicle with a cold bucket of water. MOTG addressed the need for warm water showers by implementing warm water showers, together with Watershed and IRC. A total of three shower units were installed, with 24 showers for women, and 12 for men. MOTG distributed shower tickets to everyone in the camp, and a group of community volunteers received training on the maintenance and servicing of the shower units.



Food Lines

In refugee camps, residents typically line up to receive their food. This tends to mean long waiting times leading to distress and incidents. MOTG developed a new method for food distribution which we successfully implemented in the Olive Groves of camp Moria and later on introduced in the new camp RIC Lesvos. The structure is simple: each tent receives a food card, stating the amount of food that can be collected at one of the distribution points. The collector of the food also gets it on behalf of the other people in their tent, which means less people in the queue. Consequently, waiting lines and waiting times are significantly reduced, making the distribution of food much more dignified and humane. Within the four foodlines constructed and managed by MOTG in RIC Lesvos, people typically receive their food within 30 minutes. To compare, the waiting times in camp Moria were around three hours. MOTG foodlines are co-run by our community volunteers in collaboration with the catering company and site management, further increasing the sense of community within the camp. On average 6,708 meals are distributed each day, to an average of 1,119 people (tent representatives).





Shelter Provision - The Olive Groves

Until the devastating fire in September, MOTG was responsible for shelter provision and – allocation in zone 6, 8 and 9 of the Olive Groves surrounding Moria camp. In these zones, MOTG constructed terraces from gravel, upon which 269 dignified tents were positioned. Each tent had flooring and tarps, and was put on pallets to elevate it from the ground and prevent flooding on rainy days. In the shelter allocation process, MOTG paid specific attention to vulnerable persons and persons at risk. A dedicated Protection Coordinator ensured these persons received the support and (legal and health) services they required.

Recycling

In Kara Tepe camp on Lesbos, MOTG set up a plastic recycling program including educational workshops for the residents of the camp. This enabled the whole resident population of Kara Tepe to start recycling plastic, and gain more environmental awareness, reducing 70% of the regular waste.

Furthermore, MOTG partnered with the Dutch company Aqua+ to grow the recycling possibilities in the new RIC Lesbos camp. Thanks to Aqua+, MOTG was able to purchase 60 large containers that would be dedicated to the collection of recyclable waste.

Electricity and Safety Lights

Electricity is a basic need; it enables light to read, socialise and feel safe. It provides a connection to the world as it allows you to charge your phone. It also enables the use of a heater in winter and a fan in summer. Finally, the mere provision of light reduces robbery, incidents and criminality, thereby increasing safety on campUs.

For these reasons it is not a surprise that electricity and light are central elements of MOTG's Camp to campUs philosophy and activities. All of the work in electricity and light, from implementation up until maintenance and repairs, and across the different locations, is done by a skilled team of community volunteers.

In the Olive Groves, MOTG maintained an independent electricity grid consisting of three diesel generators and cabling to 269 tents providing energy to all households so that they each had light, charging stations and a heater or fan – depending on the season. In addition, safety lights were installed throughout the Olive Groves. In Kara Tepe, MOTG installed and maintained an independent sustainable electricity grid consisting of 12 off-grid solar stations. Over four kilometres of electricity cable was put in the ground and 210 isoboxes were provided with a fuse box to connect them to the grid. In RIC Lesbos, the team of community volunteers was responsible for the maintenance of all the generators and the general functioning of the grid in the camp.

Waste Management

In the Olive Groves (before the fire in September 2020), MOTG collected 230,000kg of waste every month with support of some 70 residents. The local garbage company would collect the waste on a daily basis; an activity mainly funded by MOTG. As a result, the 'walls' of garbage in the Olive Groves disappeared, litter reduced, and residents were encouraged to collect waste in newly installed bins next to their shelter.

When MOTG became active in the new camp on Lesvos, one of the first things the team picked up again was waste management. Six days per week, a group of 130 community volunteers collect both regular waste (140 bags/day) and recyclable waste (30 bags/day).

In addition, MOTG distributes both regular and recyclable garbage bags to each household, enabling them to collect and separate their daily waste. The waste management team also educates households on how to separate their waste.



Hospitainer

With the COVID-19 pandemic spreading throughout Europe, the need for additional health facilities on Lesvos was identified. MOTG was asked to support in building up a hospitainer close to Moria camp. This was done with a group of community volunteers and various other actors. Unfortunately the hospitainer was partially damaged during the fires in September.

Emergency Support

After the devastating fires that burnt Moria camp and the surrounding Olive Groves to the ground, MOTG worked alongside other actors to provide much needed emergency support to the displaced camp population sleeping on the streets. A distribution of hygiene kits, power banks, tarps and sleeping bags was set up, with support coming from a wide range of partners and individuals. In addition, the team immediately started implementing core elements of the Camp to campUs philosophy, being garbage collection and food distributions. Soon after the fires, MOTG helped to construct the new camp by putting up tents, installing lights, building food distribution points, shower facilities and a sports field (as described in other paragraphs of this section).

MOTG's other activities on Lesvos, continuing from 2019 into 2020

Numerous non-food-item distributions were done throughout the year, including distributions of thermo clothing, shoes, power banks, food packages and tarps. The clothing shop in Kara Tepe ran throughout the year, offering residents of the camp an opportunity to shop for clothing. Furthermore, new arrivals and families with scabies received clothing packs from the shop. There were continuous community activities in the Yurt of Kara Tepe, amongst which a cinema for children. The wood workshop container was moved from the Olive Groves into RIC Lesvos and became operational again after some repairs. MOTG continues to run its SPACES program for children with special needs.

SAMOS, GREECE

Over the course of 2020, MOTG significantly expanded its activities on Samos. Our work focused on the outskirts of Vathy camp, the area where the majority of the refugees (between 7000 at the start of 2020 and 3000 at the end of 2020) reside in self-made structures.

Unaccompanied Minors Support

MOTG started offering support to a number of unaccompanied minors living in the outskirts. The team undertook daily check-ins with the most vulnerable 15 minors, and every other day check-ins with another 30 minors. When needed, the team would make referrals to the lawyer for their asylum procedures, to a school to ensure they could attend classes, and provide the necessary materials such as tarps, pallets, clothing and hygiene items. For 5 minors MOTG started court cases at the European Court for Humanitarian Rights to request for interim measures, which led to relocation of the minors to a safe shelter. Besides that, MOTG started a number of procedures for family reunification, of which most were successful. In September, all remaining unaccompanied minors on Samos were moved into a hotel on the mainland managed by IOM.

Covid-19

When COVID-19 hit, MOTG worked with its team of community volunteers to put up over 50 hand sanitiser dispensers across the outskirts of Vathy camp. Throughout the rest of the year, the community volunteers made sure the dispensers were filled and functioning.

Sports Program

Three times a week, MOTG organised football sessions on a pitch just outside Vathy camp. A Syrian community volunteer, who was a semi-professional football player back in Syria, trained the unaccompanied minors and teenagers above the age of 12. Unfortunately, the football sessions had to stop early September when Samos implemented stricter rules because of COVID-19.



Waste Management

The waste management program that was started in 2019 grew significantly throughout 2020. Initially, five to six Ghanaian residents became permanently involved, by the end of 2020 the team consisted of 40 community volunteers from different nationalities including Syrian, Afghan, Congolese and Sierre Leoneon. Each day, the community volunteers work hard to clean the area and they work together with the local garbage company to ensure all garbage bags are picked up. The team is split into two; one cleans the left side of the Vathy camp outskirts, the other team cleans the right side. In addition, garbage bags are given out to each structure to enable households to collect their own daily waste.



Art

In an effort to bring more light and warmth to Vathy camp, MOTG worked with two resident artists from Cameroon and the Democratic Republic of Congo to place colourful paintings across the camp. MOTG made sure the two artists had all the canvases and paints they required so that they could apply their passion and creativity. Each canvas tells a different story and the artists made sure the various communities in Vathy would feel represented through these artworks, from the Afghan expressionism to African realism. The two artists also took a young, talented boy from Vathy under their wings and gave him painting lessons.



Emergency Support

During the first, cold, winter months of 2020, MOTG distributed tarps and pallets for residents to strengthen and protect their self-made structures. This would become a yearly winter activity from then onwards.

On October 30th, a powerful earthquake with a magnitude of 7.0 and strong aftershocks affected the residents of Samos. Two local high school students lost their lives, and many local families had to leave their damaged homes in order to find a safer place to stay. When such a calamity happens MOTG is there for both the host and hosted community. The team immediately checked in with the residents of Vathy camp to identify possible injuries and inform everyone about possible aftershocks. Luckily, there were no major injuries among the residents of Vathy camp. The team also supported the mayor of Vathy Town by supplying tents, blankets and sleeping bags for those families that needed to leave their damaged houses.

Just a few days after the earthquake, Vathy camp was again struck by a disaster as a large accidental fire broke out. The fire destroyed 75 structures, and thereby left 350 residents without any shelter.

MOTG supported the affected community volunteers after this incident by providing the necessary building material to create and repair their structures. The actual construction work was done by the community volunteers themselves.

When a second large fire broke out just 10 days after, MOTG again stepped up and together with other NGOs and camp management provided sleeping bags, blankets and new tents to those affected.



ATHENS, GREECE

HOMES for unaccompanied minors

Since the fall of 2020, MOTG has been working together with the Greek NGO The HOME Project, to open shelters (or HOMEs) for unaccompanied refugee minors in Athens. The first home, Daphne, opened its doors to 16 girls, including minor mothers and their babies in September. The second home, Theseas, soon followed and opened in December, housing 16 boys. The third home, Nisos, opened at the beginning of 2021, also housing 16 boys.

The intention of the homes is first and foremost to provide a safe and nurturing space for the unaccompanied minors (between 13 and 18 years old) who need direct support and guidance. Jointly, MOTG and The HOME Project are and will be offering a holistic set of services covering food, medical provision, social, legal and psychological support, access to sports and yoga, (online) education and language training. Each minor has an individual development plan based on their specific needs. When the year 2020 came to an end, the minors in both Theseas and Daphne decorated Christmas trees, created holiday greeting cards which they shared within their respective neighbourhoods, celebrated birthdays and held goodbye parties when one of them would leave. All beautiful signs of minors finding a safe place they can call home for a while.



THE NETHERLANDS

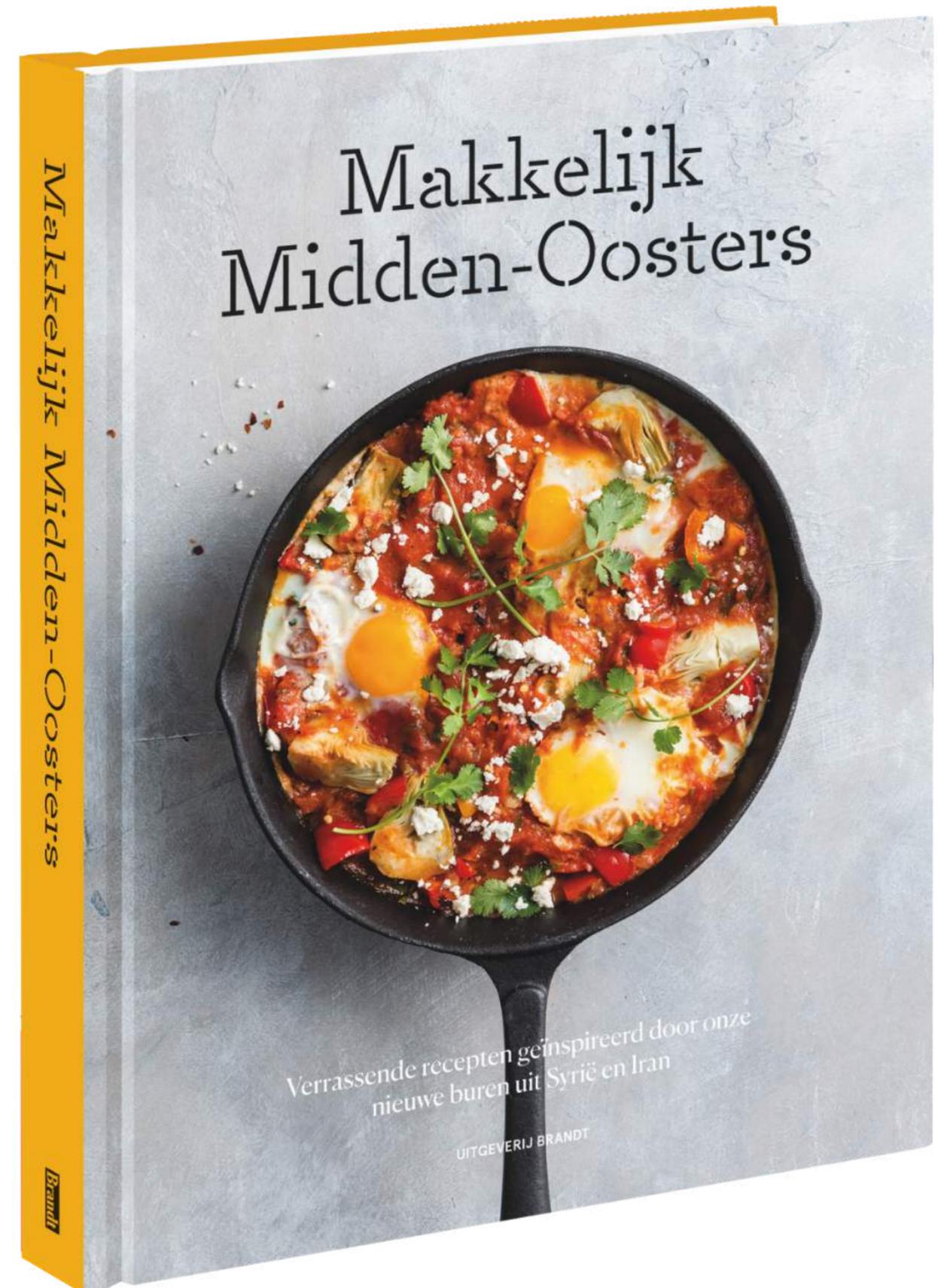
Lots of Lesvos

As of 2020, MOTG took over Lots of Lesvos, a social enterprise that aims to bring a sustainable solution to the Greek island of Lesvos. Lots of Lesvos works with a local farmer to produce extra-virgin olive oil, thereby generating economic prosperity for the local community. But that's not all! Recognising that Lesvos is an island of diverse communities, Lots of Lesvos is determined to enable positive visibility and prosperity for newcomers. Not only do we use the profits of our products to develop and run refugee-centred activities on the island, but we also create opportunities for newcomers to be directly involved in the creation of our product and featured in the storytelling of our brand.

Throughout 2020, MOTG put the basic structures in place to run the Lots of Lesvos social enterprise effectively. The enterprise was registered as a separate entity under MOTG at the Dutch Chamber of Commerce, and a team of volunteers with backgrounds in supply chain management, marketing and product development was established to grow the enterprise. The team is coordinated by MOTG's core staff. In addition, MOTG started engaging with the local olive oil farmer, Vaggeli Voyiatzis, and the local pressing factory. By the end of 2020, MOTG had all the ingredients to re-launch the Lots of Lesvos enterprise! We look forward to 2021 where the olive oil product will be available on the Dutch market.

Cookbook - Makkelijk Midden Oosters

Lots of Lesvos is not the only food-related activity of 2020! In October, the cookbook Makkelijk Midden-Oosters was launched. This book was developed by Erin Groot Hermsen, a former MOTG volunteer who, after spending time in Kara Tepe camp on Lesvos, realized that food has the power to unite different cultures. The recipes in the cookbook are inspired by conversations (and meals) Erin had with various people from Syria and Iran. Three years of intensive work and dedication later, the beautiful culmination of stories and recipes is ready to be read (and cooked) by all. Even more touching, for every book sold, the profits will go directly towards our mission on Lesvos and Samos.



Coins for Good

You may have spotted them somewhere in Amsterdam: large and colourful containers scattered throughout the city, with a note to deposit your foreign - and old coins. This is part of the “Muntenactie”, an initiative started by Toon 20 years ago. Toon collects these coins, exchanges them for euros and donates the full amount to various charities. MOTG is lucky to be one of them!

Nyenrode Business Universiteit

Throughout the year, MOTG developed a partnership with Nyenrode Business University. Several sessions with both MBA and Bachelor students were organised, where the students were asked to think through certain strategic questions of MOTG. Some MBA'ers applied their entrepreneurial background to advise us on the best setup for the Lots of Lesvos enterprise, while others looked into student-resident mentoring opportunities, using the SkillsBuild platform MOTG already deploys together with IBM. Finally, a class of Bachelor students advised MOTG how to structure customised learning and development opportunities for each resident on campUs, through the Movement Academy. The sessions with the Nyenrode students did not only bring interesting new insights, they also led to a number of Nyenrode students offering their continued support as MOTG office volunteers. By the end of the year, 7 Nyenrode MBA graduates were still volunteering with MOTG on Lots of Lesvos and The Movement Academy. MOTG and Nyenrode look forward to growing their collaboration in 2021!

Ambassador Program - Talks and Interviews

In 2020, our Head of Mission Adil Izemrane was invited to become an ambassador for Athalos, a company with a revenue share model for Global Communications & Payment Solutions. This Global Ambassador which was created with the UN is for pioneers within their field of impact to create a better connection and together make the world a better place for all. Alongside his ambassadorship, our Head of Mission also presented and spoke at a series of events including; Tilburg University's 'Busy Bee' conference, Nederland Maakt Impact, Hack-a-Day for Nyenrode University,



MOTG INTERNATIONAL

Lebanon

Throughout 2020 MOTG took its first explorative steps into Lebanon, a country that is known for its high refugee-to-population ratio; Syrian refugees make up more than 20% of Lebanon's population. MOTG visited the Lebanese Ketermaya camp early in the year to assess the potential to implement the Camp to campUs philosophy. Ketermaya camp is home to 65 families, who have been able to stay on the land of a local farmer. As much as he could, the local farmer took care of the families but their needs extended beyond his capacity to support. He requested MOTG's support to establish proper infrastructure in Ketermaya and assist with the provision of basic needs. Unfortunately, the COVID-19 pandemic hindered MOTG from establishing a fixed presence in Ketermaya. MOTG's support therefore had to be executed remotely, for example by funding the purchase of food to all 65 families. These were distributed when COVID started spreading within the camp. The food support enabled the families to minimise social contact and movement for a while, as they did not need to go out to obtain this from shops.

MOTG also engaged its network to relieve the dire health situation in the camp. As such, a collaboration with the Molham organisation was made, who then travelled to Ketermaya to perform several surgeries. A total of 12 people received medical treatment.

Finally, when the devastating explosion hit Beirut in August of 2020, MOTG financially supported a local organization, run by a close contact. The support enabled the organisation to provide food to those affected by the explosion.



OVERVIEW OF PROGRAMS THAT MAKE UP A CAMPUS

INFRASTRUCTURE	SPORTS	MOVEMENT ACADEMY	UAM SUPPORT	COMMUNITY BUILDING	WASTE AND WASH	EMERGENCY RESPONSE
Shelter provision and allocation	FutbolNet FC Barca program	English classes	Sports (FutbolNet)	Community Volunteer program	Waste management	New arrival welcome packages
Food line distributions	Cruyff Sports Court	Digital Learning Lab	Education (DLL)	Childrens cinema	Recycling	Bad weather support packages
Electricity provision	SPACES program Children with special needs	SkillsBuild future skills with IBM	NFI distributions	Community spaces: Chai, Playground, Garden, Arts	Shower facilities	Calamity support (fires, earthquakes)
Connectivity Wifi		Vocational trainings	Support services (barber)	Local community engagement: Lots of Lesvos olive oil product with local farmer Sports program		
Security lights installation			Service referrals (i.e. to lawyers)			
NFI distributions						
Clothing shop						



07 INTEGRITY POLICY

07

INTEGRITY POLICY

Introduction

Movement On The Ground (MOTG) has grown significantly in the past two years. This means that extra time and focus has been invested into the people and the culture within the organisation. In 2020, Movement On The Ground started to significantly invest in the development of an integrity policy and this will be continued into 2021.

One of the beautiful elements of MOTG is that it has a very diverse team, with different cultures, backgrounds, beliefs and opinions. This is what makes the organisation unique. Movement On The Ground believes in safeguarding an open and safe culture based on trust and respect. But how do you ensure that everyone who is so different and diverse acts in the same way when it comes to integrity?





Therefore, Movement On The Ground has created an integrity policy. This is a 'living document', meaning it is continuously updated, discussed and reviewed. Internally, it is used as a 'moral compass' to see which actions are considered appropriate and ethically acceptable and what behaviors can be supported, prevented, signalled, maintained or held accountable for. Externally, it is used as a 'business card', to show who we are and how we behave as an organisation. In addition, it gives guidance to volunteers, partners and funders as to what they can expect from MOTG.

Next to the importance that MOTG needs to have a solid integrity policy for its own employees, partners, funders and volunteers, MOTG also believes it has a responsibility to the people that it works with; the local host community and the residents living in the camps in which MOTG operates. Due to the increasing public interest in the humanitarian field and history of breaches in regards to safeguarding, MOTG has decided to keep this an active discussion, because MOTG wants to make sure that everyone acts in the manner that is desired. Or as C. S. Lewis said, "Integrity is doing the right thing, even when no one is watching".

The policy

In the last couple of years, MOTG created a few documents for guidance when it comes to integrity and integrity dilemmas. These documents should also give guidelines to prevent integrity incidents from happening, and in the event of an integrity incident, it could help provide a solution. Which documents did MOTG create? The code of conduct for employees and coordinators, the code of conduct for volunteers, onboarding documents including the core values, mission and vision, contracts, MoU's and agreements.

Next to this, MOTG has two trust counselors to contact and file internal and/or external integrity complaints. In addition, MOTG requests a certificate of good behavior/criminal records before starting as a volunteer or employee.

The program

To create and update the documents, get insights and to keep the integrity discussion alive, MOTG started internal interactive team discussion and in-depth one-on-one interviews with the employees to discuss integrity dilemmas in the beginning of 2020. The following subjects are part of the discussion:

Our spine within our organisation, with special attention for clarity and involvement

- **Accomplished:** In depth one-on-one interviews and internal interactive team discussions including the creation of the mission, vision, values and which attitude MOTG has when it comes to integrity. This information is compiled and shared in the (different versions) of the code of conduct and the onboarding document. Every new employee starting with MOTG will get these documents with their contract or MoU and sign for it. Volunteers will also sign for the code of conduct of volunteers.
- **2021 and moving forward:** Evaluate.

Vulnerability for undesirable behavior, with special attention for feasibility and visibility.

- **Accomplished:** A clear write up in code of conduct for employees and volunteers when it comes to sexual harassment, bullying and aggression.
- **2021 and moving forward:** To discuss other topics more in dept such as discrimination, humiliation, intimidation, leaking of information, bribery, money laundering, (terrorism) funding. Based on the discussions MOTG will decide which topics will be integrated within the integrity policy. To evaluate the topics sexual harassment, bullying and aggression at least once a year.





Dealing with undesirable behaviour, with special attention to accountability, appreciation and sanctioning.

- **Accomplished:** Within MOTG, the Head of Office in Amsterdam and the Field Operations Officer in Lesvos are responsible for the integrity policy. They were leading the internal interactive team discussions. Next to this, they were both involved in one (bi-)weekly or monthly catch ups with team members. In addition, the full team was engaged in inspiration sessions and team building sessions about trust. Via Whatsapp and introduced in a team meeting, there was an internal announcement of two trust counsellors (Head of Office Amsterdam and Field Operation Officer Lesvos) to contact and report internal complaints of violations. Both went on a course to have the latest knowledge. For external complaints, contract details of both of them can be found on the MOTG website. The Head of Mission and the board members are responsible for handling complaints.
- **2021 and moving forward:** Intervision and team building around the topic of trust. Evaluate and reflect on the integrity policy by the person in charge. Create a complaint handling policy; insight in how complaints are being researched including adequate measures (appreciation and sanctioning) with attention to appropriate support to those involved and the (internal and external) communication around it.

Promote and encourage desired behaviour, with special attention to negotiability and exemplary behaviour.

- **Accomplished:** Internal interactive team discussions to discuss how to address dilemmas within the organisation including having solutions to do this in a sensitive and trustworthy way, so that everyone feels comfortable with it. A safe environment to speak out when something doesn't feel sincere, actively listen and to react to each other, try to understand each other, evaluate and reflect.
- **2021 and moving forward:** Smaller internal interactive team discussions to discuss, encourage and support good examples. Using intervision and trust building sessions to evaluate and reflect on that behaviour. To be discussed if a few key persons of MOTG could do a training in "integrity leadership" from Goede Doelen Nederland to show, encourage and to promote exemplary behaviour.

Reflection and moving forward

In 2020 MOTG did not receive any complaints of violations in regards to integrity. On one hand that is a fantastic result, but on the other hand almost not realistic. Internally, it could be possible that employees still need to get used to the policy and need to get comfortable working with it accordingly. This means that MOTG needs to keep this topic on top of mind, and to create a safe environment to speak openly. External, it possibly needs more attention too.

After the fires of Moria camp, Lesbos and the decision to act in the new camp on Lesbos a few of our core team members left the organisation. As always, the Head of Office did exit conversations and got insights of the decision why they left. Moving forward MOTG should actively share, work and act on these insights. Confrontation and being honest are key topics to work on.

The internal interactive team discussion and in-depth one-on-one interviews with the employees were very helpful and insightful to start the first conversations about integrity and MOTG values. In 2021, upon request, the discussions will continue in smaller teams. A schedule is created to discuss valuable questions with special attention to topics such as clarity, involvement, feasibility, visibility, accountability, appreciation, sanctioning, negotiability and exemplary behavior. Next to that testing and reflecting should be done on these topics.

In 2020, MOTG started to access partnerships based on shared integrity norms and values. MOTG had a few conversations with key partners about integrity also including MOTG's Camp to campUs philosophy. Moving into 2021, MOTG would like to have conversations with partners about chain responsibility. How do they look at the different topics and what agreements can be made about responsibility and accountability?



08 ACHIEVEMENTS, GOALS & EVALUATIONS

08

ACHIEVEMENTS, GOALS & EVALUATIONS

In 2020, an internal transformation took place with many new team members joining to help with the definition of the Camp to campUs blueprint and create greater impact within the humanitarian sector.

ORGANISATION

- Extensive interviews with the whole MOTG to collect insights that were used in sessions organised with the Brand Department in order to redefine our positioning and core values
- Sessions with the company Avance to develop a new theory of change to help measure our impact in the locations we work
- Decision made as an organisation to take a stand and further develop our advocacy towards the European commission as a part of 2021

- Growing our team within the different locations MOTG operates
- Greater clarity on who is responsible for what – governance model developed for Amsterdam in early 2020 and in progress for Lesvos, Samos, Athens and to be finalised in 2021.
- Adding more team members with specific skills and experience (however personality should overshadow skill sets in the choice of candidates).
- Including locals and (former) residents into our team was accomplished in 2020
- Caring for the mental health and wellbeing of the team in the office and on the ground.

VISION AND KNOWLEDGE SHARING

- Focus on internal communications with set governance, set (strategy) meetings, app groups with all locations and inspiration sessions.
- Focus on external communications, improved communications approach, strong digital presence and more media attention.
- Implementation of new programs with support from new external partners that believe in our mission and vision.
- New funding opportunities with a diverse range of organisations, NGOs and institutions

LOCATIONS

- Expansion to new locations (shelters in Athens, exploring options on Chios, exploring options in Lebanon)

PROGRAMS

- Unaccompanied minor shelters – two open by the end of 2020
- Movement Academy
- Transition into RIC with shower project
- Expanding community volunteer group and enhancing the program
- More NFI distributions
- Olive Grove expansion (at peak 4000+ residents) infrastructure, protection and referral of UAM, wash, 3 food lines, NFI distributions
- Samos community volunteer expansion, football program, waste expansions, more infrastructure support.

FUTURE GOALS IN BROAD STROKES (2020)

The following covers the future goals and wishes of Movement On The Ground in short:

“Making the world a better place. That is difficult but possible. We are already in the process of “doing that”. Enabling a camp community to run their own CampUs. So we are obsolete, and can move to new regions that need our help”. – Adil Izemrane, Tilburg University Interview.

In practical terms this translates to:

- Actively through programs and projects work to prepare residents for a better integration in their next steps.
- Become active in more international locations, to spread the philosophy of Camp to campUs further around the world.
- And in doing so, lead by example, inspiring other NGOs and Governments to learn about the Camp to campUs philosophy.
- Advocating for sustainable change to the European commission, relevant governing bodies and organisations to adopt the Camp to campUs philosophy.
- Spreading awareness about our mission and future plans. This would be achieved by:
 - Advocacy
 - Health and wellbeing of our people
 - CampUses outside of Europe
- Further develop the responsibility and accountability of integrity within the organisation and explore integrity within our partnerships





OUTSTANDING RISKS

As an organisation working in highly politicised and contentious locations, Movement On The Ground ensures to conduct a thorough assessment and management of both external factors and present risks.

External Factors

- Conflict, poverty and climate change that results in the forcible movement of people away from their homes – drivers for refugees and migrants
- Public debate on migration
- Legal, social and financial framework for migrants and refugees seeking and/or granted asylum
- EU and government policies on migration
- Global migration crisis developments
- Terrorism funding
- COVID-19 pandemic

External Risks

- The continued rise of a conservative and populist perception of refugees
- Impacts of local climate
- COVID-19 pandemic
- Integrity-related issues of external stakeholders, including community and visiting volunteers
- Dealing with the mental health and wellbeing of residents and host community
- Media coverage and political discussion of the unfolding refugee situation in Europe.
- Emergency situations which ask for immediate response.

Internal Risks

- Financial stability and accountability
- Integrity-related issues within our team
- Health and wellbeing of all team members operating in a fast, reactive and demanding working field
- Safety and security of our team members.

RISK MANAGEMENT

We strive to mitigate risks that pose a threat to our organisational mission and objectives by periodically assessing and addressing risks and educating and training our team. In 2020, we continued to follow the same safety procedures implemented in 2019, as well as identify and address any new risks. In the summer of 2020, our team on Lesbos and Samos completed a safety training with an external expert, covering topics such as emergency response, de-escalation of situation, escape routes and conflict resolution.

We are constantly in communications with the relevant authorities, services and police in Greece in order to identify potential risks or safety incidents on the ground.

In light of the COVID-19 pandemic, we implemented a COVID protocol to ensure the protection of our core team members, visiting volunteers and residents of the camps.

If we encounter issues related to integrity with our external stakeholders (including community and visiting volunteers) we refer to our integrity policy

As a people-first organisation, our team members are of high priority. We therefore safeguard their mental health and wellbeing by; providing PSS support, open discussions about happiness and career trajectory, safeguarding working hours, allocated allowance for those operating in emergency response, in-progress policy for health and wellbeing,

In light of local conditions, we have in place two programs – summerisation and winterisation – in response. To learn more about this, please refer to our programs section.

Movement On The Ground is aware of the risk of terrorism therefore we consciously make decision on future partnership when it comes to funding. This involves a thorough checking of (major) donors before accepting any new funding.

WORK PROCESSES OF FINANCIAL AND LEGAL AFFAIRS

All income and expenditures are administered meticulously by our Financial Controller following a financial procedure. Any payments we make are approved by the Head of Office and the Head of Mission. We create financial statements annually which will be approved by an auditor along with the annual general meetings of the board of Movement On The Ground. Our Accountant, ABC Accountants, advises us in making the financial annual report. We aim to publish these financial statements on our website within six months after the end of our financial year. (Due to the unpredictable nature of COVID-19 and the challenges we have experienced in 2021, the publication of our annual report was delayed). During our board meetings and annual meetings, measures were taken to minimise any delays in 2021.

FISCAL AFFAIRS

Movement On The Ground has an official ANBI status and is qualified as a public welfare institution (“Algemeen Nut Beogende Instelling”). We therefore do not carry enterprise status and it is not necessary to file corporate income tax returns on a yearly basis. Movement On The Ground has been recognised as a charity by the CBF. The Netherlands Fundraising Regulator (CBF) is an independent foundation which has been monitoring fundraising by charities since 1925. The CBF’s task is to promote trustworthy fundraising and expenditure by reviewing fundraising organisations and giving information and advice to government institutions and the public. When a charity has been recognised as a charity by the CBF (CBF-Erkend Goed Doel), you can trust that the organisation has been closely reviewed and meets all CBF requirements. For more information please see <https://www.cbf.nl/english>

ACCOUNTABILITY

The President of the Board draws up a report describing all carried out projects and related information. This report is published on our website annually.

APPROPRIATION OF FUNDS

The expenses of the Organisation, including the expenses that will be made for fundraising, will be in reasonable proportions to the grants made in accordance with the purpose of the Organisation.

In 2021, Movement On The Ground plans to implement a new financial administer structure to stimulate our allocation of funds and expenses.

The donations made by the organisation may be made in the form of one-time donations (including donations in-kind) or long-term benefits. The Board does not wish to commit the organisation in advance to a specific form of use.

The organisation will also support other initiatives that are active in line with the objective of the organisation. Each board member may propose an initiative that can be supported by the organisation. The board will decide by majority of votes on the proposals of the respective Board Members. It is the intention of the board to develop a selection system in view of initiatives that can be supported in order to make sure that funds of the organisation will be spent in line with the objectives of the organisation. Furthermore, the board intends to set up an evaluation system of donations made.

The organisation will not hold more funds than necessary for the continuity of the activities of the organisation. The organisation is working on a low cost policy and a procurement policy to ensure that the best percentage of every donation can be spent on our projects.

EXPECTATIONS FOR 2021

We believe that it is our responsibility as an organisation to clearly assess ourselves and create forecasts for 2021 and onwards. Based on the Strategy Assessment conducted in 2018 (intended to be ongoing until 2023) and other strategic sessions in 2020, these are our insights and projections for the future.

- People focused: More attention towards the health and wellbeing of our team – they need to work for everyone, they need support in return.
- Moving outside of Europe and starting a new project either in the Middle East or Africa.
- Open, safe, collaborative culture and efficient, effective internal communications in reference to a growing organisation.
- Transparency, from projects to finance and everything in between
- More sustainable funding opportunities
- The expansion of our work in Greece and pushing for a more widespread adoption of the Camp to campUs philosophy (in our existing four locations)
- To finalise to the third shelter for unaccompanied minors in Athens
- To expand our advocacy efforts to the European Commission



09 FINANCIAL OVERVIEW

09

FINANCIAL OVERVIEW

For an explanation and insight into the financial justification of the costs and income of Movement on the Ground, we refer you to the financial statements and the corresponding audit. You can find the full report attached at the end of this report.

INVESTMENT POLICY

As of the establishment of Movement On The Ground and in line with its long-term objective, the Board has committed itself to keep any funds that are received in a conservative way. Therefore, any funds that are received and not immediately spent on the aforementioned objectives, are kept on an interest bearing bank account at Rabobank. If funds are invested, the investments should bear no to low risks. The Board does not intend to keep (substantial) funds as an endowment.

CONTINUITY RESERVE

This reserve has been formed in accordance with the Guidelines of Financial Management for Charities and serves as a buffer so that the organisation's activities can continue for at least one year in the event of financial setbacks. In particular, this concerns fluctuating and/or disappointing income and unexpected running costs. Under the directive referred above, the reserve may amount to not more than one-and-a-half times the annual costs. The reserve at the end of 2020 is € 87.811. Being a relatively young organisation, we aim to increase this reserve fund to a maximum of 1,5 times our annual costs in the next five years. We will have annual evaluation of the continuity reserve.



FIELD OF OPERATION

The financial results of 2020 reflect the operational results of our mission on the Greek islands and mainland.

These locations are supported by our Amsterdam office team to ensure the most effective division between organisation and execution.



FINANCIAL ATTITUDE



Domestic oriented
for local involvement



Striving for high
cost efficiency



Fast when needed.
Patient when complex



Aiming for full
financial transparency

FINANCIAL SUMMARY



Financial result 31/12/20:

€30,019



63.0%

growth of income in 2020 in
comparison to 2019



€87,811

Continuity reserve 31/12/20

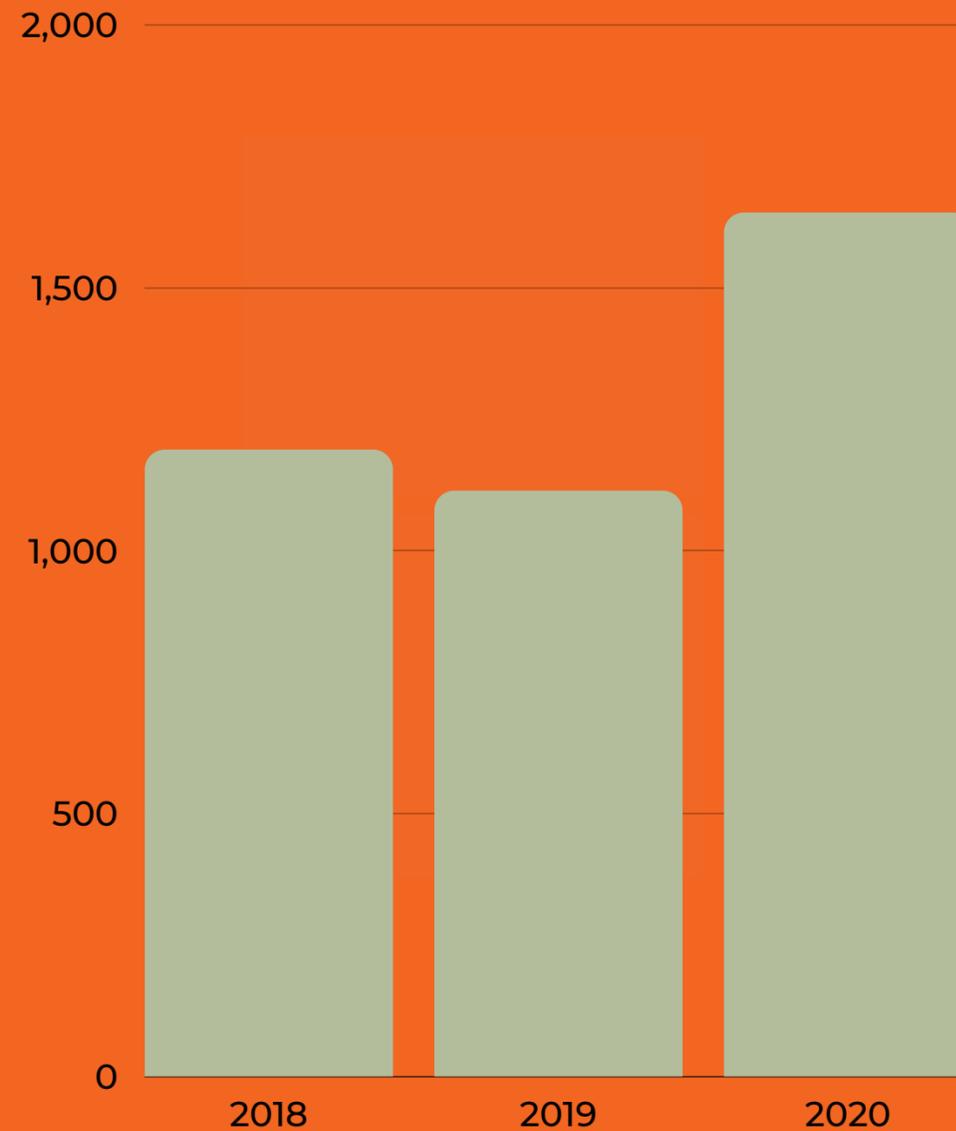
FINANCIAL IMPACT

Percentage of expenses directly spent on our objectives on the ground

70.9%

ANNUAL BUDGET GROWTH

Our budgets in the graph below reflect our ambition to expand our Camp to campus philosophy to new locations

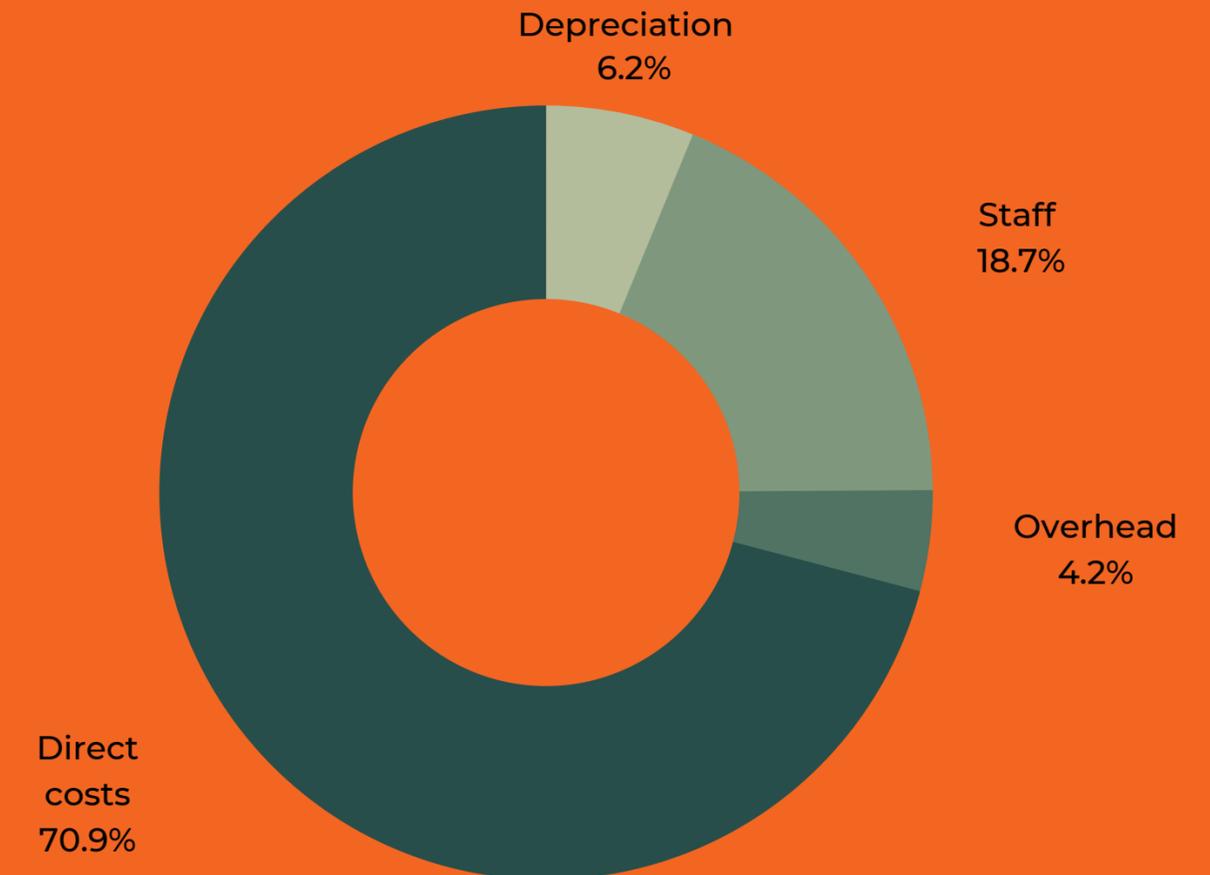


EXPENDITURES BREAKDOWN

Total expenditures in 2020:

€2,015,466

In the chart below you will find the percentages of our total expenses in 2020 specified in direct costs, staff, depreciation and overhead costs.

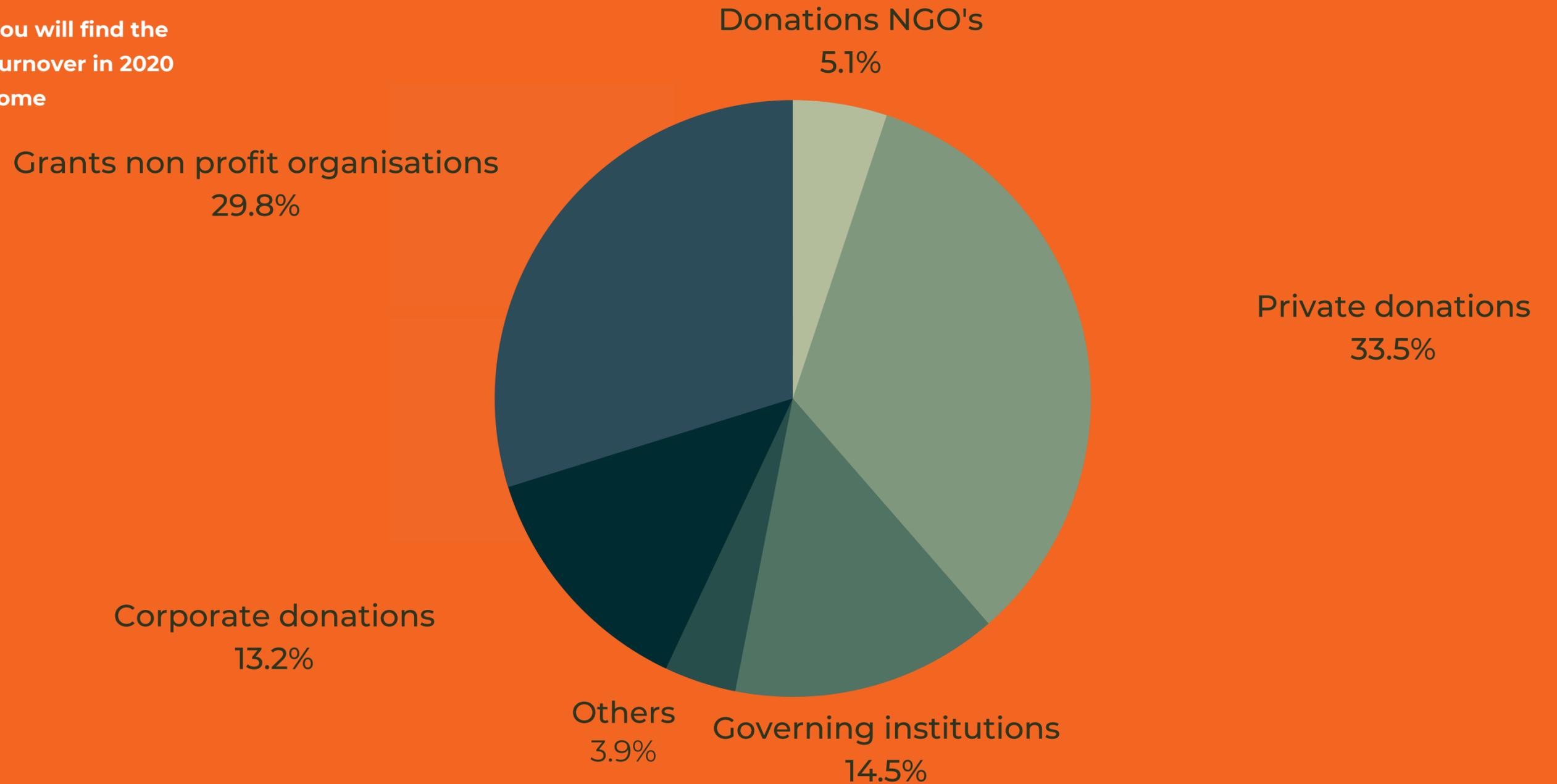


TURNOVER BREAKDOWN

Total turnover in 2020:

€2,045,485

In the chart on the right you will find the percentages of our total turnover in 2020 specified by source of income



OUR FINANCIAL AMBITION

0-1 YEAR

Improving our financial structure and transparency

1-2 YEARS

Improving cost efficiency and financial procedures

2-3 YEARS

Developing sustainable self financing activities

3-4 YEARS

Invest in impactful initiatives that fit our camp to campUS philosophy



FINANCIAL STATEMENTS 2020

Movement On The Ground Foundation

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FINANCIAL STATEMENTS

Balance sheet as at 31 December 2020

State of income and expenditure for 2020

Cash flow statement 2020

Accounting principles

Notes to the balance sheet as at 31 December 2020

Notes to the statement of income and expenditure for 2020

Other notes

1 BALANCE SHEET AS AT 31 DECEMBER 2020
 (After profit appropriation)

		31 December 2020		31 December 2019	
		€	€	€	€
ASSETS					
FIXED ASSETS					
Tangible fixed assets	(1)		236.568		329.018
CURRENT ASSETS					
Receivables	(2)	337.098		96.715	
Liquid assets	(3)	166.572		60.861	
			503.670		157.576
			740.238		486.594

		31 December 2020		31 December 2019	
		€	€	€	€
LIABILITIES					
RESERVES AND FUNDS					
	(4)				
Continuity reserve		87.811		-51.934	
Special-purpose reserve		193.750		303.476	
			281.561		251.542
SHORT-TERM LIABILITIES					
	(5)				
Creditors		38.260		58.082	
Taxes and social security contributions		95.736		46.840	
Other liabilities		13.424		98.603	
Accruals		311.257		31.527	
			458.677		235.052
			740.238		486.594

2 STATE OF INCOME AND EXPENDITURE FOR 2020

	2020	Budget 2020	2019
	€	€	€
Income			
Income from fundraising	(6) 2.043.407	2.033.400	1.255.069
Sum of the income raised	2.043.407	2.033.400	1.255.069
Income as consideration for supply of goods and services	(7) 2.078	5.000	-
Sum of the income	2.045.485	2.038.400	1.255.069
Spent on objectives			
Spending mision camps Lesvos and Samos	(8) 1.130.218	1.378.400	745.978
Spending The Home Project	(9) 296.611	-	-
	1.426.829	1.378.400	745.978
Fundraising costs	(10) 2.995	-	873
Management and administration costs			
Staff costs	(11) 377.576	465.000	322.140
Depreciation	(12) 124.538	100.000	47.200
Other administration costs	(13) 83.528	90.000	62.625
Sum of the management and administration costs	585.642	655.000	431.965
Sum of the expenditure	2.015.466	2.033.400	1.178.816
	-	-	-
Balance of income and expenditure	30.019	5.000	76.253
Allocation of balance of income and expenditure			
Continuity reserve	139.745	-	-113.827
Special-purpose reserve	-109.726	-	190.080
	30.019	-	76.253

3 CASH FLOW STATEMENT 2020

	2020		2019	
	€	€	€	€
Cash flow from operations				
Operating result	30.019		76.253	
Adjustments for:				
Depreciation	124.538		47.200	
Change in working capital:				
Receivables	-240.383		-31.965	
Short-term liabilities	223.625		147.813	
		137.799		239.301
Donations of tangible fixed assets		-		-230.634
Cash flow from operations		137.799		8.667
Cash flow from investing activities				
Saldo nog te splitsen materiële vaste activa	-		-112.493	
Investments in tangible fixed assets	-32.088		80.305	
Cash flow from investing activities		-32.088		-32.188
Movement in liquid assets		105.711		-23.521

Notes to the liquid assets

	2020		2019	
	€	€	€	€
Position as at 1 January		60.861		84.382
Movement in liquid assets		105.711		-23.521
Position as at 31 December		166.572		60.861

4 ACCOUNTING PRINCIPLES

GENERAL NOTES

Activities

The activities of Movement On The Ground Foundation consist mainly of providing tangible and intangible support to people in need.

Business address, legal form and Commercial Register entry number

Movement On The Ground Foundation, with its registered office in Amsterdam, is listed in the Commercial Register under the number 64782719.

The organisational activities are carried on at Aambeeldstraat 34 in Amsterdam.

GENERAL PRINCIPLES

The financial statements have been prepared to Dutch Accounting Standard 650 "Fundraising Organisations".

Assets and liabilities are valued at the acquisition price. If no specific accounting principle is stated, valuation takes place at the acquisition price. References are included in the balance sheet and statement of income and expenditure. These references refer to the notes.

Comparison with previous year

The accounting principles applied remain unchanged compared to last year.

PRINCIPLES FOR VALUING ASSETS AND LIABILITIES

Tangible fixed assets

Tangible fixed assets are assessed at every balance sheet date to see whether there are any indications that they are subject to impairment. If such indications exist, the realisable value of the asset is estimated. The realisable value is the higher of the value in use and the net realisable value. When the book value of an asset is higher than the realisable value, an impairment is shown for the difference between the book value and the realisable value. Also assessed at every balance sheet date is whether there is any indication that an impairment shown in previous years has decreased. If such an indication exists, the realisable value of the asset concerned is estimated.

Receivables

On initial processing, receivables are valued at the actual value of the consideration, including the transaction costs if tangible. After initial processing, receivables are valued at the amortised cost. Provisions for irrecoverability are deducted from the book value of the receivable.

Liquid assets

Liquid assets consist of cash, bank balances and deposits with a term of less than 12 months. Current account debts at banks are entered under amounts owed to credit institutions under short-term liabilities. Liquid assets are valued at nominal value.

Short-term liabilities

On initial processing, short-term liabilities are valued at actual value. After initial processing, short-term liabilities are valued at amortised cost, being the amount received allowing for premium or discount and having deducted transaction costs. This is usually the nominal value.

PRINCIPLES FOR DETERMINING THE RESULT

General

In the statement of income and expenditure receipts and expenses are allocated to the period to which they relate. A consistent policy is adopted in the allocation. This means that account is taken in the balance sheet of the amounts to be allocated to a period that have or will be received or paid in another period. All revenues are entered as the gross amount under income, unless otherwise expressly stated. Costs necessary to realise certain incomes are presented in the statement of income and expenditure as an expense.

Result from sale of goods and services

For the sale of goods and services the gross profit is shown in the statement of income and expenditure. The gross profit is the net turnover less the cost price of the goods sold and services provided. The net turnover means the revenue having deducted discounts and taxes levied on the turnover. The cost price means the cost of the goods and services, plus the direct acquisition costs (paid to third parties) attached to the purchase and sale. The costs of its own incurred by the fundraising institution in this connection are shown as fundraising costs.

Allocation of costs of own organisation to objectives, fundraising costs and management and administration

The allocation of the costs of own organisation takes place primarily on the basis of the cost centres of employees.

CASH FLOW STATEMENT

The cash flow statement is prepared according to the indirect method.

5 NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2020

ACTIVA

FIXED ASSETS

	31-12-2020	31-12-2019
	€	€
1. Tangible fixed assets		
Equipment	38.769	18.061
Energy supply	127.179	202.839
Washing units MSF	70.620	108.118
	236.568	329.018

	Equipment	Energy supply	Washing units MSF	Totaal
	€	€	€	€
<i>Book value as at 1 January</i>				
Acquisition price	21.908	293.716	112.493	428.117
Accumulated depreciation	-3.847	-90.877	-4.375	-99.099
	18.061	202.839	108.118	329.018
<i>Movements</i>				
Investments	32.088	-	-	32.088
Depreciation	-11.380	-75.660	-37.498	-124.538
	20.708	-75.660	-37.498	-92.450
<i>Book value as at 31 December</i>				
Acquisition price	53.996	293.716	112.493	460.205
Accumulated depreciation	-15.227	-166.537	-41.873	-223.637
Book value as at 31 December	38.769	127.179	70.620	236.568

The tangible fixed assets are used entirely for the purposes of the objective.

The tangible fixed assets are not insured.

Afschrijvingspercentages

	%
Equipment	33,33
Energy supply	20 - 33,33
Washing units MSF	33,33

CURRENT ASSETS

2. Receivables

	31-12-2020	31-12-2019
	€	€
Debtors		
Debtors	4.905	-
	4.905	-
	4.905	-

Taxes and social security contributions

Turnover tax	104	64.750
	104	64.750

Other receivables

Recievable management	32.002	31.965
Prepayment partner projects	233.024	-
Donation project management expenses to receive	42.800	-
Deposit rent	3.100	-
Prepaid expenses	21.163	-
	332.089	31.965
	332.089	31.965

3. Liquid assets

Rabobank current account	121.459	59.634
Rabobank savings account	33.627	1.227
Paypal account	11.486	-
	166.572	60.861
	166.572	60.861

LIABILITIES

	31-12-2020	31-12-2019
	€	€
4. RESERVES AND FUNDS		
Continuity reserve	87.811	-51.934
Special-purpose reserve	193.750	303.476
	281.561	251.542
	2020	2019
	€	€

Continuity reserve

Position as at 1 January	-51.934	61.893
Profit appropriation financial year	139.745	-113.827
Position as at 31 December	87.811	-51.934

This reserve has been formed in accordance with the Guidelines on Financial Management for Charities and serves as a buffer so that the foundation's activities can continue for some time in the event of financial setbacks. In particular this concerns fluctuating and/or disappointing income and unexpected running costs. Under the directive referred to above, the reserve may amount to not more than one-and-a-half times the annual costs. The following are regarded as costs: direct fundraising costs and administration costs.

The reserve at the end of 2020 amounts to € 87,811. Being a relative young organisation we aim to increase this reserve fund to at maximum of one-and-a-half times the annual costs in the next five years.

	31-12-2020	31-12-2019
	€	€
Special-purpose reserve		
	193.750	303.476
Position as at 1 January	303.476	113.396
Profit appropriation financial year	-109.726	190.080
Position as at 31 December	193.750	303.476

This reserve is used for financing assets for the purposes of the business operations. The amount of the reserve is equal to the book value of the tangible fixed assets which have been donated.

5. Short-term liabilities

	31-12-2020	31-12-2019
	€	€
Creditors		
Creditors	38.260	58.082
Taxes and social security contributions		
Payroll taxes and social security contributions	95.736	46.840
Other liabilities		
Loan board	-	10.000
Several short term loans	-	76.803
Accountancy fees to be paid	13.424	11.800
	13.424	98.603
Accruals		
Holiday pay provision	20.288	8.356
Nett salary	598	-
Government subsidy still to be spent	242.189	-
Various amounts payable	15.782	23.171
Repayment NOW	32.400	-
	311.257	31.527

In 2020 an amount of € 538,800 has been received as subsidy from the Government. Of this an amount € 296,611 has been spend during the year.

Rights and obligations not included in the balance sheet

Contigent liabilities

There are no contigent liabilities.

6 NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE FOR 2020

	2020	Budget 2020	2019
	€	€	€
6. Income from fundraising			
Fundraising	74.767	100.000	81.746
Private donations	685.181	700.000	226.628
Government grant	296.611	-	-
Donations volunteers	2.075	3.400	-
Donations NGO's	104.379	150.000	71.209
Donations from companies	270.234	390.000	590.856
Grants NGO's	610.160	690.000	284.630
	2.043.407	2.033.400	1.255.069

The classification of the comparative figures of income from fundraising has been changed to the presentation as in place from 2020. The aim is to give more transparent information.

The Government's grant relates to activities which runs up to and including December 31, 2023. The total committed subsidy amounts to € 3,531,550.

Fundraising is significantly less than budgeted. The main reason is that physical fundraising events were not allowed due to the lockdown measures.

Far less donations from NGO's has been received than budgeted. The main reason is that NGO's were reluctant to donate to third parties because of the uncertain times they were facing themselves.

The same explanation counts for the grants we requested to other NGO's. There was less readiness to grant us for our mission as granting organizations were hesitant due to uncertainties in their own mission and resources.

Regardless of the decrease of funds in the general fundraising potential the foundation was able to meet the overall "Income an fundraiser" budget due to an unexpected Dutch government grant for the setup of 3 unaccompanied minors homes in Athens. This grant is specifically and solely earmarked for the project in Athens and is beside the general mission on the Greek islands.

7. Income as consideration for supply of goods and services

Revenue Lot's of Lesbos	4.500	5.000	-
Storage costs Lot's of Lesbos	-2.422	-	-
	2.078	5.000	-

	2020	Budget 2020	2019
	€	€	€
8. Spending mision camps Lesvos and Samos			
Travelling expenses and means of transport hire	73.516	100.000	142.608
Constructions materials	238.787	235.000	180.957
Site and housing staff rent	111.950	110.000	81.449
Food and refreshments	96.812	100.000	53.792
Fuel for machinery	18.705	10.000	18.940
Transport costs	27.080	30.000	21.601
Consultancy costs	-	10.000	22.077
Other	2.429	15.000	809
Hiring of staff	10.100	20.000	98.252
Hiring of programs management	98.779	120.000	72.600
Allowance for volunteers	42.222	50.000	37.600
Expense allowances	10.580	15.000	2.923
Travel and subsistence expenses	30.207	35.000	456
Other staff costs	4.872	5.000	610
Donations	9.427	13.400	11.304
Connectivity costs	1.786	5.000	-
Programs Materials	225.065	330.000	-
Health costs	21.615	5.000	-
Staff costs in the field	116.013	170.000	-
	<u>1.139.945</u>	<u>1.378.400</u>	<u>745.978</u>

To improve the transparency of the information the clasifiacion of the spent on objectives has been optimized. As a result of this the comparitve figures will not all llign one to one.

In regards of the expenditures on objectives the overall budget differs slightly from the total actual spendings. In general most actual mision costs in the camps Lesvos and Samos are lower then budgetted due to the COVID-19 pandemic. Due to government measurements there were limitations in activities. On the other hand a new project started in the last part of 2020 which was not budgetted on forehand.

Due to the COVID-19 situation travelling was far less then budget. Due to the fire in Moria camp and the build up of the new camp there was more spent on materials than expected. Due to COVID-19 more accommodation had to be rented in order to quarantine our staff when necessary. Due to the very cold winter there was more spending on fuel of the generators to keep the people warm. The health costs were 4 times higher than budgetted and this had mainly to do with the increase of mental health burden and the COVID-19 medical attention to staff and people.

	2020	Budget 2020	2019
	€	€	€
9. Spending The Home Project			
Wages and salaries local staff	61.343	-	-
Social security local staff	15.138	-	-
Other local staff costs	4.628	-	-
Site and housing costs	10.179	-	-
Program costs	20.430	-	-
Travel and transport costs	496	-	-
Constructions materials	36.379	-	-
Expenses shelters	94.714	-	-
Food and refreshments	14.433	-	-
Allocated staff costs office	34.022	-	-
Other	4.849	-	-
	<u>296.611</u>	<u>-</u>	<u>-</u>

Due to an unexpected Dutch government grant the spendings on the Home Project has not been budgetted in forehand. All spending are part of the subsidized project by the Government.

10. Fundraising costs

Communication costs and advertising	2.995	-	873
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11. Staff costs

Wages and salaries	433.791	375.000	279.800
Social security contributions	87.591	75.000	42.340
Allocation to projects	-150.036	-	-
Other staff costs	6.230	15.000	-
	<u>377.576</u>	<u>465.000</u>	<u>322.140</u>

Management remuneration

Name: A. Izemrane
Job title: head of mission

Employment contract
Type: indefinite
Part-time percentage: 100%
Period: 1/1 - 31/12

Remuneration:
Gross annual pay: € 82,944
Pension costs: €0
Expense allowance: € 2,400

The BSD-score of the remuneration of director has been determined on scale H. This calculation is carried out according to the directive of the CBF "regeme remuneration of directors of charity organisation".

Average number of employees

The average number of employees employed by the foundation in 2020 was: 10 (2019: 6).

12. Depreciation

	2020	Budget 2020	2019
	€	€	€
<i>Depreciation tangible fixed assets</i>			
Equipment	11.380	10.000	3.847
Energy supply	75.660	60.000	38.978
Washing units MSF	37.498	30.000	4.375
	<u>124.538</u>	<u>100.000</u>	<u>47.200</u>

Depreciation of fixed assets was 25% higher than budgetted wich has mainly to do with the intently used generators in both the olive grove campUs and after the Moria fire in the new camp.

13. Other administration costs

Housing expenses	38	-	-
Office expenses	34.641	30.000	15.385
Car costs	-	-	14.743
General expenses	48.849	60.000	32.497
	<u>83.528</u>	<u>90.000</u>	<u>62.625</u>

With the pandemic forcing everyone to work from home our general office costs increased in order to adapt to this new "work" reality.

Housing expenses

Cost office and meeting rooms	<u>38</u>	<u>-</u>	<u>-</u>
-------------------------------	-----------	----------	----------

Office expenses

Office supplies	14.787	10.000	4.584
IT costs	10.909	10.000	9.222
Telecommunication	2.457	2.000	1.579
Memberships and subscriptions	6.488	8.000	-
	<u>34.641</u>	<u>30.000</u>	<u>15.385</u>

Car costs

Lease costs	-	-	14.721
Other	-	-	22
	<u>-</u>	<u>-</u>	<u>14.743</u>

JAARREKENING
Movement On The Ground Foundation
te Amsterdam

	2020	Budget 2020	2019
	€	€	€
<i>General expenses</i>			
Administration and accountancy costs	32.131	30.000	29.555
Cost of advisors	7.514	20.000	-
Travel expenses	1.198	2.000	-
Other	8.006	8.000	2.942
	<u>48.849</u>	<u>60.000</u>	<u>32.497</u>

7 OTHER NOTES

Disclosure impact COVID-19 pandemic

Since the end of February 2020 the COVID-19 virus has been identified in The Netherlands and the rest of the world. With serious consequences for public health. Vaccines are currently available and vaccinations are carried out during 2021. However the rapid spread of the virus has led to drastic government measures aimed at 'maximizing control' of the virus. The macroeconomic impact in general, and the financial impact on the foundation in particular (in the longer term) cannot be assessed at this moment. The foundation has not experienced negative financial impact and has not used the government's support measures.

Signing board for approval

Amsterdam, 31 augustus 2021

C.D. MacGregor

OTHER INFORMATION

OTHER INFORMATION

1 INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

To: The Board of Stichting Movement On The Ground

REPORT ON THE AUDIT OF ACCOMPANYING FINANCIAL STATEMENTS 2020

Our opinion

We have audited the financial statements 2020 of Stichting Movement On The Ground based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Movement On The Ground as at 31st December 2020 and of its result for the year 2020 in accordance with the Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board and the requirements of the Wet normering topinkomens (WNT).

The financial statements comprise:

1. the balance sheet as at 31st December 2020;
2. the profit and loss account for the year 2020;
3. the cash flow statement over 2020; and
4. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards of Auditing and the Controleprotocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Movement On The Ground in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (VIO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

REPORT ON THE OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

-the Board report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.



We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The Board is responsible for the preparation of the other information.

DESCRIPTION OF RESPONSIBILITIES REGARDING THE FINANCIAL STATEMENTS

Responsibilities of the Board for the financial statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board and the requirements of the WNT. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting, unless the Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;



- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of the Board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Barendrecht, 31st August 2021

ABC Accountants

WAS GETEKEND

Mrs. M.L. van der Waal RA

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YOU

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THANK YOU

Movement On The Ground is very grateful for the trust, commitment and support so many individuals, organisations, corporates and institutes have given us in 2020. We would like to hereby mention our gratitude for these collaborations.. We are thankful for the opportunities these relations have created for a growing organisation.

LESVOS

Municipality of Lesvos, Camp Management of Kara Tepe, Camp Management of Moria, Camp Management of RIC Lesvos, Ministry of Migration, IOM, UNHCR, Mediciens Sans Frontier, IFRC, The Barca Foundation, International Rescue Committee, Because We Carry, Eurorelief, Starfish Foundation, Refugee4Refugees, Boat Refugee Foundation, Isaraid, Refugee Rescue, Caritas Hellas, Hellenic Red Cross, Lighthouse Relief, Better Days, Team Humanity, Pikpa, Solidarity Now, Refugee Start, Stichting Vluchteling, Choose Love, Iliaktida, Danish Refugee Council, International Organisation for Migration, Danish Red Cross, First Reception Service, Action Aid and many others

SAMOS

Municipality of Samos, Camp Management of Vathy, UNHCR, Samos Volunteers, Mediciens Sans Frontier, Mediqualliteam, Choose Love, Stichting Vluchteling

ATHENS

The HOME Project, Ministry of Migration, Dutch Embassy, Dutch Ministry of Justice and Security

THE NETHERLANDS

The Municipality of Amsterdam, The Student Hotel, The Johan Cruyff Foundation, ViacomCBS, Nyenrode Business University, IBM, Heutink Foundation, Moco Museum, Aqua+, ULC, Soul Water, GDI, Joey O'Loughlin, Erin Groot, Avance, Navid Kamalzadeh, The Brand Department, Modus, Caritas Austria, Toon Muntenactie, Soroptimist Club, VOLT, Distribute Aid, Christian Refugee Relief, Kinder, QO Hotel, Remonstranten, Global Giving, Transfourmers, Ben & Jerry's, Pinch, Tyrscopy, Athalos

