



# MOVEMENT

ON THE GROUND







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# 01

## INTRODUCTION



In 2017 there were 68 million refugees in the world. Recent counts have been estimated at 69 million. The fact that this number is growing is evidence of the urgency of the work we do at Movement on the Ground. By being disruptive and different to other organizations we have seen that we can have a big impact and improve the lives of refugees living on Lesbos, and potentially refugees all over the world.

2018 has again been a very busy year for Movement on the Ground. We have taken great strides in our development of our Camp to CampUs filosofy. We have been able to restructure the Olive Grove South making this a much safer and habitable place for our residents. In Kara Tepe we have expanded our resident volunteer program engaging the community for more with our projects and empowering them to take ownership of their community.

At Movement on the Ground we are constantly striving to be innovative not only in the projects we run but also as an organization. We are constantly working on developing the future strategy of the organization and expanding the teams in Amsterdam and on Lesbos whenever we need. Evidence of this are our new team members in Amsterdam, for instance marketing and communication.

Movement on the Ground hereby presents its Annual report for 2018. In this report you will be able to find information on our vision and mission, our organization's objectives, our volunteer management, our marketing and communication achievements, all the projects and activities we organised this year, the organizations structure and employees and all of our financial reports over this year.

We would like to say a very warm thank you to all the Movers that have supported us throughout the year, be it through financial donations, in kind donations, field visits or giving up their valuable time to volunteer with us. We would not be able to provide the support to the people in need without you!

The Board

Charlie MacGregor  
Dylan Ingham  
Johnny de Mol



# 02

## ABOUT THIS REPORT



This Annual Report provides an account of our activities from the start through to the end of 2018 and will clarify our role in the humanitarian aid sector. The report describes in detail everything we do in the Netherlands as well as internationally. This report contains information on our income and expenditure, our various fundraising activities, our programs, our governance and our sustainability as an organization.

This report supports us by providing transparency and maintaining an open dialogue with our stakeholders.



# 03

## MOVEMENT ON THE GROUND

We are a foundation responding to a humanitarian crisis affecting the innocent men, women and children forced from their homes by climate change, poverty and war. We identify needs not being met and aim to fill these needs by activating our network of logistical, financial and structural partners to provide these needs thoroughly and without hesitation. By doing so, we take and create an incubator role where we develop prototypes that can be replicated.

**MISSION: “BRING DIGNITY AND  
SUPPORT ‘FROM THE BEACH TO A NEW  
LIFE’ FOR REFUGEES IN EUROPE”**

### OBJECTIVES

The objectives of the Foundation are to support victims of humanitarian crises, as well as all that is directly or indirectly connected therewith or may be conducive thereto, all to be interpreted in the broadest sense, if in the general interest.

Movement on The Ground seeks to realise its objects inter alia by:

- Taking an integrated, holistic and pragmatic approach to
- empower and support refugees along the whole journey from beach to country of final destination;
- Providing material and immaterial support to people in distress;
- Support of other initiatives;
- Protecting and contributing to local economies and environments;
- Raising awareness locally and internationally about the situation;
- Engaging and activating people to become involved;
- Building bridges between local communities and hosted population groups.

The above mentioned objectives and mission statement serve the general interest. Movement on The Ground is a non-profit organization. It does not have the objective to make profits with its charitable activities. Movement on The Ground is a Non Governmental Organization (NGO) with an ANBI status (Algemeen Nut Beogende Instelling) located in the Netherlands.

**VISION: “A WORLD WHERE THIS IS  
DIGNITY AND HUMANITY FOR PEOPLE ON  
THE MOVE”**

Our vision is to deliver a more dignified, sustainable, and innovative response to the refugee crisis in Europe. We believe that refugee camps should be more inclusive, more self-sustaining and providing refugees with a better quality of life and adaptation process to their new environments. With collaborative efforts with interested corporations, other charities, refugees, volunteers, and donations, we are activating a network that re-defines the global refugee response.





### How we started

We are a group of independent business people, creatives and companies who each in their own way was touched by the migrant crisis in Greece in late 2015 and were called to action. Whether it was in the national debate in The Netherlands about the effect of the crisis locally, or the immediate response to the arrival of refugees at Amsterdam Central Station, or because of experience first hand by visiting Lesbos, all of us were called to do more and give more.

Through social media we were able to connect with those on the ground and build a relationship with the groups working to ensure safe passage on Lesbos. Our personal networks were ignited and we saw that where there was a direct need, we could often supply a direct response. This simple act of giving inspired us to think bigger. We went to Lesbos and continued to have a presence on the ground through the winter of 2015 and 2016.

From the start we were, as a collective, able to donate much needed items to help winter proof some of the transit camps on the island. We donated 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 Lesbos was the donation of an industrial grade Foodtruck able to provide hot meals to thousands of cold and tired people.



### Values of our Organisation

These are the values that Movement on The Ground considers fundamental:

- Respect for Diversity with regard to universal human rights Dignity, humanity and empowerment
- Innovation (this includes: incubation, and speed (friendly disruption))
- Re-perception
- Integrity
- Discipline (to deliver our promises)
- Non-political
- Non-religious
- A can-do mentality





With these successes in mind, from 2016 and beyond we aim to maintain this momentum through a fixed presence on the island, in 2017 and 2018 we have been able to expand our Camp to CampUs ideology further into the camps Kara Tepe and Moria. Not only do we continue to fill the gaps where necessary and strive to find new partnerships. We have also built bridges with the hosting community, for example through our Football project. Throughout the last 3 years creating awareness about the European refugee crisis has also been an important pillar in our organization and we have continued this throughout 2018.

### Theory of Change

The Movement on The Ground Theory of Change is to make a direct intervention in the lives of individuals. A secondary but very relevant step is that in the Dutch context, the specificity of the intervention and related images and experiences are used in influencing the public debate on refugees with the hosting community, for example through our Digital Learning Lab. Throughout the last 3 years creating awareness about the European refugee crisis has also been an important pillar in our organization.



### Global Offices

Office Amsterdam:  
Stichting Movement On The Ground  
Wibautstraat 131D, 1091GL Amsterdam  
[info@movementontheground.com](mailto:info@movementontheground.com)

Office Lesvos:  
Movement on The Ground Mission Office  
Thermis rd, Mitilini 811 00,  
Lesvos, Greece

### Visitors adress:

Jan van Galenstraat 335  
1061 AZ Amsterdam

### IBAN rekeningnummer:

NL86 RABO 0307 9928 10  
RSIN: 85584171  
KVK 64782719



# 04

## ORGANIZATION & GOVERNANCE

### THE BOARD

The Board Members are the following:

**C.D. MacGregor, [vide president & chairman]**

**J.C. de Mol, [boardmember]**

**D.C. Ingham, [boardmember]**

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

Our board has at all times at least 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 Foundation.

The Board Members are not entitled to a remuneration from the Foundation in respect of fulfilling their/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 a non-excessive attendance fee.

Charlie MacGregor is founder and CEO of The Student Hotels, a company with strong core values. Dylan Ingham has over 25 years 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 frequent basis to discuss the activities and direction of the organisation. Updates are sent to the board regarding the contextual situation on the field as well as of our projects.

Besides the Board Members, Movement On The Ground has two founders:

**Laura Jansen and Adil Izemrane.**

Laura Jansen is a singer songwriter who divides her time between music and working on Lesvos. Adil Izemrane is a real estate developer who has founded and been involved in several companies and initiatives.

### MOVEMENT ON THE GROUND STAFF

The Office Staff members in 2018 are the following:

**Stephanie Fairbank**

**Nina Schmitz**

**Isabel Mora**

Stephanie Rueb-Fairbank joined the Movement on the Ground team as Project Manager in January 2016. Nina Schmitz is managing director and joined Movement on The Ground in September 2016 after being the Managing Director of another non-profit organisation for several years. Remuneration of the director is within the guiding framework remuneration for directors of charities in The Netherlands. Isabel is Project Manager for Movement on The Ground since January 2016

Apart from the office staff members the team in Amsterdam is also supported by Headsprung who have donated an employee to support with Marketing and Communication and the team is supported by an intern and office volunteers.

### GOVERNANCE STRUCTURE

The organisational structure of Movement on The Ground is as follows: The board has made job descriptions for the Managing Director and the Project Managers. All staff members will perform their jobs conform job description and conform to the code of conduct. The board will perform annual performance reviews for the Managing Director and make sure that the director will perform duties in an independent and ethical manner.

### Project Management

Every Movement on The Ground project has a designated project manager. On a frequent basis, we as a team monitor our projects. We monitor financial, operational aspects and we decide on taking any necessary action steps based on our monitoring.



## MOVEMENT ON THE GROUND VOLUNTEERS

In 2018, Movement On The Ground had 255 individual volunteers on Lesvos. We had 7 volunteers in our office in Amsterdam. In 2018 we had 21 groups that joined us on the island and participated in a few activities. In total that were 305 volunteers both on Lesvos, Greece and at occasional events in The Netherlands. The nationalities from the volunteers were: Dutch, American, Spanish, Jordanian, Greek, UK, Finland, German, Swiss, Australian, Danish, Italian, Czech, Swedish, Chilean, France, Irish, Portuguese, an Belgium. In principle volunteers do not receive any financial remuneration for their time and dedication with our organization.

### 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 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 a responsibility for everyone!

## VOLUNTEER MANAGEMENT

Volunteers that want to join Movement On The Ground fill out an application form on our website. Once they are accepted to volunteer with us, they are added to our VolunteerApp. On the App they will have access to manuals, handbooks, documents and articles. All the information volunteers need for their time volunteering with us can be found here. Volunteers are required to sign our volunteer agreement and code of conduct, which ensures proper conduct once in the field. Requirements volunteers must fulfill to be accepted with us are:

they must be 21 or over, financially independent and must commit to a minimum of two weeks of volunteer work. In the field the volunteers attend a weekly 'Sharing Circle' where they come together as a team and discuss relevant topics of the week. The coordinator on the ground schedules the volunteers for projects and activities. Finally, once the volunteer has left Lesvos, a digital evaluation form is sent to them to give their feedback on the time spent with us. During our project meetings we discuss the outcomes of these evaluation forms and discuss whether we need to implement any changes to our volunteer communication or activities.



## MARKETING & COMMUNICATION

### Newsletter

The head office team in Amsterdam is responsible for drafting and sending out newsletters to our network who has registered to receive this. In 2018, 400 people are registered for this newsletter. The breakdown of the newsletter is: update about the refugee crisis in Lesvos in figures, an update about a project on Lesvos, an update about a collaboration in The Netherlands, an inspiring story from a volunteer, a call to action.

### Online Presence

Movement on The Ground understands that social media is a vital form of promotion in this technological age. We use it as a way to inform our network, to connect people to our projects and cause, as well as to rely on as a platform for our calls to action. We manage our social media from the office team in Amsterdam with the help of a colleague and an intern from the communication and marketing company Headsprung.

### Facebook

In 2018 the number of followers increased to 11.000 people on the Movement on the Ground page. This is an increase of 23% since 2017. This has grown organically (we do not pay any of our followers). Our posts reached 397.642 people across facebook.

### Instagram

During our second year on Instagram we nearly doubled the amount of followers. We went from 3601 instagram followers in 2017 to 6.236 followers in 2018. Our posts reached 287.932 people on Instagram.

### LinkedIn

The LinkedIn audience is different from our other social networks. LinkedIn is being used more by entrepreneurs and companies. We really like to reach these people, and haven't been able to do so through Facebook and Instagram. LinkedIn can be a good medium to reach this target group and to take advantage of the financial and mental support these companies and people can give us. In 2018 we posted 14 updates on our page. Between March 1st and December 31st 2018 we gained 311 followers.





### **Website**

In October 2018 the new Movement On The Ground website was launched. A platform built to easily share stories. Intertwined with our social media, the website is being used more and more as a tool to engage people, and to inform them about everything we are about. The goal of the website is to get visitors to contribute to our cause, by donating or applying as a volunteer. Since the website launched in October, we've had over 10.000 visitors.

### **Campaigns**

In 2018, Movement on the Ground had two fundraising campaigns.

#### **1) Bracelets sale:**

Movement On The Ground organized a sale of Bracelets to fundraise for our projects on Lesbos. Via a link on the website, people could access our webshop where they could buy our orange bracelets. We had a total of 324 orders, sold 392 bracelets and the total sales were: 8,646.00 EUR

#### **2) Global Giving:**

Is a platform for charities to present their projects and connect with both individual and corporate donors. Over the two years that we have been active on Global Giving we have been able to raise 53.715 dollar for our projects.

### **Media**

Movement On The Ground was featured in the following media outlets in 2018: Nacht van de vluchteling, I Amsterdam, Fred van Leer, The Architect, LINDA News, RTL Boulevard, NY Times, Nieuwe Revu, Wink magazine, PAUW, BBC Radio4, Young Impact, Trouw, Impact Hub newsletter, Business travel media, Het Parool, Eye of the Middle East, Far & Wide / Blog, Bajeskwartier, Latin American newspaper (LAFAM), ULC-Bectro movie, MOKUM Magazine, UNHCR, NOS, RTL nieuws, ZDF, BNR news radio, Entrée, Travel and Leisure Mexico, Booking "good hotels" for click, Volkskrant, Brandpunt, BBC article, The Guardian, Telegraaf.



# 05

## WHERE WE WORK



### **The Netherlands**

Movement on the Grounds office is located in Amsterdam.

Projects we have done in the Netherlands have been in Amsterdam. However, our team travels all over the country to give talks, speeches, to receive donations and to be present at a myriad of different events, that are organized for us by different groups, organizations, schools and universities.

### **Greece, Lesbos**

On the island of Lesbos we work in 2 refugee camps and internally we refer to three different places of work: The refugee camp Moria, the refugee camp Kara Tepe and the Olive Grove outside Moria.

Refugee Camp Moria is the official reception centre on Lesbos, here all arrivals are registered and allocated a place in the camp. The most vulnerable are allocated a place in Kara Tepe. Refugee Camp Kara Tepe is located a few kilometers away from Moria and houses the most vulnerable cases, usually families with young children and the elderly.

The Olive Grove, is as its name suggest an Olive Grove outside the walls of Moria. Here many people have settled due to the overcrowded situation inside Moria. In the Olive Grove South many single men have settled, from Middle Eastern and African origin. In the Olive Grove North many Afghani families have settled, many of these families with children.



# 06

## ACTIVITIES ON LESVOS

### PROJECT SUBGROUPS

Movement On The Ground aims to have diversity in her projects. These projects can be divided into different subgroups: from Sea to Safety, Camp to Campus and Refugee to Employee. In addition to these 3 subgroups we also started creating more awareness about the refugee crisis and our work. This division is made based on the common thread among the projects.

#### **From Sea to Safety**

A lot of refugees have completed a long and arduous journey when they arrive at a new place. They are exhausted and sometimes ill. Their first need is a safe place where they can get their strength back. Movement on the Ground as an organisation has made the decision to move away from giving ourselves directly on the beaches. However we have supported the Hellenic Coast Guard. We now concentrate on improving the settlements where people end up. Projects that do still fit under the Sea to Safety umbrella are our Winterization and Summerization projects. Where we organise distributions of suitable seasonal clothing and supply the camps with extra heaters and blankets in winter and extra shade and fans in summer.

#### **Camp to CampUs**

We believe in building a community! We aim to upgrade refugee camps, so we can empower our residents to take control of their futures, starting here and now with our support. Our strategy is to build up a sustainable and self-sufficient camp. One of our initiatives is 'Solar Panels'. Movement on the Ground solar panel project has been set up to bring power to the people, using the sun as the source of energy. Electricity is so much more than a glowing light bulb. It provides access to computers and smartphones connecting refugees with the outside world and their families. In 2018 we were able to make great strides in our CampUs in the Olive Grove outside Moria. Where we levelled the area, rebuilt the tents, we have taken over the sanitary facilities and have organized clothing distributions during the winter.

#### **Refugee to Employee**

We believe that successfully integrating refugees into their new environments, in a motivating, uplifting way is an integral part of their journey. For this reason Movement on The Ground helps connect newly arrived refugees to jobs, because we believe employment is one of the most powerful tools for integration and empowerment. Our proof of concept in 2018 is 'The Movement Hotel'. The Bijlmer Bajes (a former prison) has turned into a hotel, where the men and women serving you are refugees being trained for fixed jobs in the capital's hospitality industry.



## ACTIVITIES ON LESVOS, GREECE

### Kara Tepe Camp, Lesvos Greece

Our presence on Kara Tepe Camp is to fill in gaps of needs through a CampToCampUS philosophy, where we are constantly keeping dignity and innovation at the forefront of any implementation we make. With a close relationship to Kara Tepe Camp Management, our projects implemented in 2017 include:

### Barcelona Foundation Football Program – Camp to CampUS

Sponsored by the Barcelona Foundation, we ran weekly football activities from ages 4-18 of both girls and boys in Kara Tepe and Moria and local community. The aim of this project is to empower community building amongst different cultures, gain skills in team building, communications, and of course the energising effects of regularly taking part in sport/exercise activities. This project ran in 2017 and we have been able to extend it for another year into 2018-2019. Not only did this project provide the opportunity for kids to play football it also included the training of not only Greek coaches but extended this to residents as well. We now have a mixed team of Greek and resident coaches.

### Digital Learning Lab – Camp to CampUS

The Digital Learning Lab is a space on Kara Tepe where camp residents can develop the technological skills they need to move forward in their lives. Regular trainings are given and they are even able to access informal, paid work while they are living inside the camp. The Digital Learning Lab is hosted in Kara Tepe, the Olive Grove and in Mytilini.

### Harvard BrainTrust – Camp to CampUS

Through collaboration with the Ministry of National Defense of Greece, Moria Municipality, site management of Moria Camp, and in consultation with NGOs and camp residents, the Harvard BrainTrust attendees aimed to improve the camp conditions, essential services, and programming directly related to the physiological and safety needs of residents. Moria camp residents will experience improved standards of living, and a greater sense of agency and purpose.

### Solar Project – Camp to CampUS

A project started in 2016, this project uses renewable energy in the form of solar panels and rechargeable batteries to provide energy to the camp. The aim of this is to reduce costs, and consider

sustainable solutions to a tremendous need for electricity on the camp for both empowerment as well as safety reasons. This project was also strengthened through the partnership and distributions of WakaWaka's from the WakaWaka Foundation which are portable, solar-energised, powerbanks.

### Community Activities – Camp to CampUS

On a weekly basis Movement on The Ground creates community building activities for the community on Kara Tepe such as: community night, cookies and conversations, sewing lessons, ladies night, cinema nights. The aim of this is to bring normality back into the lives of the residents, to alleviate boredom, create dynamic bonds between the community, to dance and develop new skills. We also have a daily games hour with the unaccompanied minors inside Moria.

### Ramadan – Camp to CampUS

Each year during the month of Ramadan, we believe its important to bridge communities together and celebrate in a way that people can feel at home and respected. Together with the community, we prepare and distribute meals during the fast break which families and friends can enjoy together.

### Group Visits to Kara Tepe – Camp to CampUS

Each year, we run several specific group visits to the camps where we work in order to raise awareness, build community bridges, and to activate and engage people to become involved. We also run these visits with projects that we believe will add value to our work inside the camps such as through the arts, cuisine, or music. Such projects include: visits of Dutch politicians and delegations, companies, friends of the organization and artists. They see and learn about the refugee situation in Greece and help in their own way before, during and after their visits and help us create awareness about the problem.

### Volunteer Program – Camp to CampUS

On an ongoing basis, Movement on The Ground powers all of their activities with the dedicated time and support from volunteers. We have a dedicated volunteer coordinator who arranges this, in collaboration with the office in Amsterdam. There is usually a team of 5-20 volunteers at any given time. The minimum amount of time able to volunteer is 2 weeks.







### **Community Kitchens- Camp to CampUs**

In Kara Tepe we run two community kitchens, the Sun and Moon kitchen. Here residents can come and cook for their families at scheduled times. We have resident volunteers that help us run the kitchens smoothly and make sure its looked after, supplied and cleaned.

### **Winterization - Sea to Safety**

During the cold winter months, Movement on The Ground identifies an important need which is of winterization items. For this reason, Movement on The Ground is committed to activating a network which can provide a range of items such as : mattresses, heaters, thermal clothing, thermal blankets, sheltersuits in order to alleviate the cold temperatures. Part of the winterization project this year we organized a large clothing distribution together with Because we Carry for Kara Tepe and the Olive Grove. We collected winter clothing in the Netherlands and got the public involved. This was such a success that we were able to also send clothing to the Island of Samos.

### **Garden Project**

In Kara Tepe we have a community garden where we together with volunteers and residents grow fruit, vegetables, plant and flowers. In the Olive Grove we started the garden project by planting fruit trees between the different levels.

### **Dentist Truck**

Together with Dental care everywhere/ the Najib Foundation we organised the arrival of a Dental truck in Kara Tepe for 10 days in July. The dentists came to instruct the children on dental hygiene and provided care to children that needed it in their truck.

### **Summarization**

During the Summer months it becomes very hot on Lesvos and in the open areas around the camps shade can be difficult to find. Therefor the team on Lesvos organised activities to provide more shade in the Olive Grove and Kara Tepe with tarps. They also distributed fans to all the residents in Kara Tepe and the Olive Grove.

### **Theater Group Changing Stories (Return)**

In 2018 the theater group Changing stories returned to Lesvos to give their workshops for kids. Together with the children of Moria, Kara Tepe and the Olive Grove they hosted art workshops and performances.

### **Defence for Children**

At the end of September we organised a visit of Defence for Children to Lesvos. On Lesvos they organised a workshop for our staff on how to recognise the violation of Human and Child rights.





## ACTIVITIES IN THE NETHERLANDS

### **The Movement Hotel – From Refugee to Employee**

The Movement Hotel is a pop-up hotel project that Movement on The Ground ran which aims to empower refugees by providing them with the opportunity to gain work experience in The Netherlands and to gain access to trainings. The belief behind this project is that employment is a catalyst for independence, gaining a network, a sense of purpose, and a routine, all of which can ease the adaptation process to a new environment. In addition, this project also aims to build bridges by creating an inspiring and innovative space where people can come together. This project started in 2017 and ran until September 2018. We had to close the hotel because it was always a temporary project due to the permits we received and the sale of the Bijlmer Bajes to a redevelopment company. We will be looking to reopen in a new location in the future.

### **Supported Favela Painting & Refugee Company**

At the project LolaLík supported by the Municipality of Amsterdam, 600 Asylum Seekers were housed in a former prison known as the Bijlmerbajes. In this project, we partnered together with the organisations Favela Painting and Refugee Company to activate our network in order to support their projects there such as a community painting project and a restaurant. We ran a crowdfunding campaign and for instance created the company contacts for sponsorship of their projects.

### **Creating Awareness through talks**

During 2018 we held many talks and lectures on many different platforms. Our founder Laura Jansen did a TedXTalk, Johnny de Mol, Adil Izemrane and Nina Schmitz did many presentations, lectures and talks about Movement on the Ground and the situation on Lesbos at companies, schools and events.



## MOTG INTERNATIONAL

### **Samos**

At the end of 2018 Adil Izemrane made our first exploratory trip to the island of Samos. The aim was to explore whether we could expand our Camp to CampUs blueprint to more of the Greek islands. The expansion onto Samos will continue into 2019.

### **TedX Zurich**

Laura Jansen traveled to Zurich to give a Tedtalk on Movement on the Ground and her own time on Lesbos.

### **BedTalk Florence**

Charlie MacGregor, Laura Jansen, Nina Schmitz and Adil Izemrane travelled to Florence to participate in the Bedtalks. Here they hosted different discussions and talked about Movement on the Grounds vision and mission and the work we are doing on Lesbos.

### **U+I Visit London**

Charlie MacGregor and Adil Izemrane travelled to London to visit U+I, a property developer and investor focused on regeneration, to provide a talk for the team and thank them for the support towards Movement on the Ground in the past.



# 07

## ACHIEVEMENT OF GOALS & EVALUATION

### ACHIEVING OUR GOALS

Because our driving force as an organisation is to create impact within a humanitarian crisis, it is important to take the necessary actions to measure our impact and goals, with concrete, measurable indicators. We have developed a Monitoring Framework that takes into account the key indicators of success for each individual project that we work on. This framework takes into consideration the project management targets, budget, qualitative and quantitative impact. In addition, it aims to mitigate the following considered risks to our work.

### OUTSTANDING RISKS

Working in conflict-affected areas to achieve Movement on The Ground's objectives requires a very thorough assessment and management of risk. We strive to mitigate risks that pose a threat to reaching our objectives. Movement on The Ground periodically assess risk in the field locations where operating. We monitor financial, operational aspects and we decide on taking any necessary action steps based on our monitoring.

### External Factors we take into account

- Conflict and (relative)poverty will remain drivers for refugees and migrants
- Climate Change will dramatically drive migration volumes in the future
- Challenges in public perception, politicised environment continue.
- Legal framework under pressure
- Large organisations will continue to have a 'minimum standards' approach. UNHCR structurally underfunded
- Lesvos camps expected to remain given continued influx.
- Highly politicised context with lack of capacity (and possibly: the will) to improve situation on Lesvos by Greek government and EU Syrian Refugee Crisis
- EU-Turkey Deal
- EU Funding
- Public debate in The Netherlands about Refugee Crisis
- Municipality of Amsterdam decisions on the Refugee Crisis
- Temperatures on Lesvos (winter 2017-18)
- Refugee Crisis developments in Africa

### Sustainability and Risk

Sustainability is a key objective in our strategy. We aim to hold a prominent position as a sustainable NGO that takes responsibility for its actions and engagements, as a member of society with own impact on the environments and on people.

We do this by conducting an open dialogue with our stakeholders, by addressing and discussing issues and, when necessary, promoting and negotiating for improvement. In 2017 we have implemented a Code of Conduct which all actors on behalf of Movement on the Ground obliged by. In 2018 we described our procurement policy and low cost policy.

The Code of Conduct describes the behaviour we expect from all people involved with Movement on the Ground in Greece and in Amsterdam. It includes clauses on violence and sexual (mis)conduct. All employees and coordinators of Movement on the Ground are aware of the incident procedure and know how to submit an incident report and to whom. Incident reports are completely confidential and are only handled by the person submitting the report, the internal policy manager and Movement on the Ground management. The internal procedures manager is responsible for any follow up that may be needed after an incident or changes to internal policies.

In 2018 the most common incidents that occurred where thefts from our warehouses and offices.

We are constantly working on improving and adding to our internal policies and by doing so are constantly improving our integrity policy. As a growing organisation we are aware that the integrity of our organisation is of utmost importance and are constantly working on safeguarding this.





### **Work Processes of Financial & Legal Affairs**

All income and expenditures are administered meticulously by the managing director in cooperation with the accountant of the Foundation. Any payments we make were approved by the Chairman of the board, Charlie MacGregor. 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, Fidence Accountants, advises us in making the Annual Report. We aim to publish these financial statements on our website within 6 months after the end of our financial year. During our board meetings and annual meetings, notes are taken.

### **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 on an enterprise and it is therefore not necessary to file corporate income tax returns on a yearly basis. Exception here was the movement hotel (An exception here has been the Movement Hotel).

### **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 Foundation, 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 Foundation. The donations made by the Foundation 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 Foundation in advance to a specific form of use.

The Foundation will also support other initiatives that are active in line with the objective of the Foundation. Each Board Member may propose an initiative that can be supported by the Foundation. 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 Foundation will be spent in line with the objectives of the Foundation. Furthermore, the Board intends to set up an evaluation system for donations made.

The Foundation will not hold more funds than necessary for the continuity of the activities of the Foundation. The foundation has made / implement on a low cost policy and a procurement policy to ensure that the best percentage of every donation can be spend on our projects.

### **Expectations for 2019**

We believe that it is our responsibility as an organisation to clearly assess ourselves and create forecasts for 2019 and onwards. Based on the Strategy Assessment conducted in 2018, these are our insights and projections for the future.



### Insights and outcomes

Throughout the whole process it became more and more clear that MOTG needs doing and experimenting as a tool to find it's role; use strategy as a practice. Learning by doing; implementing and changing strategic directions if necessary. The fact that MOTG aims for scale up (and have more of an incubator role), implies that we should start designing and prototyping while working on delivery. This insight has been extremely helpful to explain and sometimes 'defend' our hands-on way of working.

### Objective Achievement

In order to implement these insights, we define the following next steps for 2019:

#### 1. Projects on Lesvos:

- Roll out Camp to CampUS on Lesvos in Moria, the Olive Grove
- Continue working on Camp to CampUS Kara Tepe and implement research to gather data and measure impact
- Extend Camp to CampUs to inside Moria and further afield to different Greek Islands

#### 2. Projects in The Netherlands:

- Looking for possibilities to reopen The Movement Hotel at a different location in the Netherlands
- Explore the possibilities regarding educational activities and creating awareness throughout the country

#### 3. Building the organisation

- Financial investment to strengthen the team to create space for more fundraising
- Professionalise the Volunteer Program
- Network: Set up different network groups such as: ambassadors, friends of Movement on The Ground and a committee of recommendation. We will take a more systematic approach to engage with (Inter-)governmental (Greek government, EU, UNHCR) as well as (I)NGO stakeholders. We will take an active role in bringing stakeholders together (round table approach) so as to strengthen our knowledge, our connections and our brand.
- Identifying new market of donors by intensifying the grant application process to grant dispersing foundations and initiatives. Movement on The Ground will have a Project Manager allocated to this task and we are implementing the monitoring and reporting frameworks in place in order to qualify for such grants. The Project Manager will activate a network of private individuals who are committed to our work.
- Focus on the internal organisation, with more attention on compliance and the development and updating of internal procedures and strengthen basic processes where needed.

The strategic process and outcomes are a necessary next step in the growth towards a more adult and focussed organisation. Because of the process, we are now able to prioritise and focus. Of course, a lot of work on different levels is ahead of us. The essential next first step to execute all is creating space and time.





# 08

## 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 view the annual statement via [this link](#).





# 09

## THANK YOU



Movement On The Ground is very grateful for the trust and huge opportunity that so many individuals and organisations have given us this year. We would like to hereby mention our gratitude for the collaborations and support. We are grateful for the opportunity this created for this young and innovative organisation.

### LESVOS

Municipality of Lesvos, Camp Management of Kara Tepe, Camp Management of Moria, Because We Carry, UNHCR, Save the Children, Mediciens Sans Frontier , Mercy Corps, Frontex, IFRC, Oxfam Novib, Starfish Foundation, International Rescue Committee, Refugee4Refugees, Boat Refugee Foundation, United Rescue Aid, Emergency Response Center International (ERCI), Humans 4 Humanity, Isaraid, Refugee Rescue, Caritas Hellas Hellenic Red Cross, Lighthouse, Better Days for Moria, Lifeguard Hellas, Team Humanity, Pikpa, Solidarity Now, Refugee Start, Euro Relief, Stichting Vluchteling, Boat Vluchteling, Iliaktida, Danish Refugee Council, International Organisation for Migration, Danish Red Cross, First Reception Service, Action Aid and many others.....

### THE NETHERLANDS

The Municipality of Amsterdam, The Student Hotel and Collab, BNN VARA, Booking.com, Sheltersuit, Waka Waka Foundation, Nike, Bugaboo, Travis Translator, Ben & Jerries, Selwyn Senatori, Harvard, Fred Foundation, Najib Foundation, Dromenjager, PNKG, Billy Lucky Foundation, Remonstranten, Global Giving, Young Capitol, Defence for Children, The Hague Impact Hub, U+I, Accenture, Kinder,Vrije Universiteit Amsterdam, Krediet Transport , Tyrsday, Pinch and many others....