



# 2019 ANNUAL REPORT







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# 01

## INTRODUCTION



There are more refugees now than ever in history. A staggering 68.5 million people, worldwide, have been forced to flee their homes. We know our work is vital to help these people in need. By speaking to and directly involving the refugee as well as the local 'hosting' communities we work to bring sustainable, dignified and bridge building solutions to the refugee crisis on Lesvos & Samos.

2019 has brought a lot of challenges as well as successes to Movement on the Ground. Simple yet efficient solutions have been found to empower and alleviate daily problems.

Working on our overall strategy has been a focal point in 2019, realigning our goals and ambitions while further developing and molding our Camp to CampUs philosophy (a blueprint for how to create sustainable, innovative and self sufficient refugee camps). As part of a in-depth review of the ambitions and goals for the future of Movement on the Ground, through this process it became apparent that to grow & develop as set out in these goals & ambitions a team expansion was necessary.

The work within the Olive Grove expanded from the south up into the northern sections, which increased our responsibilities from a population of 1000 residents up to almost 3000. This increase in population illuminated new areas of need & support which lead our team to develop new solutions and projects and responsibilities. A key development from this was the increase in our resident volunteer team. The resident volunteer team on the Olive Grove grew from 20 to 140 within 2019.

Also in Kara Tepe we continued to expand our resident volunteer program. Engaging them in more projects and helping them feel empowered to develop ownership and agency within 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 organisation.

Movement On The Ground hereby presents it's Annual report for 2019. In this report you will be able to find information on our vision and mission, our organisation's objectives, our volunteer management, our marketing and communication achievements, all the projects and activities we organised this year, the organisations structure and employees and all of our financial reports over this year.

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 your 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



Movement On The Ground hereby presents the Annual Report for 2019. This Annual Report provides an account of our activities from the start through to the end of 2019 and will clarify our role in the humanitarian aid sector. The report describes in detail our efforts in the Netherlands as well as internationally. This report contains information about our income and expenditure, various fundraising activities, programs, governance and sustainability as an organisation.

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



# 03

## MOVEMENT ON THE GROUND



***Mission: “To provide dignified, sustainable and innovative responses to the refugee crisis that involves and benefits both 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, the organisation identifies needs not being met and aims to fill these needs through the running of human-centred projects. At the core of its mission is the “Camp to campUs” philosophy, a belief that all refugee camps should be more inclusive and self-sufficient, enabling refugee populations to feel safe, empowered and connected to their host community.

### OBJECTIVES

The objectives of the Organisation 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 the point of arrival 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 organisation. It 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 status (Algemeen Nut Beogende Instelling) located in the Netherlands.

***Vision: “A world where there 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 provide 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.





## VALUES OF OUR ORGANISATION

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

- **HUMILITY:** Stay humble and stay kind. Everyone in the world deserves dignity and respect. This is how we change the world.
- **CHALLENGE:** We dare to be different, challenging ourselves, the organisation and the status quo. By challenging we can make change.
- **HANDS-ON:** Our flexibility is defined by our proactive, anywhere, anyhow mindset allowing us to adapt to every situation.
- **BRIDGE BUILDING:** We believe in connecting the dots in all situations and levels. We bring people and communities together.
- **ENTREPRENEURSHIP:** An entrepreneurial mindset defines everything we do at Movement On The Ground. It's about seeing solutions not problems and using innovation to make these solutions effective.

## 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 Lesvos, 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 Lesvos.

Consequently, the networks of the founders ignited due to the visible and urgent need 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 Lesvos, with the aim to continue to have a presence on the ground through the winter of 2015/16.

In November 2015, the collective were able to donate much needed items to help winter proof some of the transit camps on the island, 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 Lesvos was the donation of an industrial grade food truck, able to provide hot meals to thousands of cold and tired news arrivals.

With these successes in mind, the founders decided from 2016 and beyond, to maintain this momentum through a fixed presence on Lesvos. It was then that Movement On The Ground was officially launched. From 2016 to 2019, the organisation has been able to expand the Camp to campUs ideology beyond transit camps on Lesvos and into Kara Tepe Hospitality Centre, Moria camp and now Vathy camp on Samos.

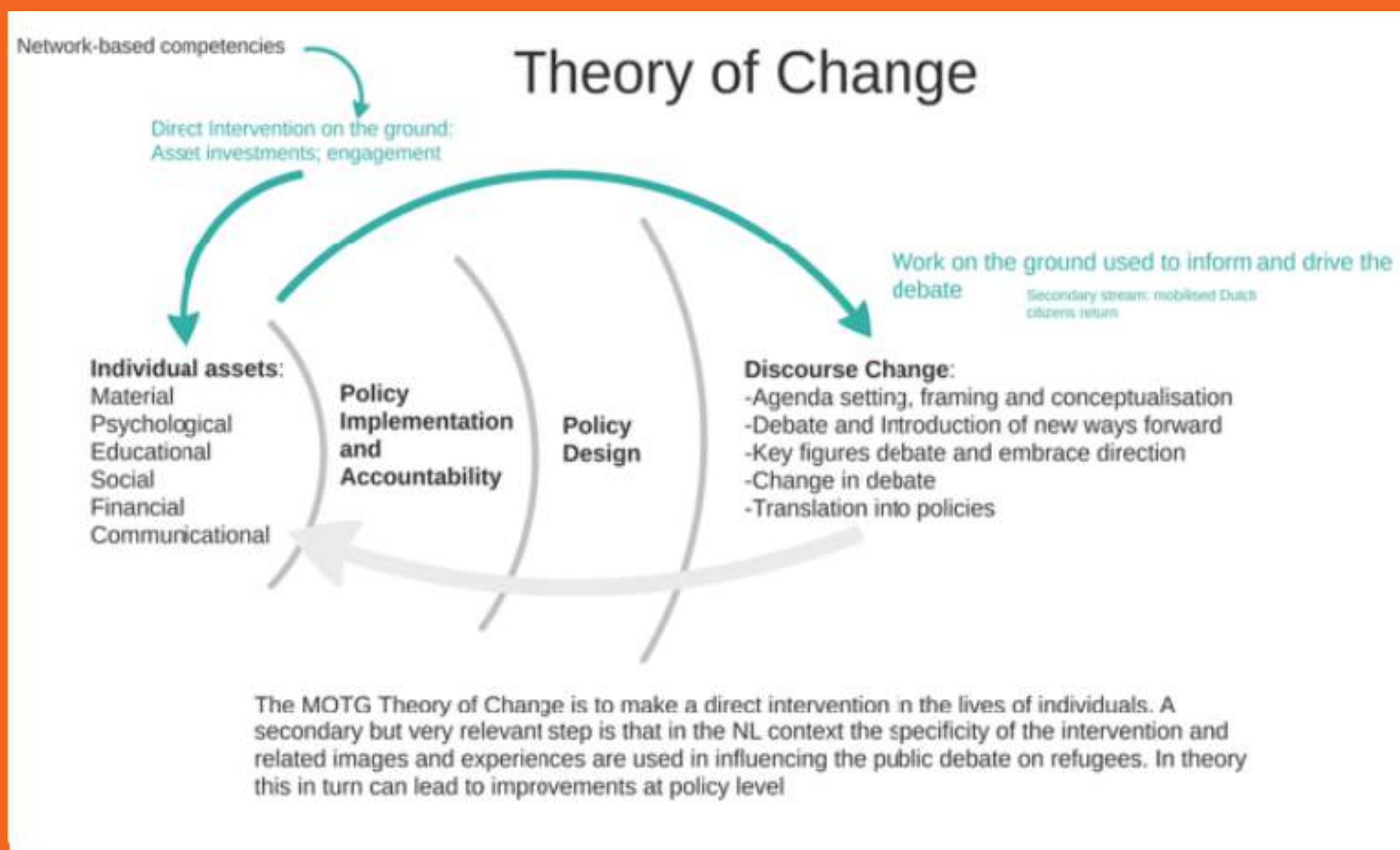
Movement On The Ground also ensured to develop strong connections with the local host community, a ground that has also found themselves impacted by the influx of news arrivals. Over the past three years, creating awareness and influencing public perception about the European migration crisis has also been an important pillar in the organisation, which has continued throughout 2019.





## 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.



## GLOBAL OFFICES

**Office Amsterdam:**  
Stichting Movement On The Ground  
Wibautstraat 131D, 1091GL  
Amsterdam, The Netherlands

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

**Office Samos:**  
Kedros Municipality, 831 00  
Samos, Greece

**Visitors address:**  
Jan van Galenstraat 335  
1061 AZ, Amsterdam

**IBAN rekeningnummer:**  
NL86 RABO 0307 9928 10  
RSIN: 85584171  
KVK 64782719





# ORGANISATION & GOVERNANCE

## THE BOARD

The Board Members are the following:

**C.D. MacGregor, [treasurer];**  
**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 Organisation.

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 and a non-excessive attendance fee.

Charlie MacGregor is founder and CEO of The Student Hotel, 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 monthly basis to discuss the activities and direction of the organisation. Weekly 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 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. Adil Izemrane is a former real estate developer who has founded and been involved in several companies and initiatives.

## OFFICE STAFF

The Office Staff members in 2019 are as follows:

**Stephanie Fairbank**  
**Nina Schmitz**  
**Adil Izemrane**  
**Nathalie Meier**  
**Eleni Theodorou**  
**Filippos Zisopoulos**

Stephanie Rueb-Fairbank joined the Movement On The Ground team as Project Manager in January 2016. Nina Schmitz 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. Adil Izemrane joined the Movement On The Ground office team as Head of Mission in XXX after spending XXX years working with the ground team on Lesvos. Nathalie Meier joined as Marketing & Communications Manager as of November 2019. Eleni Theodorou joined as Partnership Manager as of December 2019. Filippos joined in December 2019 as the Impact Analyst.

Up until November 2019 office staff members in Amsterdam were supported by Headsprung who donated an employee to support with Marketing and Communication. The team was also supported by various interns and office volunteers.



## GROUND STAFF

The Ground Staff members (across both Lesvos and Samos) in 2019 are as follows:

Rosa Duran  
Ali Shams Eddin  
Martijn van Ommen  
Maria Casini  
Herman van der Hel  
Tirza van der Linden  
Anouk Beyers

## GOVERNANCE STRUCTURE

The organisational structure of Movement On The Ground is as follows: The board has made job descriptions for the Managing Director, the Project Manager, the Marketing & Communications Manager, the Partnerships Manager and the Impact Analyst. All staff members will perform their jobs conforming to their job descriptions and the code of conduct. The board will perform annual performance reviews for the Managing Director and Head of Mission to make sure that both are performing duties in an independent and ethical manner.

Based on the future prospect of growing as a non-profit organisation, new roles including job description were created by the Board Members to be filled from January 2020 onwards. These roles included; Head of Impact, Head of Office, Financial Controller and Fundraiser.

## PROJECT MANAGEMENT

very Movement On The Ground subject has a designated Project Manager / Marketing & Communication Manager / Partnership Manager / Impact Analyst.

On a weekly 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 weekly monitoring.

## VOLUNTEERS

In 2019, Movement on the Ground had 192 individual visiting volunteers on Lesvos and 11 visiting groups who took part in project-based activities on the island. This combined total makes 264 visiting volunteers on Lesvos. At the same time on Samos, Movement on the Ground had 9 individual visiting volunteers and 1 visiting-volunteer group, making up a total of 13 visiting volunteers. The visiting volunteers were of varying nationalities including; American, Argentinian, Australian, Belgian, British, Canadian, Czech, Danish, Dutch, French, German, Indian, Irish, Italian, Nigerian, Norwegian, Polish, Portuguese, Qatari, Spanish, Swedish, Syrian, Uruguayan, and Yemeni. In addition, there were 6 volunteers supporting the Amsterdam office, in the Netherlands. In principle, volunteers do not receive any financial remuneration for their time and dedication with our organization. However if they do regular work for us in the office we do offer a stipend based on the Dutch volunteer stipend regulations.

## 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 ones national origin, gender, religion, age, culture, sexual orientation 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 who want to join Movement On The Ground fill out an application form on our website. A call is then scheduled with our Volunteer Coordinator to be assessed on their suitability and to have the opportunity to ask any relevant questions they may have in relation to the volunteer work they will do on Lesvos or Samos. Once they are 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. 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 or Samos, a digital evaluation form is sent to them to give their feedback on the time spent with us. During our weekly project meeting we discuss the outcomes of these evaluation forms and discuss whether we need to implement any changes to our volunteer communication or activities or follow up on the health and wellbeing of the volunteer once back.



# MARKETING & COMMUNICATION



## Newsletter

The head office team/Marketing Communications Manager in Amsterdam is responsible for drafting and sending out a quarterly newsletter to our network who has registered to receive this. In 2019, 1,306 people were registered for this newsletter. The breakdown of the newsletter is as follows: update about the refugee crisis in Lesvos and Samos in figures, an update about a project/activity on Lesvos and Samos, 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 online communication including 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 project and cause, 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 team in Amsterdam, with support and assistance from our ground staff and visiting photographers.

## Facebook

In 2019 the number of followers increased to 13,187 people on the Movement on the Ground page. This is an increase of 17% since 2018. This has grown organically (we do not pay any of our followers). Our best performing post of 2019 reached 25,000 users.

## Instagram

2019 marked the third year of use on Instagram, where we were able to reach a milestone of 10,000 followers organically. IWe started more actively using the Instagram story format towards the end of the year resulting in story impressions of 50,000 users.

## 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. 2019 was a year for us to start further exploring the potential of LinkedIn as a means to hit this target group. By the end of the year, we had a following of 1,100 users.

## Website

Across 2019, we were able to start actively using our newly developed 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 1,600 users per month. In 2019, we were able to generate €83,643 of donations through our website, allocated towards our emergency response on Lesvos and Samos.

## Campaigns

In 2019, Movement On The Ground ran three fundraising campaigns.

Summarisation 2019: In the lead up to Summer, Movement On The Ground launched the summerisation campaign to help raise funds for the residents of Kara Tepe and the Olive Groves to be protected against the summer conditions. Money raised would contribute towards fans, sunscreen, hats and mosquito repellent. In total, the campaign helped to raise a total of €4,326.

Time for tents: During the European Festival season (Summer 2019) we launched the Time for Tents campaign. The campaign was designed to attract festival attendees to donate €20 to help with the purchasing of a tent for a refugee family sleeping without one. In total, the campaign helped to raise a total of €15,215.

Winterisation 2019: Movement On The Ground launched a winterisation campaign titled ‘The 12 Days of Giving’. The money raised during this campaign was to be allocated towards the winterisation of the Olive Grove campUs of Moria camp. In total, the campaign helped to raise €13,000 worth of donations.

## Media

Movement On The Ground was featured in the following media outlets in 2019: ANP Press Support, Metronieuws, De Nieuws BV, De Trouw, ARD, EenVandaag, NTL Nieuws, Welt DE, NOP Radio 1.



# 05

## WHERE WE WORK

### THE NETHERLANDS

Movement On The Ground's office is located in Amsterdam West. Most projects conducted in the Netherlands have been done so in Amsterdam. However, our team travels across the country to give talks, speeches, receive donations and to be present at a myriad of different events. These are often organised by us by different groups, organisations, schools and universities. In 2019, we also had the privilege to travel to Berlin, Germany to take part in Bed Talks, hosted by The Student Hotel.

### LESVOS, GREECE

On the island of Lesbos, we are 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.

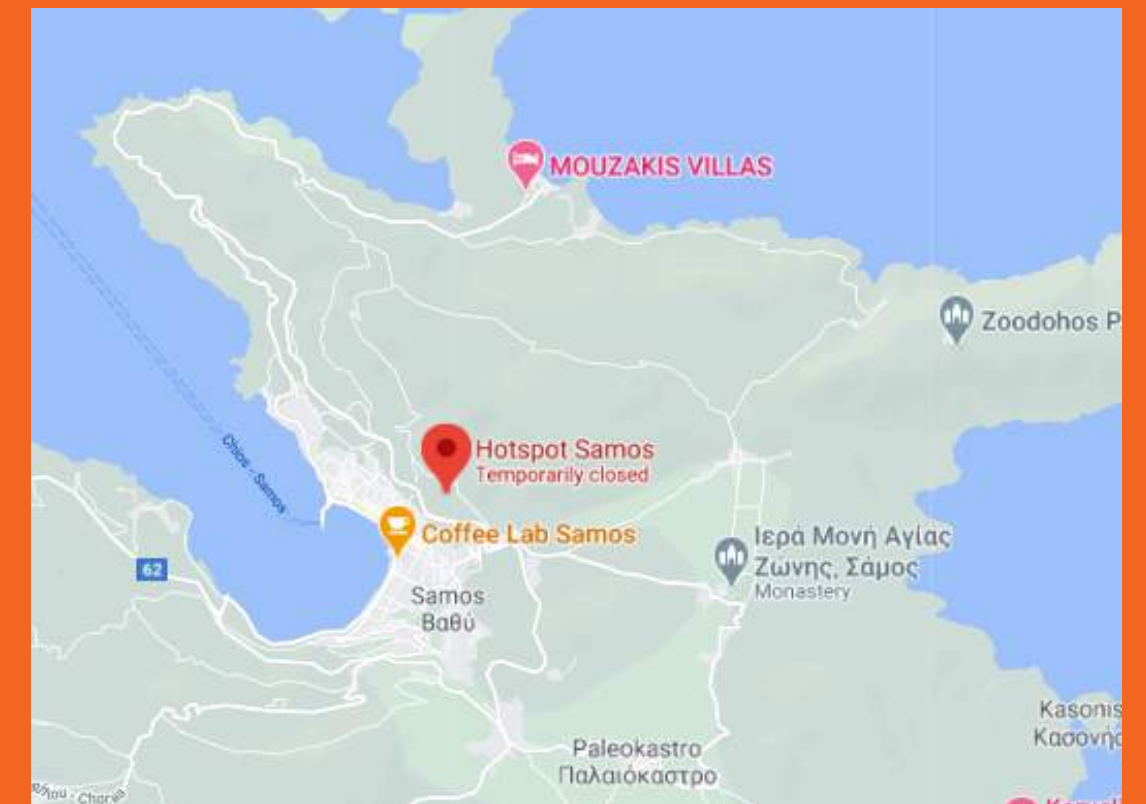
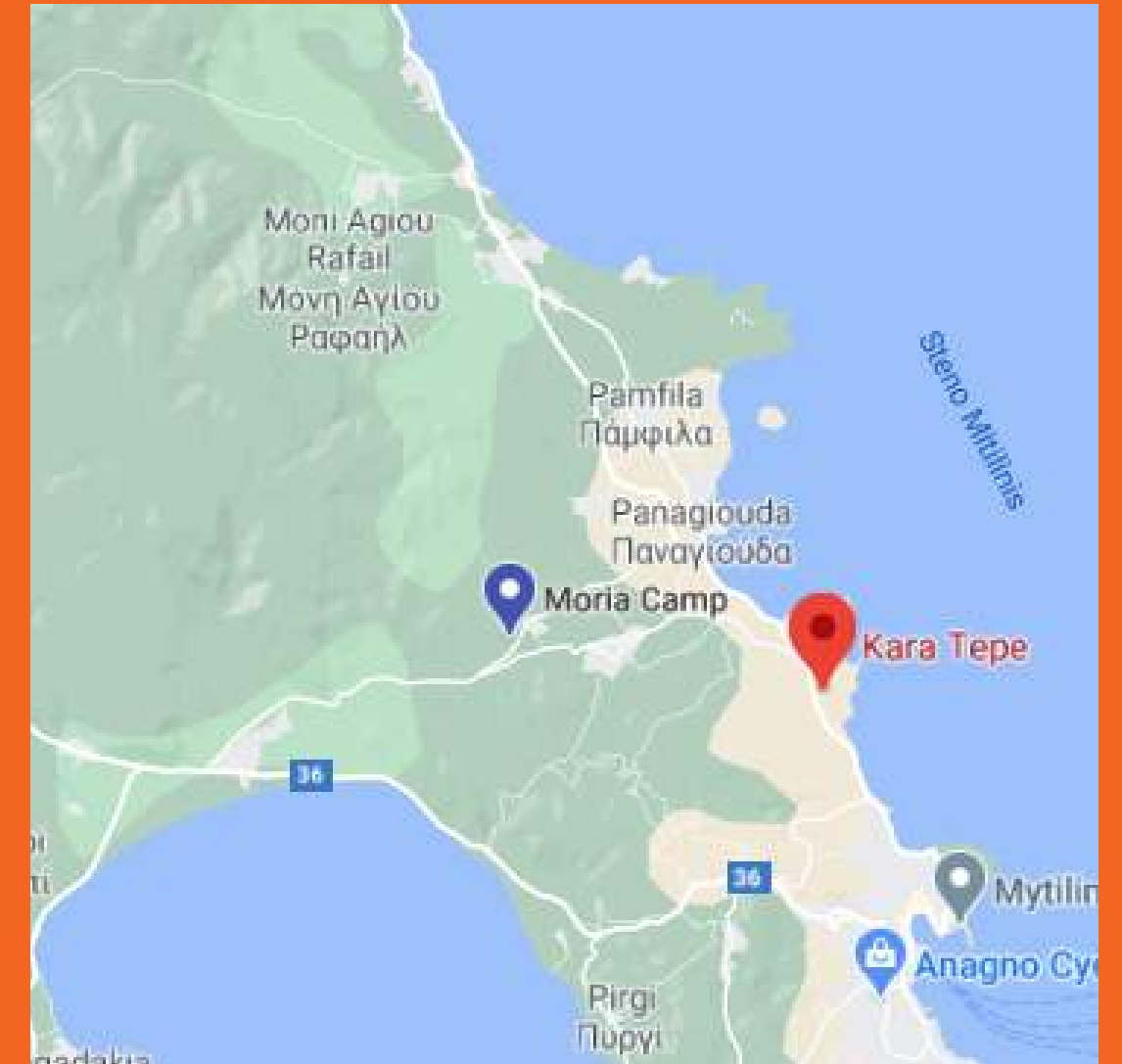
Camp Moria is the official reception centre of Lesbos and is also Europe's largest refugee camp. Here all arrivals to the islands are registered and allocated a place in the camp. The camp is designed to host 2,700 people but by the end of 2019, was close to hosting approximately 18,000 people.

Kara Tepe Hospitality Centre is located a few kilometres away from Moria camp and houses the most vulnerable cases on the island. This usually includes families with young children, people with disabilities and the elderly. Kara Tepe actively implements our Camp to campUs philosophy.

The Olive Grove campUs, as the name suggests, is an Olive Grove outside of the walls of Moria camp. Due to the severe overcrowding that Moria camp has experienced, many people have settled with summer tents and makeshift shelters in the Olive Groves that surround the camp. Movement On The Ground is active in this area, renting the land from the local farmers in order to implement the Camp to campUs philosophy. In 2019, Movement On The Ground was able to dignify the living area called Olive Grove South where many single men of Middle Eastern and African origin reside. In the Olive Grove North, where many Afghani families have settled, many of these families have children. At the end of 2019, we started working in this area to improve the living conditions.

### SAMOS, GREECE

In 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. Vathy camp is situated quite close to Vathy town, the largest town on the island. The camp was designed for 650 people and by the end of 2019, was hosting 8,500 people. Our team operates in the area surrounding the camp, which is hosting around 5,000 and many unaccompanied minors due to issues of overcrowding inside the camp.





# 06

## ACTIVITIES



Movement On The Ground aims to have diversity in its projects. These projects can be divided into different subgroups that all fall under the Camp to Campus (C2C) philosophy. Movement On The Ground sees this to help direct not only the projects and work that is carried out but also as a natural progression leading refugees from basic needs to skills they can use to help integrate into the community in which they will settle.

### FROM CAMP TO CAMPUS

We believe in building a community! We aim to transform refugee camps into communities where residents feel empowered to take control of their futures, starting here and now with our support. Our strategy is to build sustainable, healing and self-sufficient campUses. One of our most simple yet highly efficient projects is our 'Food Line' initiative, which was a simple solution to a thrice daily issue of residents having to queue up for each meal distribution. Instead of 600 residents having to queue up we gave each tent housing 10 residents a meal card, then one tent member could go to pick up meals for the rest of the tent, reducing the wait time quantifiably, from 500 to 50 people.

Another is our 'Waste Management' program that effectively started in Vathy camp on Samos which was overrun with garbage leading to the influx of rodents that were bringing disease to the camp. In 2019 over 540,000 kilograms of garbage was removed from the camp by a team of community volunteers. These teams took over the full responsibility of this project which includes informing newcomers of how to use the bins spread out in the area.

In 2019, we were able to make great strides in our CampUses in the Olive Grove outside Moria. We completed all the levelling of the southern area of the Olive Groves and were able to dignify this living area for a total of almost 4,000 residents. This process took some time as it meant having to rehouse each family into a temporary tent while we set up new, dignified family tents.

We believe in the successful integration of refugees into their new environments, including preparing them for the work environments they may encounter in their new homes. In 2019, MOTG was approached by the Dutch branch of IBM offering to help solve issues Movement On The Ground encounters, using a technique called 'Design Thinking'. The result of this design thinking challenge was farther reaching than imaginable. A skills oriented educational platform was offered to Movement On The Ground and its residents as an opportunity to enrich skills they already possessed or to re-educate themselves in areas such as IT and customer service. The platform uses educational materials and resources from among others MIT, other esteemed educational and professional partners. Preparing residents for a life after camps. For this we worked closely with IBM, who offered a digital skills building platform allowing residents to take single classes or full courses to help enrich skills they already possess or to learn new skills that are in demand in the job market. This new program slots in well with our digital learning labs, which are classes hosted for camp residents to improve their digital literacy.



# LESVOS, GREECE

Our presence in Greece is to fill in gaps of needs through a Camp to campUs philosophy, where we are constantly keeping dignity and innovation at the forefront of any implementation we make. Here we list some of our larger and more significant projects;

## Summerisation

During the summer months it becomes very hot on Lesvos and in the open areas around the camps shade can be difficult to find. Therefore, the team on Lesvos collaborated with the community volunteers of both Kara Tepe and the Olive Grove campUs to provide more accessible shading. In Kara Tepe, each isobox received their own shading areas and in the Olive Grove south, a communal shading area was constructed. The team also distributed and installed fans in every isobox in Kara Tepe and every dignified tent with electricity connected in the Olive Groves.

## Winterisation

The winter months on Lesvos and Samos provide great challenges for the residents of the camp who have limited access to warm clothes, heating and blankets. In 2019, Movement On The Ground conducted an assessment of the camps in order to address winterisation needs. Once the needs are identified, we activate a network of donors who can help provide a range of items such as: mattresses, heaters, thermal clothing, thermal blankets, sheltersuits and jackets for the winter. As a part of the 2019 winterisation program, we organised a large clothing distribution together with Because We Carry for Kara Tepe and the Olive Grove with winter clothes collected in the Netherlands.

## Barcelona Foundation Football Program

Sponsored by the Barcelona Foundation, in 2019 we ran weekly football activities for boys and girls aged 4-18 from Kara Tepe, Moria camp and the local community. The objective of this project is to empower community building amongst different cultures, encourage skills development in team building, communications, and of course the energising effects of regularly taking part in sport/exercise activities. This project has been running since 2017 and we have fortunately been able to extend it into 2019, with promise for a 2020 program. Not only has this project provided the opportunity for both host and hosted community children to play football, but provided training opportunities for both Greek coaches and camp resident coaches. By the end of 2019, we proudly have a mix of both local and hosted coaches for the program. As a part of the program in 2019, we hosted a special mixed sports day tournament for both local and resident children as a part of World Refugee Day.

## Digital Learning Lab

The Digital Learning Lab is a space in Kara Tepe where camp residents have the opportunity to develop their technological skills to assist with their future employment. In 2019, we extended our digital learning lab, acquiring an additional space in Mytilini city and Moria camp. Regular training is provided at all three locations where students - both children and adults - have the opportunity to access classes hosted by both local Greek and resident teachers. In 2019, classes hosted in the Mytilini workspace were also offered to local Greek residents as well as camp residents.

## Harvard BrainTrust

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, Harvard University have been sending student groups to support Movement On The Ground in finding solutions issues on Lesvos such as camp conditions, essential services and programming directly related to psychological and safety needs. In January 2019, the Harvard BrainTrust visited Lesvos to help consolidate our Camp to CampUS plan for the refugee camp Moria.

## Community Activities

On a weekly basis Movement On The Ground hosts community building activities for the community of Kara Tepe including; community night, cookies and conversations, sewing lessons, ladies night and children's 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 camp.





## Clothing Shop

This program is an essential cornerstone of our Camp to CampUs philosophy. It is a self-sustaining clothing store where families can come every three months to pick out new sets of clothing. This clothing store is run in Kara Tepe and the program is offered to all camp residents. The purpose is to bring a sense of dignity and autonomy back to residents through the freedom of choosing one's own clothing. The store is supported through donations of both new and second hand clothing.

## SPACES

In the autumn of 2018, one of our former sports coordinators Tirza van der Linden recognised the vast amount of young children who live in Kara Tepe with special needs. What stunned Tirza the most was the amount of time these children were spending inside their shelters, disconnected from their environment and community. In looking for a better way to connect and stimulate these children, our special needs program was born. In March 2019, recurring visiting volunteer Marie O'Donoghue started assisting with the program. With a background in special needs and education, Marie and Tirza began to work together to develop an activity program for children with special needs. This program we now call SPACES. The SPACES sessions are hosted twice a week in small groups in our community centre in Kara Tepe.

## Ramadan

Each year during the month of Ramadan, we believe it's 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.

In 2019, we conducted special Ramadan distributions and celebrations, together with Because We Carry, for the communities of Kara Tepe and the Olive Grove.

## Group Visits to Kara Tepe & Olive Grove

Every year, we facilitate group visits to the camps in which we work as a means to raise awareness about the situation in Greece, build bridges between communities and activate people to become involved in our work. We also host groups who come to support the development of new and innovative projects on the ground, be it through art, culture, infrastructure or food. In 2019, we hosted a series of group visits for; Dutch politicians and delegations, companies, organisations, friends and artists. We even received a special visit from FC Barcelona as a part of our Sports Program. These groups have the opportunity whilst on Lesvos to 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 situation.

## Volunteer Program

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. Throughout 2019, Movement On The Ground received a total of 192 volunteers and 11 groups of volunteers (72 people), making a total of 264 volunteers on Lesvos.

## Theatre Group Changing Stories

In 2019, the theater group Changing Stories returned to Lesvos to give their workshops for kids. Together with the children of Moria camp, Kara Tepe and the Olive Grove they hosted art workshops and performances.

## SkillsBuild

Movement On The Ground runs educational activities for both campUs residents and members of the local host community with the support of long-term partner IBM, who provides the SkillsBuild platform and support to turn the Digital Learning Labs into stimulating learning environments. Leveraging the IBM SkillsBuild platform, Movement On The Ground can focus on equipping campUs residents with the required skills to work in a digital world and contribute to local economic development. The IBM SkillsBuild platform provides job seekers with the digital content, personalised coaching and experiential learning they need to gain technical and professional skills required to re-enter the workforce. Learning paths include, amongst others: web development, data science and customer service. The platform can also be used by the learners further along their journey once they have left the Lesvos.

## Community Building & Leadership Coaching with Che Amigo

Together with a fellow charity Che Amigo - aimed at helping create leaders from camp residents - Movement On The Ground set up a pilot program to see if the framework used by Che Amigo in other minority regions would also bring added value to help residents equip themselves in the job market they would enter.



# SAMOS, GREECE

In 2019, Movement On The Ground officially expanded its mission to Vathy camp on Samos. As this venture was still quite news, our programs and projects were restricted as we continued to find our role and footing on the islands. The work we conducted was done so in the area surrounding the walls of Vathy camp, where a majority of the camp population live in squalid conditions. At the end of 2019, the area surrounding Vathy camp was housing approximately 8,500 men, women and children, including more than 250 unaccompanied minors.

## Aid distributions

Movement On The Ground collaborated with other present organisations on Samos including Samos Volunteers and Refugee 4 Refugees to distribute essential items to the community. At the beginning of the year we helped to distribute 800 shletersuits to women and children on the island. Throughout the year we distributed tarps to families living in the outskirts of Vathy camp to help secure and weather-proof their summer tents. In the winter of 2019, we collaborated with other NGOs on the island to distribute sleeping bags to the entirety of the camp.

## Waste Management

In 2019, Movement On The Ground made its mark on the community of Vathy camp through the implementation of a waste management program. An important driver of this program was the community itself, who helped to collect waste and educate their fellow community members about the importance of keeping a clean and hygienic living environment. In 2019 Movement On The Ground contributed to the collection of 540.000 kilograms of waste from the surroundings of Vathy camp.



# THE NETHERLANDS

## Creating awareness and raising funds through talks and events

During 2019, we hosted and attended many talks and lectures on a variety of different platforms. Our founders, board members and director of Movement On The Ground were all responsible for attending these events as a means to spread awareness and raise funds on behalf of the organisation. To name a few; Bed Talks in Dresden, Uden and Berlin hosted by The Student Hotel, talk with the staff of Viacom CBS at their headquarters, Sheltersuit's Valentine's Day dinner, RSM Erasmus Conference, WomenxWomen photo exhibit & fundraiser, NRVD Congres, World Refugee Day Think Talk, Ink Master Tattoo Spike TV event, Travelist - catalyst for good - Prince Harry event, Talk Martin Luther King lecture on the VU.



# MOTG INTERNATIONAL

Movement On The Ground was involved in many events outside of its bases of Lesbos, Samos and Amsterdam. Here is an overview of some of these;

## Johan Cruyff Foundation

Movement On The Ground was awarded €1million (together with the Dutch Postcode Lottery) to build 3 football pitches; 2 on Lesbos and 1 on Samos as a gesture to build bridges between the host and hosted community as sports is a universal language and can bring all cultures and communities together.



## Harvard Legal App

A group of Harvard Students set out to simplify and clarify the legal asylum procedure for refugees, allowing for layman's explanations and helping guide residents through the sometimes very complex asylum procedures.

## International donations phone line

In 2019, Movement on the Ground collaborated with Athalos (formerly known as GDS / Global Donations Systems) to set up a donations phone line.

## Icy & Sot visit Lesbos

This well renowned art pair visited Lesbos in May of 2019. The pair worked on an art project together with the community of the Olive Grove campUs to bring awareness and funds for projects on Lesbos.

## Cook Book

A cookbook initiative was developed by a friend and former volunteer of Movement On The Ground. Erin Groot-Hemsen created a cookbook together with new arrivals in The Netherlands as a means to help people to connect to refugee stories through food. The development of the book was ongoing through 2019 with the intention to publish in 2020 with a percentage of proceeds dedicated to Movement On The Ground.

## Labels for Lesbos

A group of ladies came up with the idea of contacting large clothing brands to see if they would donate any surplus stock to Movement On The Ground. This initiative would feed the clothing shop that is run in Kara Tepe by the residents, allowing families to choose their own “new” clothing as part of the drive to create dignity within these communities.

## Dutch App Awards

Movement On The Ground was nominated for the Dutch App award. The nomination was for our volunteer app developed by Pinch.

## Gijs Giraffe

Children's book author and illustrator Marijn Welten has been drawing a character named Gijs for the last 10 years. In 2019, the character came to life through a knitting initiative as a means to bring awareness to the situation on Lesbos and make children on the island smile with a cuddly toy. In total, 540 Gijs giraffe cuddly toys (each one unique & made by hand) were given to the children of Kara Tepe to bring joy and a feeling of friendship and love.





# 07

## ACHIEVEMENT OF GOALS & EVALUATION

### ACHIEVING OUR GOALS

Our driving force as an organisation is to create impact within the humanitarian sector, it is important to take the necessary steps to measure our impact and goals with concrete and measurable indicators.

In 2019, we collaborated with Internal Communications Agency Involve to set new objectives and goals for Movement On The Ground. There were four separate sessions hosted involving the board members, founders and employees of the organisation. The main objective of these sessions was for the team to align on;

The development of a clearer view on how Movement On The Ground should evolve as a movement and as an organisation in order to be able to grow and to drive it's mission forward.

The core values of Movement On The Ground were defined and set to help guide Movement On The Ground in its decision making, whether it be a new team member, a new program or project or larger strategies and goals.

- Entrepreneurial
- Bridge building
- Hands-on
- Challenger
- Humility
- intuitive; follow your heart

### FUTURE GOALS IN BROAD STROKES

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 CampUs community to run their own campUs. So we are obsolete, and can move to new regions that need our help”.*

In practical terms this would be to;

- Actively through programs and projects work to prepare residents for a better integration in their next steps.
- Become active in more 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 follow the Camp to campUs model

This would be achieved by;

#### More People

- Adding more team members with specific skills and experience (however personality should overshadow skills sets in the choice of candidates)
- Including locals and (former) residents

#### Vision and Knowledge sharing

- Experienced people help build new campUses
- Actively share lessons learned
- Everyone needs to be able to share and ‘live’ our vision / philosophy

#### Retain the essence/ID of the foundation

- Trusting each other
- No egos, working together
- Integrity



- Autonomic teams, that ‘just do’
- Balance flexibility and professionalism

## Organisation

- Better insight in/more influence on budgets for larger projects.
- Reduce the amount of meetings/indirect contact lines in order to become more efficient.
- Bit more clarity on who is responsible for what.

## 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 assesses risks in the field locations where operating. In 2019 an external safety expert helped us map out and create a safety procedure to help minimise risks. We monitor financial, operational aspects and we decide on taking any necessary action steps based on our weekly 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 and Samos 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 and Samos
- Refugee Crisis developments in Africa

## Sustainability 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 its own impact on the environment 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 implemented a Code of Conduct which all actors on behalf of Movement On The Ground obliged by. In 2019, we will describe our procurement policy and low cost policy.

## Work Processes of Financial & Legal Affairs

All income and expenditures are administered meticulously by the treasurer / vice president of the Organisation. Any payments we make were approved by the Chairman and the Treasurer, Charlie MacGregor of the Board. 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 six months after the end of our financial year. *(Due to the unpredictable nature of COVID-19 and the challenges we have experienced in the year of 2020, the publication of our annual report was delayed by an additional three months.)* 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. 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. 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.

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 for 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 2020

We believe that it is our responsibility as an organisation to clearly assess ourselves and create forecasts for 2020 and onwards. Based on the Strategy Assessment conducted in 2018 (intended to be ongoing until 2023) and other strategic sessions in 2019, these are our insights and projections for the future.

### Insights and outcomes

Movement On The Ground is an organisation that relies on action and experimentation as a tool to find its role within the landscape of the humanitarian sector. Together with Internal Communications agency 'Involve', Movement On The Ground mapped out a new strategy, helping redefine goals and direction for 2020. The results from several strategy sessions involving the board and founders as well as employees helped identify ambitions but also core values that Movement On The Ground stands for, intended to help direct the strategy as well as the assessment of new projects and initiatives. Knowing that Movement On The Ground has a strong set of values and big, bold ambitions of spreading the Camp to campUs philosophy globally, means that the team needs more specific experts to help lead and drive the scale up ambitions.

*Learning by doing; implementing and changing strategic directions if necessary. The fact that Movement On The Ground aims to 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 2020:

#### 1. Projects in Greece:

- Continue to roll out Camp to CampUs on Lesbos in Moria camp, the Olive Grove
- Continue working on Camp to CampUs Kara Tepe and implement research to gather data and measure impact with the intention to work towards handling this project rightfully back to the host and hosted community
- Extend the Camp to CampUs on Samos and possibly explore the mainland of Greece as a new area to work
- Start a project to directly help and support unaccompanied minors, a group heavily impacted and in a vulnerable position in Greece.
- Integrate Skills Build into resident programs.



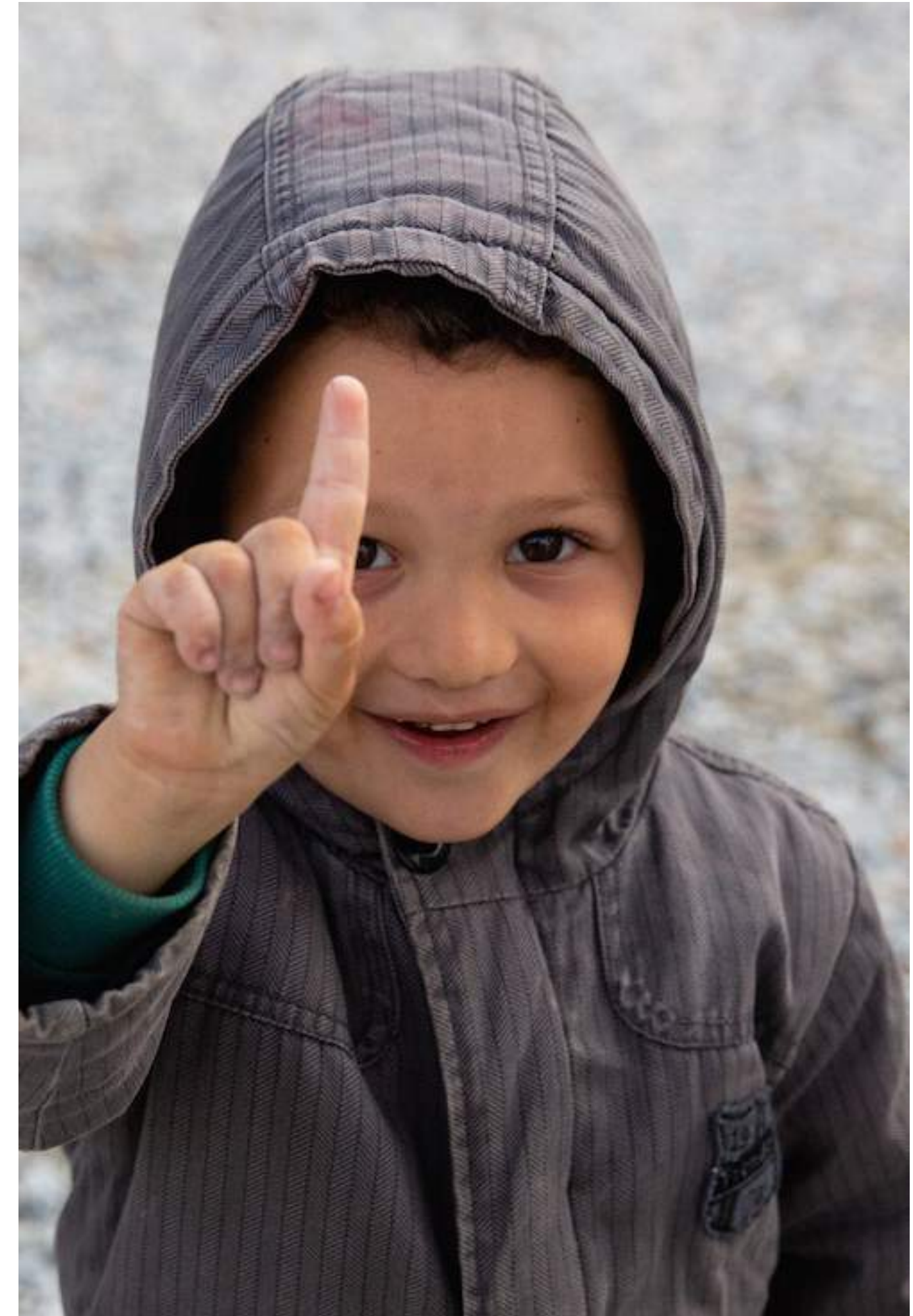
## 2. Projects in The Netherlands and beyond:

- Explore the possibilities regarding educational activities and creating awareness throughout the country.
- Integrate Skills Build into resident programs.
- Explore the possibility of expanding the Camp to campUs approach into a new country / camp.

## 3. Building the organisation

- Financial investment to strengthen the team to create space for more fundraising
- Professionalise the Volunteer Program
- Install and strengthen basic processes and internal procedures
- Increase organisational awareness through the development of a stronger marketing and communications strategy.
- 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 a new market of donors by intensifying the grant application process to grant dispersing foundations and initiatives. Movement On The Ground will have a Head of Impact allocated to this task and we are implementing the monitoring and reporting frameworks in place in order to qualify for such grants. The Head of Impact will activate a network of private individuals who are committed to our work.
- Develop a stronger 'people-first' approach, in which decision making, awareness, program development and fundraising is developed with human values and qualities first and foremost.
- Focus on the internal organisation, with more attention on compliance and the development and updating of internal procedures.

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

Shortly after the closing of the year 2019, we were confronted with the COVID-19 pandemic. As an organisation, we were not prepared for such an impactful turn of the global scene. Our goal to expand our mission outside of Europe (Lebanon) was suspended and all of our efforts were put into consolidating and fundraising for our response on the Greek islands of Lesbos and Samos as conditions in and around the refugee camps in these locations intensified.

With a world that came to a standstill, Movement On The Ground was prepared for 2020 and the great challenges it would bring for many people around the world, especially those forced from their homes and seeking safety. Our ambition to transition our organisation into a more mature yet still agile-governed organisation would prove to be our biggest challenge amongst the uncertain reality of the world.

With flexibility and adaptivity proving key features for our 'lean and mean' organisation, we were and remain convinced that we will overcome this new COVID-19 hurdle and see it as an opportunity to reassess our course in humanitarian response.

We do not anticipate any major negative effects on our organisation due to this as we have seen great mobilisation of several granting organisations throughout 2019. Furthermore, we are seeing the emergence of more granting organisations into 2020 to help fulfil gaps that occur due to the COVID-19 situation.

### Key figures

Following the guidelines of 650 for annual reporting (RJ650), Movement On The Ground highlights in this financial overview the key figures of the expenditures on the objectives, fundraising costs, management and administration of the organisation.

In 2019, we spent 59,4% of our total income on our objectives. As we are a start-up grassroots organisation, our aim is to raise this key figure in line with the advised ratio to a minimum of 70% in the next year. The same goes for the ratio of direct expenditures on the objectives in relation to the total sum of the expenditures which was 63.3% in 2019. Though our ambition is to raise the two former ratios we want to keep our fundraiser costs as low as possible. We were fortunate in 2019 to keep our fundraiser costs at bare minimum of 0,01%, as the majority of our fundraiser costs were covered or bartered by external/third parties. In 2020, we hope to not exceed 10% in fundraiser costs from the total income from fundraising.

Our management and administrations totaled €431,965 which is 36,6% of the total sum of the expenditure.

The high percentage has to do with an allocation of costs and depreciation in 2019 that we do not expect for 2020.

Looking back on 2019, we are satisfied with the growth achieved when it comes to fundraising. We have seen an increase of 38% in our donation in comparison with 2018, with our total donations amounting to €1,255,069. Donations picked up both online and through grants. We also saw a continuous commitment and engagement of our active and structural donors who supported our mission in the past years. We expect to continue growing our donations through multi-year commitments, creative and engaging online campaigns and self-sustaining social enterprises, similar to the Movement Hotel of 2018, with a revenue model that supports Movement On The Ground's mission.





## Major donors

Our major donors of both in-kind and financial donations have been similar to that of recent years including; trusted NGOs, charities and individuals. International NGOs like IRC and MSF have had a huge positive impact on our “Camp to campUs” mission in the Olive Groves surrounding Camp Moria, Europe’s largest refugee camp. Without their in-kind donations of WASH containers (MSF) and equipment for an electricity network (IRC), more than 3000 people would have had to face another winter without heating. As a small grassroots organisation, these types of collaborations and other in-kind donations enable us to execute large and impactful interventions.

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We are very grateful to our Dutch donors, including Stichting Vluchteling – one of the largests NGOs in the Netherlands – for their financial support to Movement On The Ground for another year of winterisation in 2019.

With €46,431, thousands of people living in and around Vathy camp on Samos were supported with sleeping bags, pallets and tarps. We will be exploring further collaborations with other established NGOs not only as a grantee but also to exchange learnings and insights.

Another partner close to our hearts is the company Heutink and their charity Heutink Foundation. As one of our most loyal and trusted supporters and knowledge partners, Heutink is an expert when it comes to enabling underprivileged children and young teenagers living in uncertain conditions to reach their potential through education. We are very grateful for the CEO of Heutink Foundation, Jessica Heutink, to join us in 2020 as a respected member of our advisory board.

We are also very grateful for donors including UK-based charity Help Refugees/Choose Love and FC Barcelona's charity, The Barca Foundation, on which we can count on for the next years to guarantee the continuity for our mission in general and on specific programs.



Several major private donors, companies and churches continue to be a driving force in our total income and revenues. To honor their support we will improve on our transparency and reporting to make sure they are updated and up to speed on how their funds are efficiently spent.

## Campaigns

In 2019, we ran our traditional summerization and winterization campaigns to raise awareness and funds for the unfolding situation on the Greek islands. These campaigns took place online and had fluctuating results. We intend to improve our (social) campaigning in 2020 through the hiring of a dedicated Communications and Marketing Manager to institutionalise a clear strategy.

## Nationale Postcode Loterij (NPL)

Millions of participants contributed to an all time record revenue of €753 million in 2019. Of this raised amount, the NPL donated to 123 organisations a total of €377 million. The Cruyff Foundation has been a long and trusted beneficiary of the NPL and together, we collaborated on a grant proposal for three Cruyff courts across the Greek islands Lesvos and Samos including a management program for five years, in 2019, this was granted for a total sum of one million euro. The Cruyff Foundation will be the financial beneficiary and Movement On The Ground the implementing partner. The start of the project is scheduled for spring 2020.

## Government funding

Movement On The Ground did not receive any government funds in 2019.



## Fundraising

At the end of 2019, it was decided to look for a dedicated fundraiser to join our team. This key role has been missing since the beginning of our organisation as we have always been able to attract the necessary funds through our direct network. As a small, grassroots organisation, we will explore several ways to fulfill our fundraising needs and it is intended that the fundraiser will develop a multi-year strategy in 2020. Setting up social enterprises that both create employability and of which the profits go 100% to the mission of Movement On The Ground is also something we are looking to do after the success of the Movement Hotel in 2018.

## 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 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.

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 to above, the reserve may amount to not more than one-and-a-half times the annual costs.

The reserve at the end of 2019 is €-113,827. Being a relatively young organisation, we aim to increase this reserve fund to at maximum of 1.5 times our annual costs in the next five years. We will have an annual evaluation of the continuity reserve.

## Continuity

The position of Movement On The Ground at this moment is at a crossroads. Our ambition to expand to outside of the European context entails new strategies on different disciplines. In the first place, we will grow our Amsterdam office personnel to harness the growth potential and utilise human resources to attract more supporters, donors and institutional support.





# 09

## FINANCIAL STATEMENTS

In the following pages, you will find our financial statement relating to the year 2019. This includes:

1. Balance sheet as at 31 December 2019
2. State of income and expenditure for 2019
3. Cash flow statement 2019
4. Accounting principles
5. Notes to the balance sheet as at 31 December 2019
6. Notes to the statement of income and expenditure for 2019
7. Independent auditors report

In addition, you will find an independent auditor's report





**1 BALANCE SHEET AS AT 31 DECEMBER 2019**  
(After profit appropriation)

		31 December 2019	31 December 2018
		€	€
<b>ASSETS</b>			
<b>FIXED ASSETS</b>			
Tangible fixed assets	(1)	329.018	113.396
<b>CURRENT ASSETS</b>			
Receivables	(2)	96.715	64.750
Liquid assets	(3)	60.861	84.382
		157.576	149.132
		<u>486.594</u>	<u>262.528</u>

<b>LIABILITIES</b>	
<b>RESERVES AND FUNDS</b>	(4)
Continuity reserve	
Special-purpose reserve	
<b>SHORT-TERM LIABILITIES</b>	(5)
Creditors	
Taxes and social security contributions	
Other liabilities	
Accruals	

		31 December 2019	31 December 2018
		€	€
<b>LIABILITIES</b>			
<b>RESERVES AND FUNDS</b>	(4)		
Continuity reserve		-51.934	61.893
Special-purpose reserve		303.476	113.396
		<u>251.542</u>	<u>175.289</u>
<b>SHORT-TERM LIABILITIES</b>	(5)		
Creditors		58.082	14.462
Taxes and social security contributions		46.840	5.853
Other liabilities		98.603	61.253
Accruals		31.527	5.671
		<u>235.052</u>	<u>87.239</u>
		<u>486.594</u>	<u>262.528</u>



**2 STATE OF INCOME AND EXPENDITURE FOR 2019**

	2019	Budget 2019	2018
	€	€	€
<b>Income</b>			
Income from fundraising	(6) 1.255.069	1.122.976	908.378
Sum of the income raised	1.255.069	1.122.976	908.378
Income as consideration for supply of goods and services	(7) -	-10.000	87.933
<b>Sum of the income</b>	1.255.069	1.112.976	996.311
<b>Expenditure</b>			
Spent on objectives	(8) 745.978	710.000	571.155
Fundraising costs	(9) 873	28.000	13.900
<b>Management and administration costs</b>			
Staff costs	(10) 322.140	240.000	184.085
Depreciation	(11) 47.200	40.000	32.440
Other administration costs	(12) 62.625	85.000	67.841
<b>Sum of the management and administration costs</b>	431.965	365.000	284.366
<b>Sum of the expenditure</b>	1.178.816	1.103.000	869.421
	-	-	-
<b>Balance of income and expenditure</b>	76.253	9.976	126.890
<b>Allocation of balance of income and expenditure</b>			
Continuity reserve	-113.827	-	13.494
Special-purpose reserve	190.080	-	113.396
	76.253	-	126.890

**3 CASH FLOW STATEMENT 2019**

	2019	2018
	€	€
<b>Cash flow from operations</b>		
Operating result	76.253	126.890
Adjustments for:		
Depreciation	47.200	32.440
Change in working capital:		
Receivables	-31.965	-37.982
Short-term liabilities	147.813	-64.933
	239.301	56.415
Donations of tangible fixed assets	-230.634	-
<b>Cash flow from operations</b>	8.667	56.415
<b>Cash flow from investing activities</b>		
Investments in tangible fixed assets	-32.188	-3.488
Movement in liquid assets	-23.521	52.927
<b>Notes to the liquid assets</b>		
	2019	2018
	€	€
Position as at 1 January	84.382	31.455
Movement in liquid assets	-23.521	52.927
<b>Position as at 31 December</b>	60.861	84.382



## 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.

#### Staff 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.



**JAARREKENING**  
Movement On The Ground Foundation  
te Amsterdam

**5 NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2019**

**ACTIVA**

**FIXED ASSETS**

**1. Tangible fixed assets**

	31-12-2019	31-12-2018
	€	€
Equipment	18.061	-
Energy supplies	310.957	113.396
	<u>329.018</u>	<u>113.396</u>

	Equipment	Energy supplies	Totaal
	€	€	€
<i>Book value as at 1 January</i>			
Acquisition price	-	165.295	165.295
Accumulated depreciation	-	-51.899	-51.899
	<u>-</u>	<u>113.396</u>	<u>113.396</u>

<i>Mutaties</i>			
Investments	21.908	240.914	262.822
Depreciation	-3.847	-43.353	-47.200
	<u>18.061</u>	<u>197.561</u>	<u>215.622</u>

<i>Book value as at 31 December</i>			
Acquisition price	21.908	406.209	428.117
Accumulated depreciation	-3.847	-95.252	-99.099
	<u>18.061</u>	<u>310.957</u>	<u>329.018</u>

<i>Afschrijvingspercentages</i>			%
Equipment			20 - 33,33
Energy supplies			33,33

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**CURRENT ASSETS**

**2. Receivables**

	31-12-2019	31-12-2018
	€	€
<b>Taxes and social security contributions</b>		
Turnover tax	64.750	64.750

**Other receivables**

Receivable A. Izemrane	31.965	-
------------------------	--------	---

**3. Liquid assets**

Rabobank current account	59.634	83.155
Rabobank savings account	1.227	1.227
	<u>60.861</u>	<u>84.382</u>

**LIABILITIES**

**4. RESERVES AND FUNDS**

Continuity reserve	-51.934	61.893
Special-purpose reserve	303.476	113.396
	<u>251.542</u>	<u>175.289</u>



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	2019	2018
	€	€
<b>Continuity reserve</b>		
Position as at 1 January	61.893	48.399
Profit appropriation financial year	-113.827	13.494
Position as at 31 December	-51.934	61.893

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 2019 is € 51.934 negative. 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.

	31-12-2019	31-12-2018
	€	€
<b>Special-purpose reserve</b>		
	303.476	113.396
Position as at 1 January	113.396	-
Profit appropriation financial year	190.080	113.396
Position as at 31 December	303.476	113.396

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**

	31-12-2019	31-12-2018
	€	€
<b>Creditors</b>		
Creditors	58.082	14.462

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	31-12-2019	31-12-2018
	€	€
<b>Taxes and social security contributions</b>		
Payroll taxes and social security contributions	46.840	5.853
<b>Other liabilities</b>		
MacGregor Holding BV loan	10.000	50.000
Severval short term loans	76.803	-
Accountancy fees to be paid	11.800	11.253
	98.603	61.253
<b>Accruals</b>		
Holiday pay provision	8.356	5.671
Various amounts payable	23.171	-
	31.527	5.671

**Rights and obligations not included in the balance sheet**

**Contigent liabilities**

*There are no contingent liabilities.*



**6 NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE FOR 2019**

	2019	Budget 2019	2018
	€	€	€
<b>6. Income from fundraising</b>			
Fundraising	57.786	394.637	299.675
Donations	609.811	336.384	280.320
Grants	165.099	272.784	227.320
Campaigns	108.957	99.314	82.762
Other	313.416	19.857	18.301
	<u>1.255.069</u>	<u>1.122.976</u>	<u>908.378</u>

**7. Income as consideration for supply of goods and services**

Net turnover hotel	-	-	451.422
Costs of temporary workers and volunteers	-	-	-302.380
Accommodation costs	-	-	-39.218
Cleaning and laundry costs	-	-	-11.444
Purchase of food and drink	-	-	-6.944
Other	-	-10.000	-3.503
	<u>-</u>	<u>-10.000</u>	<u>87.933</u>

**8. Spent on objectives**

Travelling expenses and means of transport hire	142.608	-	140.662
Building materials	180.957	-	136.967
Site and apartment rent	81.449	-	38.180
Food	53.792	45.000	32.807
Fuel for machinery	18.940	-	27.656
Transport costs	21.601	-	18.128
Consultancy costs	22.077	-	10.918
Other	809	590.000	18.007
Hiring of staff	98.252	-	57.185
Hiring of project management	72.600	-	51.925
Allowance for volunteers	37.600	65.000	12.884
Education and training costs	-	10.000	1.758
Expense allowances	2.923	-	982
Travel and subsistence expenses	456	-	364
Canteen costs	-	-	33
Other staff costs	610	-	1.761
Donations	11.304	-	20.938
	<u>745.978</u>	<u>710.000</u>	<u>571.155</u>

	2019	Budget 2019	2018
	€	€	€
<b>9. Fundraising costs</b>			
Communication costs and advertising	873	28.000	6.858
Charity bracelets	-	-	7.042
	<u>873</u>	<u>28.000</u>	<u>13.900</u>

**10. Staff costs**

Wages and salaries	279.800	204.000	160.093
Social security contributions	42.340	36.000	23.992
	<u>322.140</u>	<u>240.000</u>	<u>184.085</u>

**Management remuneration**

Name: N.R. Schmitz  
Job title: director

Employment contract  
Type: indefinite  
Part-time percentage: 100%  
Period: 1/1 - 30/11

Remuneration:  
Gross annual pay: €82,938  
Pension costs: €0  
Expense allowance: €522  
**Average number of employees**

The average number of employees employed by the foundation in 2019 was: 5 (2018: 4).

**11. Depreciation**

*Depreciation tangible fixed assets*

Equipment	3.847	-	-
Energy supplies	43.353	40.000	32.440
	<u>47.200</u>	<u>40.000</u>	<u>32.440</u>

**12. Other administration costs**

Office expenses	15.385	45.000	28.747
Car costs	14.743	-	7.843
General expenses	32.497	40.000	31.251
	<u>62.625</u>	<u>85.000</u>	<u>67.841</u>



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	2019	Budget 2019	2018
	€	€	€
<i>Office expenses</i>			
Office supplies	4.584	-	3.952
IT costs	9.222	-	20.682
Telecommunication	1.579	-	933
Memberships and subscriptions	-	-	3.000
Office costs	-	45.000	180
	<u>15.385</u>	<u>45.000</u>	<u>28.747</u>
<i>Car costs</i>			
Lease costs	14.721	-	7.632
Other	22	-	211
	<u>14.743</u>	<u>-</u>	<u>7.843</u>
<i>General expenses</i>			
Administration and accountancy costs	29.555	40.000	28.638
Other	2.942	-	2.613
	<u>32.497</u>	<u>40.000</u>	<u>31.251</u>

Signing board for approval

Amsterdam, 1 juni 2021

C.D. MacGregor



**OTHER INFORMATION**

- 1** Independent auditor's report

**OTHER INFORMATION**



## INDEPENDENT AUDITOR'S REPORT

To: The Board of Stichting Movement On The Ground

### REPORT ON THE AUDIT OF ACCOMPANYING FINANCIAL STATEMENTS 2019

#### Our opinion

We have audited the financial statements 2019 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 31 December 2019 and of its result for the year 2019 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 31 December 2019;
2. the profit and loss account for the year 2019;
3. the cash flow statement over 2019; 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, 11 juni 2021  
ABC Accountants

Mrs. M.L. van der Waal RA



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## THANK YOU

Movement On The Ground is very grateful for the trust and huge opportunity that so many individuals and organisations have given us in 2019. 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, Medics Sans Frontier, IFRC, Oxfam Novib, Starfish Foundation, The Barca 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, Iliaktida, Danish Refugee Council, International Organisation for Migration, Danish Red Cross, First Reception Service, Action Aid and many others.....

### **SAMOS**

Municipality of Samos, Samos Volunteers, Medics Sans Frontier, Mediqualliteam, Help Refugees, Stichting Vluchteling

### **THE NETHERLANDS**

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