

2023 ANNUAL REPORT



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01 Foreword

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Foreword

In 2023, the global landscape of displacement and migration presented unprecedented challenges. Conflicts and crises in regions such as Libya, Congo, Myanmar, Ukraine, Gaza, Sudan, and Afghanistan have contributed to the number of displaced individuals worldwide surpassing 110 million—a figure that has nearly doubled over the past decade. This alarming trend underscores the urgent need for comprehensive and compassionate responses to the plight of refugees and migrants.

At Movement On The Ground, we have remained steadfast in our mission to provide dignified support to those forced to flee their homes. Our initiatives, including the innovative Camp to CampUs model, have transformed refugee camps enabling its residents and fostering a sense of belonging. In 2023, we expanded our operations to new regions, adapting our approaches to meet the unique needs of diverse displaced populations.





Our achievements this year would not have been possible without the unwavering support of our donors, partners, and volunteers. Collectively, we have provided essential services - such as shelter, education, and healthcare—to thousands of individuals in need. This collaborative effort has not only alleviated immediate suffering but has also contributed to building more resilient communities.

However, the increasing number of conflicts and the growing disregard for international humanitarian law by warring parties exacerbate the vulnerabilities of displaced populations. In the Netherlands, we have observed a concerning rise in xenophobic sentiments and a shortsighted approach to international refugee issues. Movement On The Ground is committed to countering these trends through advocacy, education, and awareness campaigns.

As we look forward, we reaffirm our dedication to our mission. We will continue to innovate, adapt, and expand our efforts to support displaced individuals, guided by the principles of humanity, dignity, and solidarity. Together, we can work towards a world where every person on the move is met with compassion and opportunity.

On behalf of Movement on the Ground,

Adil Izemrane

02 INTRODUCTION

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INTRODUCTION

In 2023, the humanitarian landscape continued to evolve, highlighting the urgent need for compassion and support across Europe and beyond. Movement On The Ground has remained dedicated to addressing the challenges faced by displaced individuals, expanding our efforts to create safe environments in various regions, including the Netherlands, Poland, Greece, Syria, Lebanon and Morocco.

This year, we successfully implemented our Camp-to-CampUs approach in new locations, enhancing our impact and enabling us to respond more effectively to the needs of vulnerable communities. We are immensely grateful for the unwavering support of our donors and partners, whose belief in our mission has empowered us to navigate these complex challenges.





As we adapt to the realities of ongoing crises, our focus remains on delivering meaningful support and influencing positive change for those we serve. Each day, we witness the resilience of displaced individuals and communities, and we are committed to being a steadfast ally in their journey toward safety and stability. This year, we have not only responded to immediate needs but also worked diligently to empower those we assist, fostering their potential and promoting dignity in their lives.

Thank you for joining us on this journey as we share the remarkable stories and achievements of 2023. The challenges we face require collaborative efforts, and we are thankful for the invaluable contributions of our supporters. Together, we raised over 5 million euros, enabling us to deliver vital assistance and advocate for meaningful change. Our dedication to creating a just and equitable world for all remains unwavering as we continue this important work, striving to make a lasting impact in the lives of those who need it most.

03 ABOUT THIS REPORT

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ABOUT THIS REPORT

Movement On The Ground presents the Annual Report for 2023. The report provides a complete overview of our work within the humanitarian sector in 2023. The report also provides information about our income and expenditure, fundraising governance, finance, integrity and sustainability as an organisation.

This Annual Report is part of our efforts to provide transparency and ensures we maintain an open dialogue with all of our supporters, partners, donors and beneficiaries. 2023 was a year of many changes for Movement, that saw us unlock the potential of Camp-to-CampUs in new locations, grow as an organization, and build towards the future. We are happy to share with all of you the stories of an incredible year!



04 MOVEMENT ON THE GROUND

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MOVEMENT ON THE GROUND

“We are on a mission to support displaced people and their host communities by addressing unmet needs through human-centered programs and solutions.”

At the heart of Movement On The Ground (MOTG) lies the Camp to CampUs philosophy, which focuses on transforming reception centers into safe, healing, and dignified environments. These are places where displaced people can feel empowered and involved in the management of services and projects, fostering a sense of inclusion and connection for both the host and hosted community.

Through an inclusive and holistic approach, MOTG unlocks the potential of displaced individuals, leading to sustainable solutions that benefit everyone. By creating a global Movement of people, organizations, and governing bodies, we ensure that every person forced from their home receives a dignified reception.

How we do this

- We work in reception centers to ensure they are safe, healing and empowering environments.
- We run shelters for Unaccompanied Minors, displaced people younger than 18 years old.
- We foster closer connections between local communities and hosted population groups.
- We consult with other stakeholders to create best practices.
- We influence policy and best practice among key stakeholders in the field.

Movement On The Ground is a non-profit organization based in the Netherlands. It is recognized as a Non-Governmental Organization (NGO) with an ANBI (Algemeen Nut Beogende Instelling) status.

While our main presence is in Greece, Lebanon and the Netherlands, we have also undertaken projects in Poland, Syria, and Morocco in 2023.





VALUES OF OUR ORGANISATION

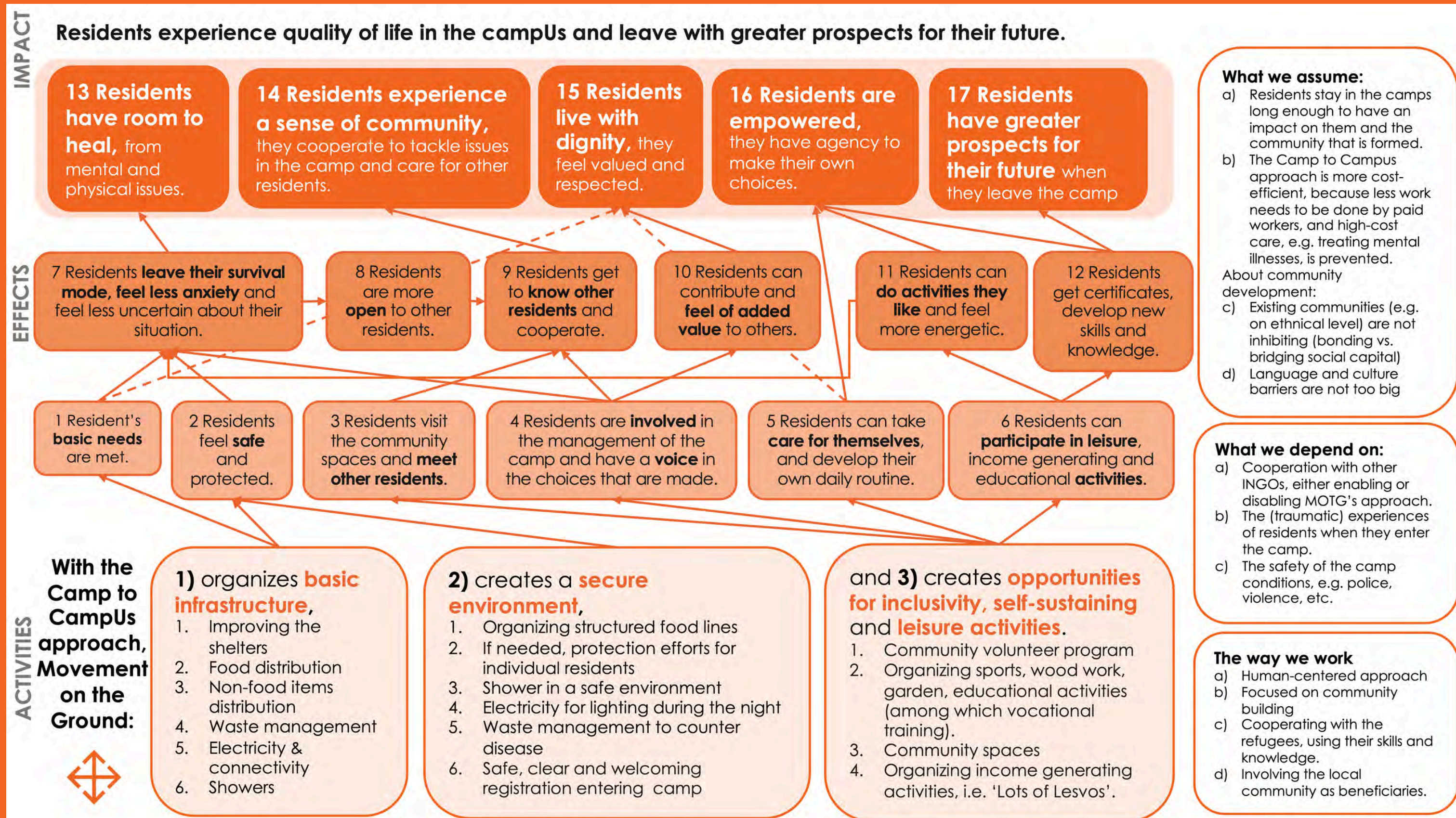
Movement On The Ground has several fundamental values. These values are the foundation for our strategic decisions, but they also inform our hiring practices, integrity policy and our communication strategy. These core values are:

- Human-centered – we are a people-first organization. This is why the needs of individuals remain at the core of why we exist, how we act and what we do.
- Bold – we see solutions and dare to do things differently. We challenge the status quo.
- Humble – we approach people, situations and circumstances with kindness, dignity and respect.
- Hands-on – we have a pro-active, anywhere, anyhow mindset. We let our actions speak louder than our words.
- Bridge-building – we build bridges between people and communities.

We cannot dignify displaced people reception across the globe on our own, nor do we wish to. Achieving systemic change in the humanitarian sector requires a broader movement of organizations, governing bodies, and individuals. Movement On The Ground collaborates with various stakeholders and engages with governing bodies to ensure that our Camp to CampUs philosophy becomes the global standard for reception centres internationally.

MOVEMENT ON THE GROUND THEORY OF CHANGE

Our theory of change continued to inform our actions and strategy throughout 2023. However, as the scope of our missions increased in response to multiple humanitarian crises, Movement On The Ground aims to re-evaluate its Theory of Change in 2024.



05 ORGANISATION & GOVERNANCE

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ORGANISATION & GOVERNANCE

The Amsterdam Support Team

The Amsterdam Support Office is the backbone of the organization. Our Amsterdam team members are committed to leveraging their expertise to support the ground teams in the best possible way, enabling them to execute their work and make a significant difference in the lives of those who have been forced to flee their homes.

In 2023, the Amsterdam team consisted of the CEO, Operational Manager, Finance Manager, Senior Finance Administrator, Marketing & Communication Manager, Head of HR and Culture, HR & Office Support, and our two fundraiser & partnership specialists. The team continued to grow and we welcomed three new team members. Throughout the year, the Amsterdam Team Members were supported by four motivated volunteers and one dedicated intern.

THE BOARD

The executive board, led by the CEO who is responsible for managing day-to-day operations, intended to expand in 2023 by adding one board member to support the organisation's growth. Due to unforeseen challenge, this addition did not happen in 2023, but will happen in 2024.

The executive board reports to the supervisory board. In 2023, Movement On The Ground had two registered supervisory board members: Charlie MacGregor and Jessica Heutink. Throughout the end of 2023, we have been searching for a third member who will onboard at the start of 2024: Quirine Pleyte, and we aim to expand the supervisory board with a fourth member. The supervisory board meets with the executive board on a monthly basis to discuss and review the organization's processes.

Finally, Movement On The Ground has an advisory board. An Advisor of Movement On The Ground is an informal role. Advisors act as ambassadors, actively promoting Movement On The Ground in their networks, and are available to team members to advise on or support specific topics. In 2023, the advisory board consisted of Toon Oostveen, Dylan Ingham, Henk Fokke and Kim Logchies-Prins.



Movement On The Ground Hellas

MOTG Hellas is the “de facto extension and continuation of the second contracting party”, acting as an extension of “Stichting Movement On The Ground”. Alongside “Stichting MOTG”, it focuses on the operations in Greece, where in 2023, the operations encompasses Athens, Lesbos, Samos and Chios.

Athens was the homebody for Unaccompanied Minors as MOTG Hellas partnered up with The Home Project for 3 UAM shelters in Athens.

As for the island Lesbos, the operations built on the successes of 2022 whilst incorporating lessons learned in that year. This resulted, amongst other things, in an expansion of the Ergon Education Centre. Furthermore the team focused more on emergency shelter building, and continued its WASH, sports and hospitality projects.

On the island Samos, the team set-up the educational program outside of camp, there was an info-point for residents, besides the Tech, Sports & Laundry teams of 2022.

On Chios, the operations included a community space, an education centre and a sports team. However, the operations came to an end in 2023 .

Teams on the Ground

In Greece, regulatory changes forced us to operate outside the camps. We left Chios and, due to ongoing challenges, departed from Samos in October. Despite these setbacks, we continued our programs outside the perimeters of the camps on Samos and Lesbos, ensuring continuity of impact. We successfully transitioned our Poland project to local partners and maintained our work in Athens with unaccompanied minors (UAM) shelters. As for Lebanon, we launched a digital skills education program for young women.

Although 2023 was a challenging year for our organization due to global events, we went hands-on to form a crisis team to respond to the Syria and Morocco earthquakes. We successfully implemented the Hospitainer Project in Syria and provided aid to vulnerable communities in Morocco. However, ongoing challenges on the Greek Islands forced us to leave Samos and Chios camps. We adapted our operations to continue serving displaced people remotely and in Athens shelters.

Movement On The Ground expanded its operations in the Netherlands, significantly increasing the number of shelters for unaccompanied minors and fostering a stronger partnership with NIDOS. We also intensified our efforts in reception centers, partnering with COA to implement our Camp-to-CampUs approach. With the support of dedicated staff and volunteers, we successfully provided essential services to vulnerable individuals across the country, including housing, support, and advocacy, in various reception centers.



Visiting Volunteers

The Staff of MOTG is always supported by dedicated groups of volunteers from around the world and Community Volunteers (residents in the camps). In 2023, 84 international volunteers traveled to Lesvos and Samos to volunteer in the camps. They worked alongside 117 Community Volunteers on Lesvos, and 187 Community Volunteers on Samos.

Our collaborations with other organizations have significantly enhanced our volunteer efforts. We continued our partnership with Nimeto Art School, with a group of four students visiting our mission on Samos for a two-week period. During this visit, they taught Community Volunteers various painting techniques and how to use painting tools. The training concluded with an art exhibition presented during a music talent show. Additionally, our ongoing collaboration with Sheffield Hallam University allowed us to offer placements to eight dedicated students in 2023.

In 2023, our Partner The Social Hub (TSH) visited Lesvos again with a group of eight TSH Team Members. They organized a series of hospitality workshops, including sessions on setting tables, holding serving trays, and writing CVs, to increase resident employability. These partnerships and the dedication of our volunteers are as always very important in supporting our mission and enhancing the lives of those in the camps.

Visiting volunteers do not receive any financial remuneration for their time and dedication to our organization. To be accepted as a volunteer, individuals must be 21 or older, financially independent, and able to commit to a minimum of four weeks of volunteer work. The Camp to CampUs coordinator schedules volunteers for various projects and activities, depending on their personal abilities and our needs at that time.

In the field, volunteers attend bi-weekly meetings to share positive feedback and areas for improvement with the team. They also have one-on-one meetings with the Volunteer Coordinator on a weekly basis. After their time in Lesvos or Samos, volunteers receive a digital evaluation form to provide feedback on their experience. These evaluations are reviewed every two months to address any issues and continually improve our programs.





MARKETING & COMMUNICATION

Movement On The Ground has an explicit vision for the future of displaced people reception worldwide. Through our Camp to CampUs philosophy, we aim to transform reception centres into safe, nurturing, and respectful environments. In these spaces, displaced people can continue developing their skills and talents, participate in the management of their surroundings, and feel a sense of connection to their host communities. We believe in contributing to sustainable solutions for displaced individuals and their host communities. Our Marketing and Communications team is dedicated to raising awareness about Movement On The Ground: Our projects, supporters, and long-term goals, and how we mean to achieve these goals.

In 2023, we continued to expand our online presence, reaching a wider audience through our increased social media following, newsletter subscribers, and media mentions. This growth allowed us to share our mission and provide insights into the current situation in Greece.

Online Presence

Movement On The Ground leverages new media to inform our network, connect people to our mission and projects, share the stories of displaced individuals to influence public opinion, and serve as a platform for soliciting donations. We use our website, Mailchimp for email campaigns and our Newsletter, along with social media platforms like Facebook, Instagram, and LinkedIn. Our online communications are managed from our Amsterdam office, with support and assistance from our ground staff.

Website

Throughout 2023, the website showed its continued importance to our organization. Our website serves as the main platform through which we both connect to new partners and donors, and run fundraising campaigns. Because of several large-scale improvements we want to make to the website, we plan on creating a new website in 2024. Even without the planned upgrades, in 2023 our website successfully facilitated the generation of EUR 79,392 in donations which represents a 17% increase from last year's total donations. We credit our social media campaigns team with the increase in donors and traffic in general, and thank them for their hard work.

LinkedIn

Movement On The Ground's LinkedIn account serves multiple different purposes. It is first of all an important avenue for engaging with potential partners and ambassadors, increasing our network and support in the form of promotion and funding. Secondly, it is our primary method of recruitment for open vacancies, such as potential mentors, which we alternate with alternative content such as company updates and accomplishments. Additional to this, we also seek to actively engage with like-minded entrepreneurs and companies for potential collaborations.

By the close of 2023, our following on LinkedIn grew to 5183, marking a 27% increase from last year's 4,085 followers. This heightened focus on LinkedIn also led to an increased number of page views totalling 12, 646 along with an increased number of unique visitors reaching up to 4736, both a noteworthy improvement from the previous year.

Newsletter

In 2023, our newsletter helped us keep our donors informed of all the changes in our operations, from our departure from Chios and Samos to our humanitarian interventions in Syria and Morocco. Crucially, our newsletter audience often consists of potential new donors, who only donate to projects they feel a strong connection to on a personal level. Thanks in part to the communication via our newsletter, our fundraising campaign for Syria saw a lot of donations from this specific group of supporters. In general, our newsletters saw a small improvement in both their open and click rate, which demonstrated that Movement On The Ground is improving our engagement with the newsletter audience. We intend to continue this trend in 2024.

Instagram

Our efforts on Instagram were quite successful over the past year. Our account organically acquired an extra 669 followers compared to the previous year. Through a combination of projects, human stories, and activities shared via both posts and stories, we managed to reach 83,512 users. This actually meant a decreased reach, as this meant 2.3% less users were reached compared to the previous year. However, this was fully compensated by the increased interaction users had with our account, as we experienced 2.4K content interactions, a 100% increase from last year. Moreover, we received 25.5K profile visits, an increase of 68.2% from the previous year.

Facebook

In 2023, we experienced an organic growth of 344 followers. We emphasize that this growth is entirely organic, as we do not engage in paid promotions or boosting posts.

Three different statistics showcase our clear growth in reach and impact. Our page reached a total of 43, 261 people, representing an increase of 34.5% compared to 2022. Furthermore, we achieved 13.9K page visits, representing an increase of 49.2% from the previous year. Lastly, we experienced 4.1K content interactions on our page, a 1.5% increase from the previous year. This increased reach on Facebook is one of the reasons for our growth in both those who follow our social media and our newsletter, as well as donate to Movement On The Ground.



Kentaa, Global Giving, Social Handshake, Benevity

Movement On The Ground utilizes several other platforms for fundraising. Kentaa is how most of our visiting volunteers raise funds to support Movement. Thanks to its simple design, it's very easy for volunteers to reach their own community, and convince them to share their passion and support for Movement On The Ground. Movement On The Ground also fundraises on Benevity, Global Giving, and Gofundme, which allow us to reach a wider audience than those already familiar with our work. In 2023 particularly Global Giving and GoFundMe proved quite successful at raising funds for Syria and Morocco, as they allowed us to quickly reach out to those who wanted to donate in the first few days after the disasters.

Campaigns

2023 saw several successful fundraising campaigns from Movement On The Ground. Following the end of our Warm, Dry, and Full of Chai campaign, we shifted gears as soon as the earthquake in Turkey and Syria occurred. Thanks to the support of our ambassadors, our recurring donors, and a large fundraising campaign, we were able to raise enough funds to help fund the construction of an emergency hospital in Syria. With over € 200,000 contributed by Movement On The Ground's donors, we cannot express our gratitude enough. Thanks to this generous support, the hospital was set up and operational in record time and continues to serve local people till this day.

As the number of residents on the Greek Islands increased from July to October, we responded with additional programs and emergency supplies. Fundraising among our donors enabled a swift response. In September, we also addressed the Moroccan Earthquake, quickly raising over €100,000, primarily through GoFundMe. We hope to retain many of these supporters for future missions.

Finally, we launched the second edition of Warm, Dry, and Full of Chai at the end of 2023 to raise funds for better shelter, warm food, and protective clothing on Lesbos. This campaign continued into early 2024, allowing us to construct 41 additional housing units for the overcrowded reception center. In 2024, we aim to build on our successful efforts and expand our campaign team and reach.

06 WHERE WE WORK

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WHERE WE WORK

THE NETHERLANDS

In 2023, the MOTG Support office team operated from The Social Hub's office in Amstelveen. The ongoing support from The Social Hub in providing us with a space greatly reduces our expenses, and the team greatly appreciates their generosity.

MOTG continued its operations with caring for Unaccompanied Minors in 2023. Our colleagues managed five different UAM locations in Amsterdam and its surroundings, of which two new ones opened in 2023.

Budel

Movement On The Ground has worked together with COA at AZC Cranendonck, near Budel, since 2022. AZC Cranendonck is the second-largest reception center in the Netherlands, accommodating approximately 1500 people. Our collaborative program with COA at this facility served as a pilot, assessing the implementation of Camp to CampUS within the Netherlands. Throughout 2023, we continued operations at this location, establishing a strong connection with both the residents and COA personnel. Additionally, we introduced and expanded various programs including education, waste management, cooking, and much more. Lastly, we worked to establish COA employees as executors of the Camp-to-CampUs model, to prepare for a future in which COA takes over our established model in Budel.

Huis ter Heide

Thanks to the example of our joint successful pilot program in Budel, other COA locations showed interest in working together. In October we officially started working in the AZC in Huis Ter Heide, which had a community consisting of primarily Afghani displaced people, of about 350 people.

Morocco

Movement On The Ground responded quickly when a deadly earthquake struck Morocco in September of 2023. After initially aiding search and rescue efforts, the team quickly shifted into creating a community near Tinzirt, a heavily affected area, where those affected could find shelter, supplies and support. Within a few weeks, Camp-to-CampUs once again proved effective at creating change with speed and little cost. Eventually, Movement On The Ground shifted to initiating and supporting the creation of sanitation infrastructure in 39 severely affected remote villages, utilizing our familiar principles of trust and empowerment to create rapid change.



Lesvos

Throughout 2023, MOTG staff and volunteers offered language, digital and professional skills classes, as well as vocational workshops from woodwork and electrical to tailoring and art at Ergon Education Center. We addressed hunger with a special food program, a women's space was created for classes and activities, and as displaced people numbers surged on Lesvos, MOTG initiated an emergency shelter project, constructing over 100 RHU (Refugee Housing Units) in joint effort with the community. Additionally, MOTG ran transformative sports programs for children living in the camp, teaching values such as respect and teamwork while enhancing their mental and physical health of this very vulnerable group.

Samos

2023 started off with an immediate challenge for our team on Samos. Due to shifting regulations, we were no longer allowed to operate inside the camp. Thanks to the creativity and resourcefulness of the team, many of our programs still continued to make an impact on the residents of the camp, despite the circumstances. As the lack of access continued, and circumstances became more dire across the Greek islands, Movement On The Ground made the hard decision to halt operations on Samos from October of 2023.

Chios

The ground operations on Chios lasted for only the first two months of 2023. Our team faced the same situation as on the other Greek islands, and were unable to access the camp after the end of January. Yet in contrast to the other locations, the situation didn't leave space for our operations to work outside of the camp. As a consequence, Movement On The Ground withdrew from Chios at the end of February.

Athens

In 2023, MOTG continued to run 3 shelters for unaccompanied minors (UAMs) in Athens together with 'The Home Project'. Supported by the Ministry of Justice & Security of the Netherlands, two shelters opened in 2020, and one in 2022. One of the 2020 shelters, houses girls and young mothers under 18 with their babies, while another 2020 shelter and the 2022 shelter house boys under 18. All shelters are being co-managed by The Home Project and Movement On The Ground, and are thriving.

Poland

Thanks to the support of our donors, we were able to hire 5 extra caretakers at PCM Garczyn at the start of 2023. Thanks to the extra support, the original caretakers were finally able to take days off, whereas previously they had to work 7 days a week. As the year progressed, we finished off some of our running projects, and handed the remainder over to a trusted local partner. With PCM Garczyn supported by the local community and connected to international support, it was time for us to consider this mission finished. We ended this project in July of 2023.

Lebanon

In 2023 MOTG expanded its operations in Lebanon to help both displaced people and the local population. One of the biggest issues is the lack of access to education leading to quality employment, especially for women. Movement On The Ground introduced its Digital Livelihood Academy in Aley, with the goal of helping young underprivileged women access quality education and equip them with the skills to secure remote and well-paying job opportunities. The program was a great success, and will be continued in 2024.

07 OUR ACTIVITIES

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OUR ACTIVITIES

Movement On The Ground has grown to work in more locations than ever before during 2023. While we had to end our operations on both Chios and Samos, we expanded our operations in many other locations. We continued our operations in Poland, and started our Digital Academy in Lebanon. We expanded our operations in the Netherlands, both by increasing the amount of UAM shelters we run, as well as adding a second location where we work together with COA. We also set up humanitarian intervention missions in both Syria and Morocco.

In this section, we will outline what Movement On The Ground's Camp to CampUs philosophy is and provide an overview of activities from each location that showcase this philosophy.





From Camp to CampUs

The Camp to CampUs philosophy outlines the process of transforming displaced people hotspots into communities that are safe, sustainable, healing and enabling. A campUs provides: An active community that feels empowered and treats their environment with respect and care; Encouraging the use of pre-existing talents and skills of both the residents of a reception center and the local population by working primarily with and through them; Engaging programs, including waste management, sports, gardening, education and vocational training; Adequate infrastructure, including dignified shelter, electricity, hygiene facilities, Wi-Fi and recreational areas. More than just a method for improving reception centers, Camp to CampUs can also be applied to sheltering Unaccompanied Minors, or to helping people on the run living in a village in Lebanon.

Community engagement

The Camp to CampUs philosophy most importantly engages the displaced people population. This is based on the fact that displaced people – or better referred to as residents – should be actively involved in the daily operations of the campUs. From the very first activities of MOTG in 2015, residents approached the organisation to become involved and take part in the building of a campUs. By giving residents control over their living environment, they feel empowered and can use their time, knowledge, and skills to better the community. The immediate consequence of this is that the community feels more responsible for their living environment and will therefore treat it with care. In 2023, MOTG worked with over 2800 Community Volunteers (residents from the camps) in 87 different programs across its locations, where the community takes up roles in construction, food distribution, translating, teaching, cleaning and sport training.

The Netherlands

Budel

In 2023, in collaboration with the Dutch Agency for Asylum Reception (COA), MOTG launched a pilot program in AZC Cranendonck, near Budel, expanding our efforts throughout the year. The Budel program aimed to enhance life within and around AZC Cranendonck using our Camp to CampUs method. By identifying needs and collaborating with residents, we improved conditions for both groups while testing the model to inspire broader implementation by COA.

The impact was significant, with over 2,000 residents serving as Community Volunteers and an average of 180 volunteers contributing daily to around 20 activities. This diverse group, representing 30 backgrounds, was key in building trust and fostering communication. Additionally, four weekly initiatives further strengthened these connections, highlighting the power of community involvement in driving positive change.

Huis ter Heide

After our program had been successfully running in Budel for several years, COA requested our active presence in Huis Ter Heide. This shelter accommodates 350 people from Afghanistan. Our primary role is to engage the community, with a particular focus on women. To reach out to the women in the camp, we initiated "Ladies Night" every Friday by opening a dedicated room exclusively for them. In the activity room, we provided numerous sewing machines and organized art lessons, cleaning activities, translation services, and cultural mediation. For the entire camp, we organized activities such as table tennis tournaments, area clean-up events, and music evenings.

We offered 10 distinct activities, fostering a vibrant community atmosphere, and empowering 48 residents who took on volunteer roles contributing significantly to daily life. Through these combined efforts, we positively influenced the lives of over 225 residents.



Boxtel

Thanks to the early success of our program in Budel we received a visit from the municipality of Boxtel at the end of the summer. Seeing the success of our method in Budel they requested our help with their Emergency Shelter (“Crisisnoodopvang”), which was facing severe difficulties. Over the span of a few months, we helped improve the connection between the community living inside the shelter and the officials managing it, and greatly improved the living circumstances inside the shelter. We learned a lot from the experience of helping with a short-term shelter, and are very happy with the improvements we were able to make. Even though the shelter closed after a few months, the project taught us a lot about the potential for Camp to CampUs to make a difference on short-term shelter as well.





UAM shelters NL

In 2023, MOTG continued to provide vital shelter and support to unaccompanied minors (UAMs) in the Netherlands. Our network expanded to include 6 shelters, accommodating over 50 young people who had fled their homes without their families. Working in close collaboration with Stichting Nidos, the legal guardian for these UAMs, MOTG delivered comprehensive 24/7 support services.

Our dedicated team of MOTG staff members, including an incredible group of mentors at AMV NL, played a crucial role in guiding the UAMs through the challenges inherent in teenage life. This diverse team, united by their passion for helping young people, provided essential support, addressing both the everyday hurdles faced by all young people and the unique difficulties arising from being separated from families and living in a foreign country. MOTG's mentoring approach emphasized fostering independence and cultivating a strong sense of community among the UAMs, creating a supportive environment for their personal growth and well-being.

Our team at AMV NL is truly exceptional. They are a diverse group of caring, warm, and passionate individuals who dedicate themselves to supporting our young residents every day. Their commitment to the well-being of these young people is inspiring, and we are incredibly proud of the positive impact they have made in 2023.

Beyond shelter and mentorship, MOTG actively engaged in advocating for the rights and well-being of unaccompanied minors. We collaborated with government agencies, NGOs, and other stakeholders to raise awareness on the specific needs and vulnerabilities of UAMs, advocating for policies and practices that promote their protection, integration, and long-term success.

UAM Amsterdam shelter 1

Our first shelter in Amsterdam, which was established in 2022, continues to provide essential support to 12 unaccompanied minors, aged 14-18. Our dedicated team of mentors works tirelessly, 24/7, to create a nurturing environment where these young individuals can thrive.

Through a variety of engaging activities, shared meals, and open dialogue, we foster a sense of community and belonging. Our mentors not only offer guidance and support but also serve as valuable resources for our other locations, sharing their insights into the challenges and opportunities faced by unaccompanied minors in the Dutch asylum system.

As we look to the future, we remain committed to empowering these young people and ensuring their well-being. By continuing to provide high-quality care and support, we aim to equip them with the tools they need to build successful futures.





UAM Amsterdam shelter 2

In Amsterdam, we extended our reach to two shelters housing 8 unaccompanied minors. From Monday to Friday, these young individuals receive guidance from a dedicated group of mentors, ensuring support from after-school hours until late evening. While living independently, they benefit from assistance with daily challenges, including homework, job seeking, and navigating the complexities of the Dutch education and labor systems.

To foster cultural exchange and community building, these minors share housing with international students, cohabiting in a shared kitchen environment. This arrangement provides opportunities for mutual learning and understanding, promoting intercultural dialogue and coexistence.

UAM Amsterdam shelter 3

In June 2023, Nidos entrusted us with the responsibility of opening a transitional shelter for unaccompanied minor asylum seekers (UAMs) in Amsterdam. This initiative aimed to alleviate the growing pressure on the waiting list for UAMs seeking accommodation in the city. With a capacity of 32 residents, this shelter became our largest and most complex project to date.

For twelve months, we applied our holistic Camp to CampUs approach to support young people aged 14 to 18. Our focus was on fostering self-reliance, education, and employability, working closely with the guardians from Stichting Nidos. Recognizing the importance of a seamless transition, our team diligently built a strong network of support services within Amsterdam to ensure a solid foundation for the UAMs' future.

Our goal was to create a warm and welcoming environment amidst the bustling city. By providing a safe space, fostering appreciation, and offering attentive care, we aimed to empower the young residents. The success of our efforts is evident in the enduring connections forged with many of the young people, who continued to visit the shelter even after moving to other accommodations.

UAM shelter Amstelveen

In Amstelveen, we continued our efforts to support unaccompanied minors by opening a new shelter called KWE+, in late 2022. This specialized location provides daily guidance to seven young individuals who require additional support beyond traditional care models. These minors, often grappling with challenges such as autism, ADHD, or trauma, benefit from intensive mentoring services.

Our team of dedicated professionals provides guidance from Monday to Sunday, focusing on practical life skills and emotional support to prepare these young people for independent living. By offering tailored care and fostering a supportive environment, we aim to empower these vulnerable individuals and help them successfully transition into adulthood.

UAM shelter Duivendrecht

In June 2023, we expanded our reach by opening a shelter for three unaccompanied minors in the municipality of Duivendrecht. These young individuals receive dedicated guidance from a group of mentors, Monday through Friday. While living independently, they continue to rely on our support to navigate daily challenges. Given their progress and active lifestyles, including school, work, and social commitments, our mentors' involvement has shifted to evening and weekend hours.



Morocco: Phase 1

In the immediate days following the earthquake, two MOTG employees arrived in Morocco to provide support to the ongoing Search and Rescue efforts. Initially, MOTG's financial resources and personnel were primarily dedicated to locating survivors within the rubble of collapsed structures. The team worked closely together with several national and international actors, such as SAR teams from Qatar and Spain. Movement On The Ground also provided food packages for those needing emergency relief in the first two weeks, with more than 800 affected Moroccans receiving food packages.

As search and rescue operations began to diminish in intensity, MOTG redirected its focus and resources towards providing assistance and support to the residents of the affected remote villages. After procuring and donating a number of generators to remote villages to assist with electricity shortages, the MOTG team decided to focus on the village, or Douar, of Tinzirt.





Morocco: Phase 2

In Tinzirt, MOTG partnered with the Moroccan NGO Amis des Ecoles (ADE) for earthquake relief, focusing on community support. Due to the challenges of immediate reconstruction, temporary housing was crucial. MOTG conducted a needs assessment to identify essential requirements such as shelter, WASH (Water, Sanitation, and Hygiene) infrastructure, electricity, and winter preparations.

An initial team arrived to assist the 600 homeless individuals. They set up 40 two-person tents donated by IKEA and later distributed 120 family-sized tents, ensuring adequate space for each family. The community actively helped rearrange the tents to reflect their original neighborhood layout.

Two WASH stations with Turkish toilets and eight water taps were constructed, reducing the burden of fetching water. Together with ADE and the IKEA Foundation, MOTG provided a large rub hall for classrooms and a nursery, allowing educational activities to resume.

Electricity was supplied through floodlights and solar panels in each tent for lighting and phone charging. To prepare for winter, MOTG and the community dug trenches to prevent flooding and buried water cables to avoid freezing. Each family received a tarp for added weather protection.

Creating two schools: Our mission in Sweater, Morocco

During Phase 2, Amis des Ecoles requested Movement On The Ground (MOTG) to assist in rebuilding two boarding schools in Sweater, about 30 minutes from Marrakech. These schools, previously vital educational institutions, were destroyed in the earthquake, creating a significant gap in educational resources for the community. Once completed, the new schools would accommodate over 800 students, making this a top priority for ADE.

To facilitate the reopening of these schools, Movement On The Ground provided crucial support for procuring mattresses, ensuring students had a comfortable place to rest. Our dedicated team worked diligently to prepare the schools for their imminent opening, including installing ten new boilers to address the lack of hot water, essential for hygiene and comfort. We also re-established the electrical infrastructure, successfully installing 96 lights inside and outside to create a safe environment for students and staff.

In our commitment to fostering a well-rounded educational experience, we purchased educational supplies and sports equipment for extracurricular activities. Recognizing the importance of a normal school environment for students' emotional well-being, we prioritized creating a nurturing space. Additionally, we installed four washing machines for clean clothing and added shading to prevent overheating in outdoor areas.

Leveraging our experience managing shelters for unaccompanied minors in Athens and Amsterdam, we shared valuable insights on school operations. Engaging with the existing team allowed us to share best practices, ensuring a smooth transition for staff and students as they resumed their educational routines. This collaborative approach empowered the local team and strengthened the schools' capacity to serve their communities effectively.



Morocco: Phase 3

On October 22nd, the MOTG team shifted their focus from Tinzirt to urgently address Water, Sanitation, and Hygiene needs in 39 remote villages identified by local government. This mission soon expanded to 49 villages, impacting over 14,700 lives by January 2024.

To expedite efforts before winter, the team collaborated with each village to determine optimal locations for WASH facilities, provided initial construction materials, and then moved to another village. They returned a few days later to evaluate progress and complete the facilities with the community. This approach enabled swift progress, despite the challenges of accessing remote villages by hiking and using donkeys.

When villagers did not take the initiative in construction, MOTG prioritized urgent needs and left necessary materials behind. This resulted in the construction of 245 winter-proof WASH stations, featuring durable toilets on cement bases with running water.

The residents actively participated in the construction, demonstrating resilience and the effectiveness of MOTG's inclusive approach. By incorporating beneficiary feedback, the intervention addressed the community's needs.

Despite logistical challenges, MOTG successfully established essential sanitation infrastructure in isolated Moroccan communities. This experience highlighted the importance of efficient resource allocation and ongoing support as winter approached. The dedicated MOTG team made a lasting impact.





Turkey/Syria Earthquake Response

In the immediate aftermath of the devastating earthquakes that struck Turkey, Syria, and other parts of the Middle East in early 2023, MOTG's emergency response team mobilized with unparalleled swiftness. Our staff and volunteers worked day and night to sort through hundreds of boxes of clothes, supplies, and provisions in the Mitilini warehouse. Collaborating with local partners, including the municipality, we donated more than 330 boxes to those in Turkey in need of help, as well as a substantial amount of supplies to Turkish authorities for distribution to the hardest-hit regions.

A critical priority emerged: the urgent construction of a new hospital in North West Syria. Recognizing the vital role such a facility would play in providing essential medical care to the displaced population, MOTG partnered with Hospitainer and the Independent Doctors Association (IDA) to construct a modular hospital.

With the unwavering support of a dedicated team, including local volunteers, the hospital was erected in an astonishingly short time. Despite facing significant logistical challenges, including limited access to the affected region and the need to adapt to changing conditions on the ground, our team worked tirelessly to ensure the project's timely completion.

Equipped with state-of-the-art medical equipment, this 112-bed facility is now fully operational, serving a population of approximately 1.5 million people. The hospital's realization was made possible through the generous support of our partners and donors. We extend our heartfelt gratitude to The Social Hub for their unwavering commitment to this project and others.

Lebanon

Digital Livelihood Academy

In 2023, MOTG introduced the Digital Skills Education Program as part of our Movement Digital Academy in Lebanon. This initiative aims to equip young, unprivileged women with essential digital skills to secure well-paying, remote job opportunities.

The program, with a focus on Artificial Intelligence (AI), Web Development, and Coding, achieved an impressive 80% graduation rate. Twenty students successfully completed the program and received scholarships from Beirut AI and the Zaka Foundation. Each module consisted of 50 intensive training hours.

Lebanon, hosting the highest number of displaced people per capita worldwide, faces significant challenges in education and economic stability. This program has been instrumental in addressing these challenges by providing vulnerable individuals with the skills needed to thrive in the digital economy.



Poland, PCM Garczyn

Much Needed Support

At the start of 2023, it was easy to see how much the Summer Camp at PCM Garczyn had changed since February 2022, when the orphans first arrived in Poland. Thanks to the dedicated efforts of the camp's employees, the local community and of course our own coordinators, the infrastructure and facilities at the camp had been vastly improved. This meant better access to school, improved sleeping cabins, and the ability to play sports for all of the children. Movement On The Ground was however still eager to also improve the circumstances of the caretakers taking care of the children.

These women were themselves displaced people, having left behind their own lives in Ukraine to take care of the children in Poland. With only 9 caretakers caring for a 120 children, each caretaker was personally responsible for 13 children or more. This resulted in unsustainable work-schedule, with no days off or personal time for the caretakers. Thanks to the generous support of our donors, five extra caretakers were hired, resulting in some well-deserved time off for the caretakers. Even better, the Polish Government saw positive results from the extra caretakers, and eventually stepped in with extra financial support to enable the extra caretakers to stay on permanently.



Building a classroom

For the group of children under the age of nine, as well as those children with disabilities, access to education was a major problem at PCM Garczyn. MOTG supported the construction of an on-site classroom, that would make education more easily accessible for this group. The classroom will also serve as an indoor space for the children to enjoy during the winter and bad weather. After our team provided the initial budget to begin construction, the project was again quickly taken up by the Polish Government, who provided the rest of the funding. While construction took a long time, our whole team is very pleased with the final result: A beautiful space for learning, growing, and happiness.

A Pleasant Farewell!

After many successes, a great deal of progress, and a lot of shared moments, it unfortunately became time to end the MOTG Mission in Poland. With the staff at the camp, the local community, and several Polish NGO's all supporting the camp, it was clear to us that our team's direct support was no longer needed. Our team organized a barbecue for all the children and the staff. There was a big celebration of everything we had accomplished, but eventually, it was time to say goodbye. Our team looks back at a successful mission, and wishes everyone at PCM Garczyn a bright future!



Greece, Lesvos

Ergon Education Centre

Throughout 2023, MOTG focused on expanding and improving the Ergon Education Centre - a community and education space a few miles from the main reception centre of Mavrovouni. This centre was made possible by the generosity of our partners, particularly Caritas Poland.

By introducing a free, regular bus service to and from the camp, MOTG ensured fair and equal access to the centre, benefiting vulnerable groups such as those with mobility issues, and those with young children. At the centre, community volunteers conducted Greek, digital, technical skills, vocational skills and employability classes. We have more than 35 teachers teaching classes, helping their fellow camp residents and improving their own teaching skills.

Overseen by a qualified schoolteacher from Greece, the curriculum was rigorous and focussed on practical knowledge camp residents needed to get a skilled job in Greece. The centre also hosted a free barber shop, a cold water drinking station, women-only space and vegetable garden. All programs were designed and delivered together with skilled members of the displaced people community, implementing the MOTG Camp to CampUs philosophy. With their help, more than 500 students attended the Ergon Education Centre during 2023.



Food Provision

2023 was a challenging year for our food provision program. With MOTG forced to step back from our role in coordinating the provision of food inside the camp, the situation inside camp quickly deteriorated. To help address the situation, MOTG launched the Ergon Education Centre. Our team prepared fruits and cereals for residents arriving on the morning bus. In the afternoon, we worked with our valued partner Zaporeak - an NGO cooking nutritious meals - to provide vitamin-rich and low salt lunches to those attending the centre.

WASH

Throughout the year, MOTG Community Volunteers continued to monitor the toilet and shower facilities in camp, passing valuable information to the official camp management regarding cleaning and maintenance needs, as well as protection risks. Comprised mostly of women, this team produced feedback based on their experience living in camp, providing valuable insight which helped to improve the quality of the WASH facilities around camp. Despite these efforts, the increase in camp population led to far greater pressure on the facilities, leading to a concerning level of damages and water shortages. MOTG Community Volunteers worked with camp authorities and fellow NGO Drop in the Ocean to address these issues where possible, ensuring access to safe, clean toilet and shower facilities, including protected areas for women and accessible facilities for the disabled.

Sports program

Throughout 2023, MOTG continued its transformative sports development program to the children of the camp, including the Unaccompanied Minors. Using a combination of games, competitive sports, interactive activities and workshop-lessons, MOTG staff taught essential values such as teamwork, effort, ambition and respect. Sessions were delivered by coaches from Greece, Sierra Leone and Palestine, with a specific focus on ensuring a balance of backgrounds and genders. Mirroring the Ergon food program, children were given a nutritious lunch of fruits, yoghurt and cereals to contribute to a balanced diet at such a crucial age. Occasionally, MOTG also distributed fruits and vegetables to parents, helping to ensure a healthy and balanced diet for the whole family throughout the week.

Core to the work of MOTG is supporting the host (local) community as well as the hosted (displaced people) community. Through our sports program, MOTG coaches regularly conducted after-school sessions for Greek children at local primary schools. These children and their families were invited and encouraged to attend mixed sessions together with children from the camp, fostering mutual understanding, social cohesion and integration at this young and vital age.

Hospitality

Joined by a team of professionals from The Social Hub hotel chain, MOTG hosted several seminars for camp residents to train them in hospitality, for those preparing to apply for jobs in hotels, restaurants and cafes. Each participant took home valuable skills, as well as a certificate they could use to find a job in the large Greek hospitality industry. MOTG also held regular training sessions, centred around the MOTG 'Chai Point' free cafes located both in Ergon and inside the camp, where residents could take free tea, coffee and cold water.



Emergency Shelter-Building

In the latter part of 2023, reflecting the growing urgency due to the large increase of new arrivals to the island, MOTG returned to working in the camp, supporting UNHCR and the camp authorities to clear space for shelters for families, and to begin the construction of new shelters. The project would not have been possible without the participation of skilled members of the community. The entire project was very reminiscent of the founding of MOTG on the northern beaches of Lesbos in 2015, where engineers and carpenters from the community helped to transform the windswept first arrivals camp and providing dignity for the families living there. On Lesbos, Movement On The Ground continue our mission, 7 years later, to work with the community to improve their circumstances.

Greece, Samos

2023 was a challenging year for the Samos Team. On the 1st of January, our staff were denied access to the camp. Our team quickly adapted our projects to this new situation. In spite of our Community Volunteers being able to work autonomously inside the camp, most of the programs moved outside, as meeting the community in person remained crucial to the program's success.

Movement On The Ground found a new location close to the camp, affectionately named “the plot”, and decided to run our programs there. With the assistance of Doctors without Borders, our technical team set up tents, decorated the surroundings, and moved all the needed furniture. The team managed to create a welcoming space, where the community could meet, work, and learn together.





Education Programme

Once the new location outside the camp had been set up, Movement On The Ground resumed our normal activities: computer classes, the Digital Learning Lab (DLL), and English classes. Community Volunteers gave basic English lessons to all students who came to the plot. The DLL aimed to give students access to online learning, such as Kiron, our e-learning partner. From 9 to 5 the classroom was always packed with eager students.

Our team assisted displaced people with registration and accessing online workshops organized by partner NGOs RefugeeEd and Odyssea. Movement On The Ground helped students create individualized Skill Building Plans to set learning goals and timelines. With the help of local Greek volunteers, students eventually started to take additional classes, such as Greek lessons, creative writing and even a drama club. Thanks to the help of a visiting volunteer, Movement On The Ground started women-only classes in the DLL, which quickly motivated more women to become students. By April, enthusiastic female Community Volunteers had set up many different activities for women, from arts, sports, to more extensive classes on different topics.

Info Point Team

The team of Community Volunteers, referred to as the “Info Point Team” dedicated to providing information to new arrivals, as well as updating residents on events affecting the camp, continued working inside the camp. Thanks to their ability to operate autonomously in the camp, they were able to continue to help residents. They also provided information to residents being transferred to the mainland. The Info Point team was a critical service for many of the residents, and the Samos Team ensured they were well-equipped. Our team also organized information workshops at the plot.

The info point team also regularly arranged for other organizations, like Doctors without Borders, to hold workshops to keep our team informed. In the end more than 29 workshops had been organized at the plot, all of them informing the Community on important topics such as first aid, fighting skin diseases, or their legal rights under human rights law.



Tech Team

The Technical Team on Samos was crucial in setting up the entire plot, creating most of the needed terrain, furniture and infrastructure from scratch. The team also planted all the plants that made the plot a welcoming space. Thanks to their efforts, our team was able to continue running programs and make an impact very quickly after the location became available.



Laundry Team

The Laundry Team significantly improved daily life for residents, operating almost independently with the Community Volunteer team leader coordinating with a MOTG staff member. Their hard work ensured that every resident could wash their laundry from Monday to Friday. Clean laundry enhanced residents' daily lives, helped combat skin diseases, reduced conflict, and restored dignity to everyone in the camp.

Sports

Despite MOTG staff losing access to the camp in 2023, our experienced community coaches were able to operate independently. Their hard work meant that there were five weekly training sessions every week, dozens of friendly matches between teams, and four larger tournaments held inside the camp on the Cruyff Court.

Our team also created sports activities on the plot, setting up a volleyball pitch for regular summer tournaments with other NGOs on the island. Another major achievement was the continued local integration of the MOTG football team, The Scorpions. The team regularly played against local Greek teams from Vathi and Karlovassi, helping bridge the host and hosted communities of Samos. As always, football proved to be a bridge between different communities.





Community Volunteers

In 2023, 187 Community Volunteers registered to be part of Samos team coming from 13 different countries, with an average of 53 team members per month working on one or two active teams. Our Community Volunteers are at the core of all our projects, and they had a central role in building the plot and helping us facing the challenges of relocating our activities. They managed the laundry services and sports activities inside the camp, with very little coordination from staff, and they are the proof that our philosophy is working. They did a phenomenal job keeping the projects running smoothly, creating more activities and advertising our work to new residents, working for their communities tirelessly. Leaving Samos in September was extremely difficult, but we can look back to 2023 as a year where our community has been stronger than ever.

Greece, Chios

During the month of January, our operations in Vial camp remained consistent, focused on creating a safe and healing environment for all camp residents. This initiative was supported by a dedicated team of motivated and skilled community volunteers, who worked tirelessly on a daily basis to enhance the living conditions for those in the camp. Their commitment to improving the overall quality of life in Vial was evident in various activities, from organizing essential resources to fostering a sense of community among residents. By addressing both the immediate needs and emotional well-being of individuals, we aimed to cultivate a supportive atmosphere that encourages resilience and hope for the future.

Sports, Tea, Education and a Colourful Exit

Our team managed the Kalostea, a community space run by volunteers and accessible to all residents. Its purpose was to unite the camp's diverse communities through warm beverages, music, and social interaction.

The Sports team organized daily matches for children and adults at the football pitch and renovated a Runhall into an indoor sports hall, enabling women-only sports programs that significantly increased participation among women. The Education program thrived, with volunteers teaching English and computer classes, and a dedicated space for women's education led to more female students.

The Tech Team worked to improve accessibility for disabled residents. As Movement's departure neared, the team united to install gardens and paint walls, enhancing the camp's vibrancy. In February, all projects were handed over to the community and camp management, aiming for sustainable impact. Most Movement Community Volunteers continued the established programs after our departure.





Greece, Athens

Homes for UAM's part I

During 2023, MOTG, in partnership with The Home Project, continued to operate three unaccompanied minors shelters in Athens: Daphne, Theseas, and Nisos. These shelters provided state-of-the-art facilities and expert social care to children from various countries who arrived in Greece as displaced people without their parents. With a dedicated social worker, psychologist, educator, nurse and multiple caregivers, each shelter provided comprehensive support with the mission to give each unaccompanied displaced child the very best start in life.

Each shelter hosted a different community: Daphne for girls including young mothers, Theseas for boys from the Middle East, Africa, and Afghanistan, and Nisos for Ukrainian children. All three shelters operated with the highest standards of care, strictly adhering to international standards and Greek Government regulations.

Staff facilitated access to formal education, provided supplementary language courses, and organized extra-curricular activities. The shelters also offered comprehensive support, including healthcare, legal assistance, and community-building initiatives. In addition, supplementary English and Greek courses were provided by NGO partners METAdrasi and Habibi Center, and individual shelter volunteers.

Greece, Athens

Homes for UAM's part II

The children were encouraged to undertake a rich array of extra-curricular activities. Residents in Daphne and Thiseas shelter enrolled to the ACS Youth to Youth program which offered English lessons and digital skills, while children in Nisos shelter participated in Ukrainian Community School. All children participated in activities such as theatrical plays, musical concerts, etc. Yoga lessons were organised for the girls in Daphne shelter, and weekly football sessions were run by an MOTG coach. Weekly community meetings took place between children and staff in order to encourage participation and build a sense of community.

Over the course of the year, staff accompanied children to public hospitals for emergency cases and scheduled examinations regarding illness or vaccination. The shelter lawyer provided support to the children regarding their asylum procedure, family reunification, registrations at the asylum office, and preparation for asylum interviews.

The shelters fostered partnerships with organizations such as ACS, Charles Antetokounmpo Family Foundation, METAdrasi, Habibi Center and ELIX to provide vocational training, informal education, sports and leisure activities, and psychoeducational and life skills group sessions.



08 INTEGRITY POLICY

08

INTEGRITY POLICY

Introduction

Movement On The Ground has grown substantially in recent years, necessitating a concentrated effort to foster a robust organizational culture. The MOTG team is a tapestry of diverse individuals, each bringing unique perspectives and experiences to the table. MOTG prioritizes an open and inclusive culture founded on trust and respect, recognizing the imperative for a shared commitment to integrity





About

To uphold a consistent approach to integrity across our growing teams, MOTG has refined its safeguarding & integrity policy. In 2023, we developed a specialized safeguarding document tailored to the unique needs of our UAM shelters in the Netherlands. Both documents remain 'living documents,' undergoing regular updates and reviews to reflect evolving best practices. Internally, they serve as a moral compass, guiding our actions and ensuring they align with our ethical principles. These documents offer clear guidelines to staff members, volunteers, partners, and funders on what to expect from MOTG.

MOTG recognizes its responsibility not only to its employees, partners, funders, and volunteers but also to the local communities and residents in the camps and shelters where we operate. Given the public scrutiny of the humanitarian sector and historical safeguarding failures, MOTG actively engages in ongoing dialogue to ensure that everyone associated with the organization adheres to our high ethical standards.

Building upon our established Safeguarding & Integrity framework, MOTG has taken a significant step forward in 2023. We have introduced a specialized safeguarding & integrity policy tailored specifically for our UAM shelters in the Netherlands. This specialized policy serves as a comprehensive guide for our employees, equipping them to navigate complex safeguarding and integrity dilemmas. By providing clear guidelines, we aim to prevent safeguarding incidents and ensure that, should one occur, we have the necessary support in place to address it effectively.

The policy

Within the Safeguarding & Integrity policy MOTG created the following documents:

- The Code of Conduct of Employees;
- The Code of Conduct for Volunteers;
- Confidentially Agreement;
- Incident report;
- Child safety policy section.

Within the Child Safeguarding & Integrity policy for MOTG UAM Shelters NL we added the following documents and information:

- MOTG Child Safeguarding Principles
- Our Preventive Measures Against Abuse, Exploitation and Harm
- Alert list
- Examples of prohibited behavior and practices
- Code of Conduct
- Confidentiality Agreement
- Incident form
- Incident Reporting form on Nidos Portal
- What-If scenarios

Building upon our 2022 efforts, we continued to refine our internal policies and procedures. All relevant documents were reviewed by cross-functional teams, incorporating their valuable feedback. Additionally, we expanded our collaboration with partner humanitarian organizations, soliciting their expertise to further enhance our practices.

To ensure the highest standards of conduct, MOTG maintains rigorous recruitment and onboarding processes. A mandatory background check, including a criminal record check, is required for all new volunteers and employees. Our Safeguarding & Integrity policy outlines our detailed guidelines for ensuring a safe and ethical working environment.



How we addressed integrity in 2023

In 2023, MOTG broadened its team of Confidential Advisors by training three new members. However, one of our original Confidential advisors ended her role as Confidential Advisor, as she was part of the HR department. We recognize a Confidential Advisor having a role as HR can present a conflict of interest, which is why we enacted this change. Currently, we have five trained advisors stationed across our different operations. This setup allows both employees and volunteers to have confidential discussions with someone they don't interact with daily, while also providing the option to speak with a familiar advisor if they prefer.

In 2023, we encountered a reported safeguarding issue, prompting us to enlist the assistance of an external consultant. The consultant conducted several one-on-one sessions with an individual colleague and facilitated team discussions for the colleagues who were involved. MOTG Management also attended these sessions and we seized the opportunity to learn collectively from the situation. As a consequence, we established regular intervision meetings, where colleagues can collectively reflect on their experiences and support each other.



09 ACHIEVEMENTS, GOALS & EVALUATIONS

09

ACHIEVEMENTS, GOALS & EVALUATIONS

Movement On The Ground's achievements in 2023:

- Our total workforce grew in the Netherlands from 17 employees in December 2022, to 34 employees in December 2023.
- Our Support Team grew into a larger, more specialized team, improving our stability and ability to support the teams on the ground.
- We created a structure in which we can operate with an official flexible crisis team, to be able to respond to any emergencies.
- We have enhanced our employee feedback system by adding 360-degree feedback forms to our annual staff evaluations.
- We crafted a special safeguarding document focused on safeguarding in our UAM shelters in the Netherlands.
- We grew from 20 beds for UAMs in shelters in the Netherlands in 2022 to 61 beds in 2023.
- In the immediate aftermath of the earthquake, Movement distributed food packages packages to affected communities in the area.
- With the support of Amis des Ecoles and IKEA Movement helped fund the construction of education facilities. Our employees even went to help build it.

Movement On The Ground's achievements in 2023:

- Movement On The Ground was requested directly by the CCAC Director in Lesvos to re-enter the camp to construct additional Refugee Housing Units (RHUs).
- In the direct aftermath of the September Earthquake in Morocco, MOTG supported the Search and Rescue efforts with manpower and equipment.
- In Morocco, MOTG efforts to build WASH Facilities resulted in around 15.000 people living in very remote villages regaining access to sanitation.
- Our Digital Livelihood Academy program in Aley, Lebanon, resulted in more than 100 young women receiving quality education in digital job skills, improving their future job opportunities.
- Thanks to Movement's success in AZC Cranendonck near Budel, COA requested to work together in a second location, AZC Huis ter Heide.
- The project in Huis ter Heide resulted in an activated community of residents, a cleaner living space, and a much better relationship between the residents of the camp and COA staff.
- Movement's project in Budel continued to achieve great results, with 20 daily activities being offered at the location, more than 2000 Community Volunteers who have been involved in day-to-day operations, and on average around 180 community volunteers who have been active on a daily basis.





Ambitions for 2024

- Movement On The Ground continues its mission on Lesbos, with a focus on supporting the community on the island.
- PCM Garcyzn in Poland will be supported by a local Polish charity, with whom Movement coordinates a handover of the partners who support the camp locally. In this way, Movement acknowledges the success of the mission in Poland in creating a Camp-to-CampUs environment and re-focuses on other missions.
- MOTG assists the community in Ketermaya, Lebanon, improving the infrastructure for the residents there.
- The UAM Shelters program run by MOTG expand in capacity, and the methods used by MOTG are shared with relevant partners and stakeholders.
- The Amsterdam Support team expands in capacity to better support our greater number of missions.
- MOTG professionalizes its organizational structure and workflow, focusing on better coordination within the Support Office and with the various coordinators on the ground.

OUTSTANDING RISKS

As an organization operating in highly politicized and contentious locations, Movement On The Ground continues to conduct thorough assessments and manage both external factors and present risks. Many of these risks remain similar to those acknowledged in previous years.

External Factors

- Conflict, poverty, and climate change resulted in the forced displacement of people from their homes
- Evolving public discourse on migration
- Legal, social, and financial frameworks for migrants and displaced people seeking or granted asylum
- EU and government policies on migration, impacting the displaced population on the Greek islands

Risks

- The persistence of conservative and populist perceptions of displaced people
- Integrity-related issues among external stakeholders, including community members and visiting volunteers
- Increasing mental health challenges within resident and host communities
- Negative media coverage and political discussions surrounding the displaced people situation in Europe
- Emergency situations requiring immediate response
- High staff turnover
- Integrity-related issues within our team
- Risks to the safety and security of our team members



Risk Management

We are committed to minimizing risks that could impact our organizational mission and objectives through regular assessments, proactive measures, and team education and training. In 2023, we maintained the safety protocols established in 2020, including adherence to COVID guidelines, ongoing dialogue with relevant authorities, psychosocial support for team members, employee satisfaction surveys, and holiday allowances for those in emergency response roles to promote essential breaks.

Additionally, Movement On The Ground introduced several new procedures in 2023 to address both internal and external risks:

- A buddy system designed to effectively support and train new team members
- Enhanced structured interactions across Movement On The Ground's locations to promote alignment, support, and knowledge sharing
- The introduction of more trained persons of trust
- An increase in FTEs dedicated to fundraising efforts (1.5 FTE)
- A restructured governance framework, clearly defining roles between the supervisory board, the executive board, and the advisors
- An updated Integrity Policy and Safeguarding Policy

Financial and Legal Affairs

All income and expenditures are managed by our Head of Finance in accordance with established financial procedures. Payments made by Movement On The Ground are approved by at least two authorized individuals, adhering to the four-eyes principle. This includes both the Head of Finance and our CEO. We prepare annual financial statements, which are subject to approval by an auditor during the annual general meetings of the Movement On The Ground board. The audit for the 2023 financial year will be conducted by De WITH Accountants, a firm specializing in non-profit organizations.

Our organizational expenses, including those related to fundraising, are proportionate to the grants awarded in alignment with our mission. Movement On The Ground holds official ANBI status and is recognized as a public welfare institution ("Algemeen Nut Beogende Instelling"). As such, we do not have enterprise status, eliminating the need to file corporate income tax returns annually.

Movement On The Ground is also recognized as a charity by the CBF. The Netherlands Fundraising Regulator (CBF) is an independent foundation that has monitored fundraising practices of charities since 1925. The CBF's mission is to promote ethical fundraising and expenditure by evaluating organizations and providing guidance to both government institutions and the public. When a charity receives CBF recognition (CBF-Erkend Goed Doel), it assures the public that the organization has undergone a thorough review and meets all CBF standards.

10

**FINANCIAL
OVERVIEW**

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FINANCIAL OVERVIEW

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

INVESTMENT POLICY

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

CONTINUITY RESERVE

In 2023, the foundation made significant strides towards its long-term goal of building a continuity reserve that aligns with the Guidelines of Financial Management for Charities. This reserve is intended to provide a buffer to ensure the continuation of activities for at least one year in the event of financial setbacks, including fluctuating income and unexpected operational costs. As per the guidelines, the reserve may reach a maximum of one-and-a-half times the foundation's annual costs.

At the end of 2023, the continuity reserve stands at €17,099, a considerable improvement from the deficit position in previous years and reflective of the foundation's commitment to financial resilience. While still below the target level, the positive progress indicates a steady path towards building a sufficient buffer. The foundation remains dedicated to its goal and will continue with annual evaluations to ensure alignment with financial sustainability objectives and readiness for unforeseen challenges.



FINANCIAL IMPACT

Spent on Mission as Part of Total Costs

88%

Spent on Mission as Part of Total Income

84%

Spent on Generating Income as Part of Total Income

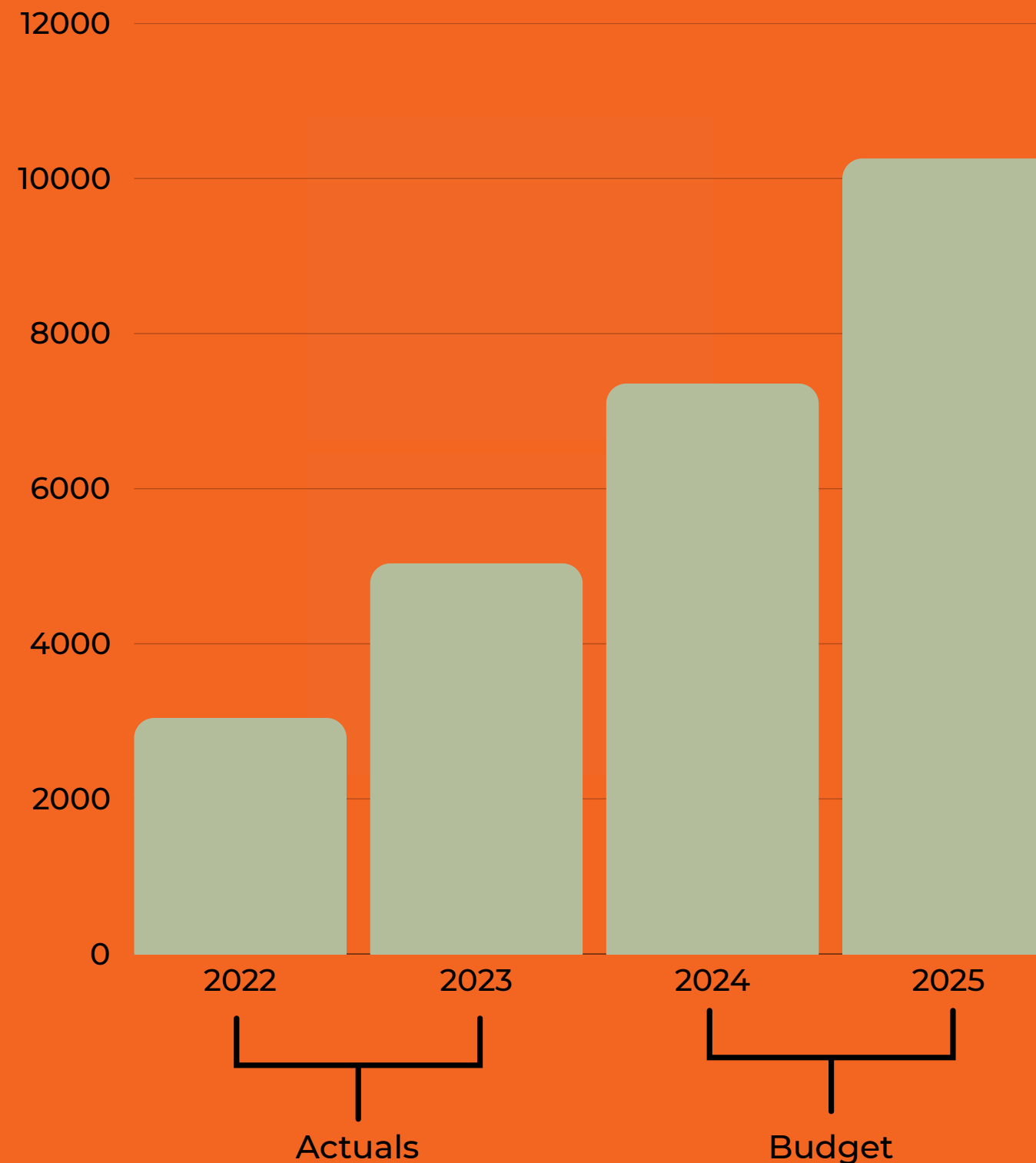
2%

Spent on Management and Accounting Costs as Part of Total Costs

10%

ANNUAL BUDGET GROWTH

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

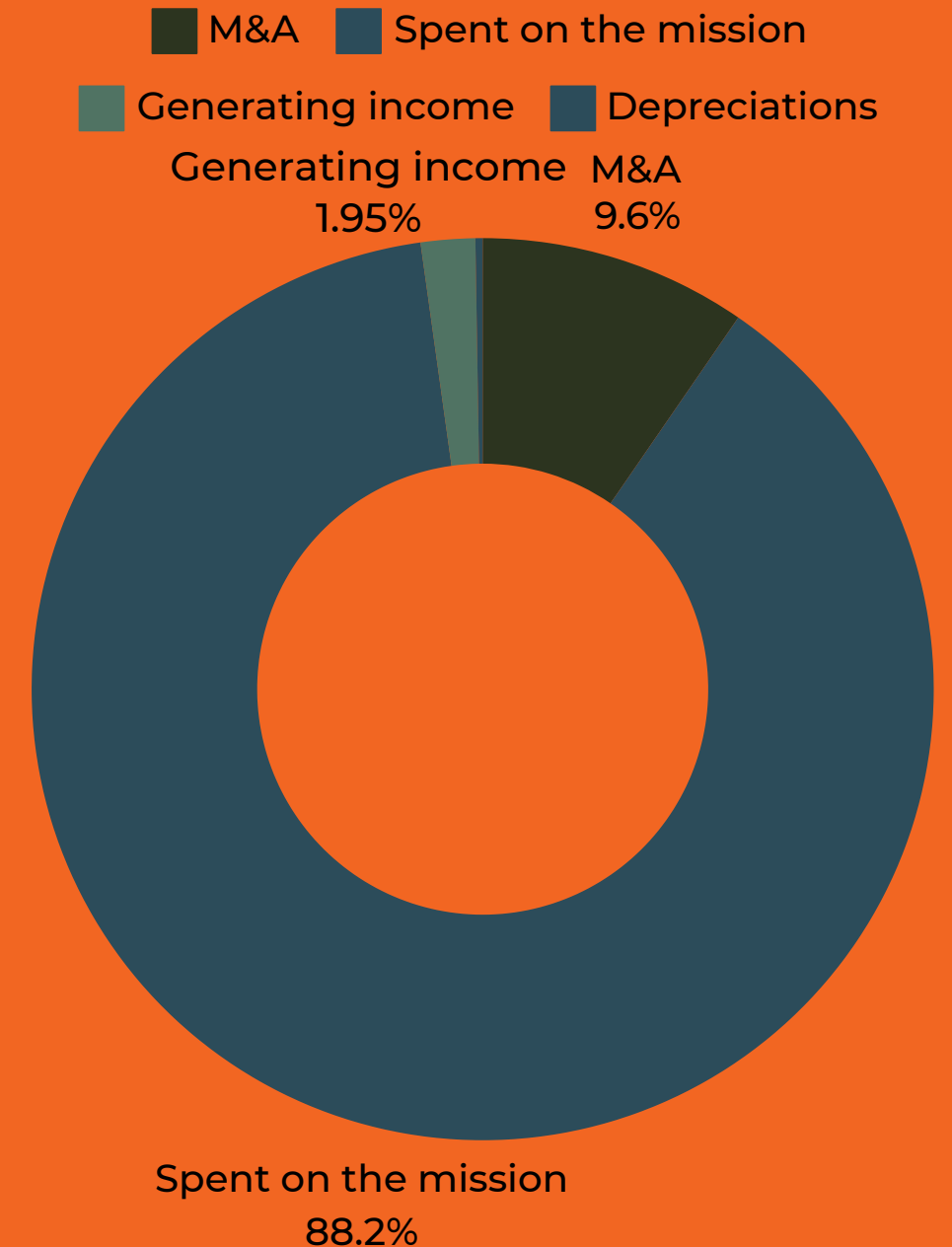


EXPENDITURES BREAKDOWN

Total expenditures in 2023:

€ 4,760,800

In the chart below you will find the percentages of our total expenses in 2023 specified in direct costs, staff, depreciation and overhead costs.

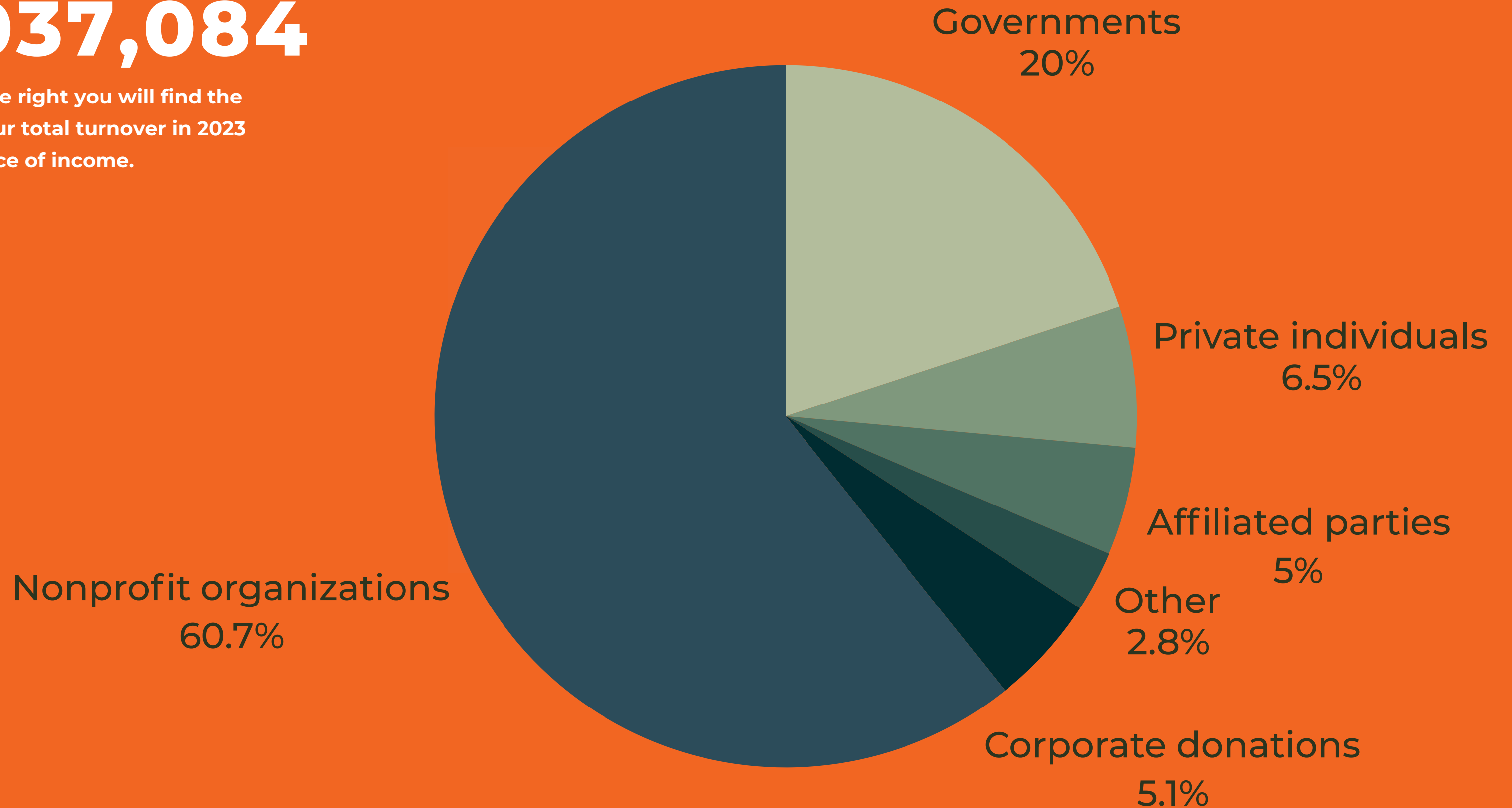


TURNOVER BREAKDOWN

Total turnover in 2023:

€5,037,084

In the chart on the right you will find the percentages of our total turnover in 2023 specified by source of income.



Balance Sheet*(after appropriation of the result)*

	<i>Note</i>	31 December 2023		31 December 2022	
		€	€	€	€
ASSETS					
Fixed assets					
Tangible fixed assets	1	1.848		13.544	
Intangible Fixed Assets	1	7.369			
			9.217		13.544
Receivables & prepayments					
Deposits	2	14.410		20.110	
Prepays & receivables	2	688.918		148.536	
Receivable grants	3	23.765		52.190	
			727.093		220.836
Cash at bank and in hand					
Banks & petty cash	4	337.341		292.853	
			337.341		292.853
TOTAL ASSETS			<u>1.073.650</u>		<u>527.233</u>
LIABILITIES					
RESERVES & FUNDS					
Continuity reserve	5	17.099		(256.417)	
Special purpose reserve	5	-		-	
Funds	5	-		-	
Total reserves			<u>17.099</u>		<u>(256.417)</u>
Current liabilities					
Creditors	6	577.254		392.014	
Taxes	7	151.795		181.518	
Other payables	8	208.898		62.230	
Grants received in advance	9	118.604		147.888	
Total current liabilities			<u>1.056.551</u>		<u>783.650</u>
TOTAL LIABILITIES			<u>1.073.650</u>		<u>527.233</u>

Statement of Income and Expenditure

		actuals 2023	budget 2023	actuals 2022
	<i>notes</i>	€	€	€
INCOME				
Income from governments	1	1.005.474	1.155.550	1.077.630
Income from lotteries	2	101.721	101.721	398.279
Income from other nonprofit organisations	3	3.059.166	2.471.476	1.028.866
Income from companies	4	254.854	190.000	157.782
Income from private individuals	5	326.204	205.000	164.802
Income from affiliated parties	6	250.000	240.000	200.000
total income generated		4.997.419	4.363.747	3.027.360
Income from services & sales	7	-	-	2.446
Net Sales Lots of Lesvos	7	9.508	20.000	5.698-
Income in kind	7	30.157	25.000	20.256
TOTAL INCOME		5.037.084	4.408.747	3.044.364
EXPENDITURE				
Spent on the mission		4.211.695	3.494.977	2.485.996
- Camps & Reception Centers	8	929.263	1.543.974	1.191.944
- Shelters	9	2.860.634	1.951.003	1.259.977
- Emergency Response	10	421.797	-	34.075
Fundraising costs	11	92.609	124.865	138.925
Management & accounting	12	456.496	505.903	512.368
TOTAL EXPENDITURE		4.760.800	4.125.745	3.137.289
RESULT		276.284	283.002	(92.925)
Bank costs	13	2.768	3.600	3.238
TOTAL RESULT	14	273.516	279.402	(96.163)
Appropriation of the result				
	15			
Continuity reserve		273.516	279.402	29.663-
Fixed asset fund		-	-	66.500-
total		273.516	279.402	(96.163)
Ratios				
Spent on mission as part of total costs		88%	85%	79%
Spent on mission as part of total income		84%	79%	82%
Spent on generating income as part of total income		2%	3%	5%
Spent on management and accounting costs as part of total costs		10%	12%	16%

Cash Flow Statement	2023	2022
	€	€
Cash flow from operations		
result	273.516	- 96.163
depreciations	12.296	85.674
mutations in current assets	- 506.256	- 101.877
mutations in current liabilities	272.901	186.170
Cash flow from operations uit operationele (A)	<u>52.457</u>	<u>73.804</u>
Cash flow from investments		
<i>Investments in fixed assets</i>	- 7.969	-
Cash flow from investments (B)	<u>- 7.969</u>	<u>-</u>
Cash flow from financing activities	-	-
Cash flow from financing activities (C)	<u>-</u>	<u>-</u>
Mutations in cash and cash equivalents (A+B+C)	<u>44.488</u>	<u>73.804</u>
Cash at bank and in hand at 1 January	292.853	219.049
Cash at bank and in hand at 31 December	337.341	292.853
Mutation in cash at bank and in hand	<u>44.488</u>	<u>73.804</u>

GENERAL NOTES & ACCOUNTING PRINCIPLES

The activities of "Stichting Movement On The Ground" and "Movement on the Ground Hellas" consist mainly of providing tangible and intangible support to people in need.

Business address, legal form and Commercial Register entry number

Stichting Movement On The Ground, with its registered office in Amsterdam, is listed in the Dutch Commercial Register under the number 64782719. Since 2021, the organisational activities are carried on at Amsteldijk 166 in Amsterdam. Movement on the Ground Hellas, with its registered office in Mytilene, Municipality of Mytilene, is listed in the Greek Commercial Register under the number 155327142000. Since its incorporation in 2021, the organisational activities are carried on Kornarou Street no. 4 in Mytilene.

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.

Going Concern

The Financial Statements are drawn up on the assumption that the entity is a going concern.

Estimates

In preparing the financial statements, management makes various estimates to ensure accurate reporting.

Estimates for receivables focus on the timing of payments, particularly for long-term or multi-year agreements. Additionally, management assesses receivables from grants and subsidies by evaluating compliance with funding conditions and the likelihood of receipt. These estimates ensure accurate recognition of expected inflows in the financial statements.

In regard to estimates for income the focus is on the recognition of revenue from all sources of income, taking into account the likelihood of receipt and the fulfillment of any associated conditions. Accrued income is also estimated for earnings that have been earned but not yet invoiced or received, such as a milestone-based project funding. Additionally, the fair value of non-cash contributions, including donated goods or services, is assessed to ensure accurate reporting.

These estimates are reviewed and updated regularly as new information becomes available to ensure compliance with accounting principles and provide transparency in financial reporting.

Comparison with previous year

The accounting principles applied remain unchanged compared to last year. Comparative data for 2022 have been adjusted to match the presentation of 2023 data, to provide better insight.

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 realizable 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.

Reserves

The reserves currently consist solely of continuity reserves. The primary purpose of these reserves is to ensure the uninterrupted implementation of the Foundation's goals and to provide a financial buffer for operational needs. They are intended to cover working capital, finance assets, and future investments. The continuity reserves are being established to cover at least six months of operational expenditures.

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.

Accounting principles for the statement of income and expenditure

Net income is calculated as the difference between total income and total expenses. Income includes funds from direct fundraising, campaigns, affiliated parties, government grants, other nonprofit organizations, and other revenue sources. Expenses cover costs related to achieving the goals of the Foundation, income generation, and management and administration.

Income from governments

Government grants are recognized as income in the year when the related project expenses are incurred.

Income from lotteries

Specific contributions are recorded in the year the associated project costs are incurred unless stated otherwise.

Income from non profit organizations

This includes restricted grants from national and international foundations. Such income is recognized in the year when project expenses are incurred.

Income from companies

Income from companies includes one-time donations and are recognized in the year they are received. In case there are restricted funds, these are recorded in the year related to the project expenses.

Income from private individuals

Income from individuals is recognized in the period it relates to, typically when the funds are received. For inheritances and legacies, income is recorded at fair value in the year it can be reliably measured.

Income from affiliated parties

This includes unrestricted donations from supervisory board members. Income is recorded in the period it relates to.

Result from sale of goods and services

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

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

Implementation costs are split into the following areas of action:

- Shelters
- Camps and receptions centres
- Emergency response

The allocation of the costs of own organisation takes place on the basis of the cost centres of employees and on other sources of information about their work focus.

The costs of generating income include expenses related to direct fundraising, campaigns, and obtaining grants. Direct fundraising costs cover both direct and indirect expenses for attracting and nurturing donor relationships whilst indirect costs consist of allocated implementation expenses.

Management and administration costs encompass expenses related to overseeing and managing the organization. This includes costs for recruiting head office personnel, general financial administration, planning and control activities, legal expenses, along with any indirectly related costs that cannot be directly attributed to goals or income generation.

CASH FLOW STATEMENT

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

NOTE 1

The accumulated acquisition prices of and depreciation on the fixed assets as at 31 December are as follows:

Book value, 01.01.2023	13.544	13.544
Adjustment book value equipment	-	-
Additions 2023	600	600
Depreciation 2023	(12.296)	(12.296)
Book value, 31.12.2023	1.848	1.848

Total tangible fixed assets for objectives at 31.12.2023	-	-	1.848
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Depreciations are calculated annually based on the below percentages:

Equipment	33%
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Intangible Fixed Assets	Website	Total
Book value, 01.01.2023	-	-
Mutations 2023	7.369	7.369
Depreciation 2023	-	-
Book value, 31.12.2023	7.369	7.369

Total intangible fixed assets at 31.12.2023	7.369	7.369
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In 2023, the Foundation invested a total of €7.369 in redesigning and restructuring its website to improve users' experience and functionality. These costs have been capitalized under intangible assets on the balance sheet as the project was forecasted to be completed throughout 2024. Hence, no amortization was recorded for the year ending December 31, 2023.

Amortization will commence in 2024, following the organization's accounting policy for intangible assets, which applies a straight-line amortization method over a useful life of 3 years.

NOTE 2

<u>Receivables & prepayments</u>		<u>31 December 2023</u>	<u>31 December 2022</u>
		€	€
Deposits	1	14.410	20.110
Debtors	2	95.293	14.991
Prepays & receivables			
- receivable VAT		-	-
- receivable management fee		-	8.002
- current account Greece		63	-
- advance to local partner (THP)		-	-
- receivable donations and payments	3	593.561	104.122
- prepaid expenses	4	-	21.422
total receivables & prepayments		688.918	148.536

¹ The deposits relate to the apartments the Foundation rents on Lesvos and Budel for its visiting volunteers and staff, as well as some of the unaccompanied minor (UAM) shelter buildings where it carries out its activities.

² Amounts to be received from the COA and Stichting NIDOS in regard to invoiced 2023 activities and received in 2024.

- ³ The Foundation collaborates with several external processors to handle donation receipts, many of which disburse funds on a monthly basis. As a result, the receipts for December 2023 were paid out in January 2024. Additionally, the Foundation has accrued income related to the UAM project in the Netherlands, totaling €370k. This accrual reflects ongoing commitments for services provided in December 2023, along with other relevant adjustments. To ensure accurate financial reporting, further accruals have been made with respect to other partners, aligning these commitments within the appropriate fiscal year.
- ⁴ These include prepayments for expenses related to activities and obligations continuing into 2024, as well as accounting adjustments for unresolved balances that have remained open since 2020.

NOTE 3

	<u>31 December 2023</u>	<u>31 December 2022</u>
	€	€
Receivable grants & agreements		
Receivable grants from other NGOs	23.765	52.190
total receivable grants	<u>23.765</u>	<u>52.190</u>

Receivables from other NGOs include accounts receivable from two ongoing projects in 2024 and one closed project in Poland.

NOTE 4

	<u>31 December 2023</u>	<u>31 December 2022</u>
	€	€
Cash at bank and in hand		
total cash at bank and in hand	337.341	292.853

All liquid assets are freely accessible to the Foundation.

NOTE 5

	<u>31 December 2023</u>	<u>31 December 2022</u>
	€	€
Reserves & Funds		
Continuity reserve		
Balance 01.01	(256.417)	(226.754)
Mutations	273.516	(29.663)
Balance 31.12	<u>17.099</u>	<u>(256.417)</u>
total continuity reserve	17.099	(256.417)
Funds		
Balance 01.01	-	66.500
Mutations	-	(66.500)
Balance 31.12	<u>-</u>	<u>-</u>
total funds	-	-

In 2023, the foundation made substantial progress in strengthening its financial position, as reflected by the continuity reserve achieving a positive balance. This achievement marks a significant financial milestone for the foundation, demonstrating a substantial improvement from the prior years' deficit.

With a long-term goal to continue building these reserves, the foundation is on a steady path toward reaching the comfort level established by the board. This positive trend highlights the foundation's commitment to financial resilience and positions it well for sustained growth and future stability.

NOTE 6

		<u>31 December 2023</u>	<u>31 December 2022</u>
		€	€
Creditors			
Local partners (THP)	1	355.125	292.560
Creditors	2	<u>222.129</u>	<u>99.454</u>
total		577.254	392.014

¹ For the implementation of the project to provide shelter for unaccompanied minor refugees, funded by the Netherlands Ministry of Justice & Security, the Foundation has partnered with the Greek NGO The Home Project. The full outstanding amount as of December 31, 2023, is expected to be settled in 2024.

² Debts to creditors include mainly invoices for December that have all been paid in 2024.

NOTE 7

		<u>31 December 2023</u>	<u>31 December 2022</u>
		€	€
Taxes			
Payroll and social insurance	1	151.794	181.518
VAT		<u>0</u>	<u>-</u>
total		151.795	181.518

¹ Taxes include wage taxes and social insurance for December, paid in January 2024.

The Foundation has an agreement with the tax office for repayment in instalments that started in October 2022, with a monthly payment of €2.584. The remaining amount to be paid by 2026 to date is of approximately €130k.

NOTE 8

		<u>31 December 2023</u>	<u>31 December 2022</u>
		€	€
Other payables			
- audit costs	1	54.520	12.000
- holiday allowance & unused leave days		57.094	60.752
- net salary		(0)	(8.858)
- accruals from purchases	2	93.984	-
- other payables	3	<u>3.300</u>	<u>(1.664)</u>
total other payables		208.898	62.230

¹ Audit costs include costs to undertake some preliminary audit work on the multi-year project funded by the Netherlands Ministry of Justice and Security.

² Accruals from purchases refer to expenses incurred from services received but not paid by December 31 2023, mainly ZZPers services concerning the UAM program in The Netherlands.

³ Amount pending to be paid in regard to the services provided by the Head of Operation during the Emergency Response in Morocco in December, but only invoiced in 2024.

NOTE 9

	<u>31 December 2023</u>	<u>31 December 2022</u>
	€	€
Grants received in advance		
Received in advance from governments (J&V)	107.741	-
Received in advance from companies	3.831	-
Received in advance from lotteries	-	101.721
Received in advance from other NPOs	7.033	46.167
total grants received in advance	<u>118.604</u>	<u>147.888</u>

All amounts received in advance are part of projects that are ongoing in 2024.

NOTE 10**Contingent liabilities**

The foundation has no contingent liabilities related to its operations. However, it has entered into three multi-year rental agreements for the shelters it supports in Athens, Greece. These agreements have been extended and will remain the foundation's responsibility until the conclusion of the project with the Dutch Ministry of Justice. After the project ends, the rental obligations will be transferred to our local partner, THP, who will continue running the UAM program. The total rent due for the period from January 1, 2024, to August 1, 2024, is approximately EUR 43,000.

For the ongoing activities in The Netherlands, the foundation has also engaged in a couple of rental agreements for an indefinite period in order to expand its hosting capacity for Unaccompanied Minors, established in 2022 a contract for an apartment in Budel which is ending in 2024 as well as committed to a multi-year vehicle lease as part of our Camp to CampUs activities.

NOTE 1

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
Income from governments	1.005.474	1.155.550	1.077.630
Income from Ministries 1	968.619	1.097.950	1.041.630
Income from Municipalities 2	36.855	57.600	36.000

In 2020, the Foundation received a multi-year project grant from the Netherlands Ministry of Justice & Security. This grant 1 allowed the Foundation, together with its partner THP (The Home Project) to run 3 shelters for unaccompanied minors in Athens. The project has been granted an extension until August 2024.

2 In a close partnership with the Amstelveen Municipality, we were able to provide specific guidance to one of our minors lodge in our Amstelveen shelter for a period of 5 months.

Income from governments is not structural but project-based.

NOTE 2

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
Income from lotteries	101.721	101.721	398.279
Nederlandse Postcode Loterij (NPL) 1	101.721	101.721	398.279

1 The foundation received a two-year grant from the Nationale Postcode Loterij (NPL) for a total of €500,000. In 2022, €398,279 was spent, and the remaining amount was recognized throughout 2023. The recognition of the grant was done in line with the expenditures incurred on various projects and for the professionalization of the organization.

NOTE 3

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
Income from NPO	3.059.166	2.471.476	1.028.866
<u>project grants</u> 1	448.506	973.049	680.582
<u>non-governmental grants</u> 2	2.593.039	1.488.427	342.295
<u>other NPO donations</u> 3	17.621	10.000	5.989

The foundation saw a dramatic increase in overall income from NPOs, driven primarily by strong performance in non-governmental grants. Despite the income from project grants saw a decline, the main goal of income from non-profit organizations was attained and even exceeded by 24% over budget.

1 In 2023, the foundation experienced a diverse funding landscape across its operations. While some partnerships, such as 2 Throughout 2023, the foundation strengthened its partnerships in the Netherlands, notably with Stichting NIDOS and COA. With NIDOS, the foundation expanded support for unaccompanied minors, opening new locations and enhancing services for vulnerable children. The success of the Camp2CampUs methodology in Cranendonck led to ongoing collaboration with COA Zeist, reaffirming the program's continuation into 2024. Despite challenges, these partnerships highlighted the foundation's commitment to supporting vulnerable groups and fostering impactful initiatives.

- 3 During this fiscal year, the foundation received strong support from various non-profit organizations, enabling it to surpass expectations mainly leveraged by the €10.000 donated by Stichting Corbello in face of the emergency response in Morocco and the approximate €6.000 from St. Nat. Fonds Kinderhulp which are extremely valuable for our support to the unaccompanied minors.

NOTE 4

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
Income from companies	254.854	190.000	157.782

The foundation saw increased support from corporate partners, with significant contributions from key companies such as MacGregor Holding B.V., Investrand Investerings B.V., and Reggeborgh Invest B.V., which played a crucial role in supporting the Emergency Response in Syria following the earthquake. Additional contributions from Aqua+, Bravehearts, and Flowing Cosmetics GmbH, alongside other company donors, further bolstered efforts in Syria and sustained the "Hospitainer" operations. This continued backing from a mix of long-term and new partners highlights the shared commitment to addressing pressing humanitarian needs and advancing the foundation's mission.

NOTE 5

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
Income from private individuals		326.204	205.000	164.802
- door-to-door collections & campaigns	1	245.955	60.000	38.356
- contributions	2	26.250	61.000	14.741
- donations and gifts	3	53.999	84.000	79.507
- other income from private individuals		-	-	-
- inheritances & legacies		-	-	32.198

- 1 The foundation received substantial support from private individuals, driven largely by their strong engagement with campaigns, particularly the one focused on the Morocco earthquake response.
- 2 The foundation requests a donation to all visiting volunteers who join our programs in Greece. The average contribution of a volunteer was €370 per stay, in line with 2022 (€368).
- 3 The Foundation works with several donation platforms and payment providers such as Buckaroo, Mollie, Tikkie, UK Online Giving, Global Giving, amongst others. These process single and recurring donations. The income is net of any processors costs in 2022 but in 2023 these are represented under "Note 11".

NOTE 6

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
Income from affiliated parties		250.000	240.000	200.000
- Supervisory Board members	1	250.000	240.000	200.000

- 1 The increase in income highlights the unwavering support of the board members, whose contributions have been instrumental in achieving the foundation's financial and operational objectives. Their ongoing commitment and generosity have played a vital role in ensuring the continuation of the Emergency Response in Syria and the foundation's efforts in Morocco and across all the missions.

NOTE 7

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
Income From Services & Sales		-	-	2.446
Income In Kind	1	30.157	25.000	20.256
Net Sales Lots of Lesvos	2	9.508	20.000	(5.698)

1 The Foundation has an office at *The Social Hub's* (former The Student Hotel) main office in Amsterdam. *The Social Hub* provides this space free of charge as well as the lunches of the team. The Foundation as also benefited from the *Amsterdam Data Collective* development *probono* week, where an impact measure framework and dashboard were built. Dentons as also provided consultancy to the Foundation in HR.

2 Net income in regard to the sales of olive oil bottles.

NOTE 8

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
<u>Spent On The Mission - Camps & Reception Centres</u>	929.263	1.543.974	1.191.944
Staff	328.047	325.224	251.072
Housing, Travel Team, Training, Supplies, Etc.	223.728	342.078	264.083
Community & Visiting Volunteers	106.302	159.392	45.850
Programme Costs	258.890	706.303	545.264
Depreciations	12.296	10.978	85.674

In 2023, Movement on the Ground (MOTG) extended its impact across multiple locations, focusing on community empowerment and resident-led initiatives. In Lesvos, the Ergon Educational Center expanded, offering language, vocational, and digital skills training alongside a community garden that fostered both agricultural skills and a sense of community. Similarly, Samos saw the development of "The Plot," a vibrant outdoor community space where residents engaged in gardening, sports, and social activities, enhancing mental well-being despite restricted camp access. In Poland, MOTG partnered with the Johan Cruyff Foundation at the PCM Garczyn orphanage, creating sports programs that supported the children's physical and social development.

In the Netherlands, MOTG scaled up efforts with government support: at Budel's AZC Cranendonck, they piloted the Camp to CampUS approach, yielding promising results and fostering continued collaboration; Huis Ter Heide similarly adopted the methodology, promoting resident involvement within the center. Additionally, in Bostel, MOTG continued partnership with the municipality enhanced resident integration, aligning with MOTG's mission to create self-sustaining communities across diverse locations.

NOTE 9

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
<u>Spent On The Mission - Shelters</u>	2.860.634	1.951.003	1.259.977
Shelter Staff	1.580.295	750.167	484.466
Shelter Operating Costs	387.373	372.552	240.598
Shelter Refurbishment	-	21.125	13.642
Coordination	190.310	64.096	41.394
Programme Costs	415.286	104.777	67.666
Project Management	107.425	401.917	259.562
Project Support	167.297	197.325	127.434
Travel And Accommodation	12.647	39.044	25.215

In 2023, the Foundation focused on supporting unaccompanied minor refugees (UAM) through shelters in both Athens (in close partnership with The Home Project) and the Netherlands. In Athens, MOTG provided safe accommodation, along with education, psychological support, and integration programs to help minors develop and transition smoothly into society. The focus was on ensuring a stable environment where these vulnerable children could grow and learn.

In the Netherlands, MOTG managed several UAM shelters, including those in Amstelveen and Duivendrecht, offering critical services such as legal assistance, education, and community-building activities. The foundation aimed to foster self-sufficiency and ensure that the minors could integrate successfully into Dutch society, creating an environment where they felt empowered and supported. Through these initiatives, MOTG played a key role in enhancing the well-being and future prospects of unaccompanied minors in both Greece and the Netherlands.

NOTE 10

	Actuals 2023	Budget 2023	Actuals 2022
	€	€	€
<u>Spent On The Mission - Emergency Response</u>	421.797	-	34.075
Staff	23.192		-
Housing, Travel Team, Training, Supplies, Etc.	29.300		8.101
Community Volunteers	-		-
Programme Costs	369.304		25.974

In response to the devastating Turkey/Syria earthquake in 2023, the Foundation played a crucial role in emergency relief efforts. Among the significant contributions was the deployment of a hospitainer, a mobile hospital unit, which provided critical medical assistance to those affected in the region. This innovative solution offered immediate healthcare support, addressing urgent needs in areas where infrastructure had been severely damaged. Alongside the hospitainer, MOTG coordinated the delivery of essential supplies such as food, water, and temporary shelters, collaborating with local partners to ensure swift and effective relief efforts.

In Morocco, MOTG responded to the earthquake by distributing relief supplies in collaboration with local authorities, focusing on immediate relief for affected communities. Both responses highlight MOTG's commitment to providing both immediate aid and sustainable support in the wake of natural disasters.

NOTE 11

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
<u>Spent On Generating Income</u>		92.609	124.865	138.925
Staff Costs & Payroll	1	45.838	114.721	127.639
Communication & Advertising	2	45.305	10.144	11.286
Payment Processor Costs	3	1.466	-	-
Social Enterprise		-	-	-

- 1 This total is partially compound by the salary costs of the Fundraising and Marketing & Communications teams. This amount is lower than expected as the expansion of the fundraising team has shifted into 2024.
- 2 To partially compensate for the delay in recruiting fundraising team members, the Foundation has resorted to third-parties in
- 3 The Foundations works with several donation platforms and payment providers such as Buckaroo, Mollie, Tikkie, UK Online Giving, Global Giving, amongst others. These process single and recurring donations.

NOTE 12

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
<u>Management and Accounting Costs</u>		456.496	505.903	512.368
Staff Costs & Payroll		254.407	315.888	319.925
Housing & Rent		13.702	14.860	15.050
Office Supplies		425	31	31
IT Costs		22.816	12.544	12.704
Telecommunication		-	-	-
Memberships & Subscriptions		6.243	4.691	4.751
Car Costs		-	-	-
Administration & Accountancy Costs		42.051	12.422	12.581
Costs of Advisors / Legal Advice		86.443	121.973	123.531
Travel Expenses		3.285	5.034	5.099
Other General Costs		27.125	18.459	18.695

NOTE 13

		Actuals 2023	Budget 2023	Actuals 2022
		€	€	€
<u>Bank Costs</u>				
Bank Costs And Interests		2.768	3.600	3.238

NOTE 14

	<u>Actuals 2023</u>	<u>Budget 2023</u>	<u>Actuals 2022</u>
	€	€	€
<u>Balance Of Income And Expenditure</u>	273.516	279.402	(96.163)

In 2023, the Balance of Income and Expenditure achieved a surplus of €273,836, representing a remarkable 385% improvement YoY from the previous year's deficit of €(96,163). This turnaround underscores the foundation's success in enhancing financial stability and improving resource management. While the actual surplus was 2% below the budgeted amount of €279,402, the substantial progress from the prior years highlights the foundation's strengthened financial position. This positive trend provides a solid foundation for continued growth and resilience moving forward.

NOTE 15

		<u>Actuals 2023</u>	<u>Budget 2023</u>	<u>Actuals 2022</u>
		€	€	€
<u>Appropriation Of Result</u>		273.516	279.402	(96.163)
Continuity Reserve	1	273.516	279.402	(29.663)
Special purpose reserve		-	-	-
Fund		-	-	(66.500)

1 The balance of income & expenditure is appropriated to the continuity reserves.

NOTE 16

		<u>Actuals 2023</u>	<u>Budget 2023</u>	<u>Actuals 2022</u>
		€	€	€
<u>Personnel Costs</u>				
Gross Salaries		1.041.538		466.284
Social Insurance		232.538		98.183
Holiday Allowance And Unused Leave Days		100.275		37.353
Pensions	1	-		-
Subsidies	2	(6.369)		(2.125)
Sickness Benefit Received	3	(7.900)		(10.932)
Other Personnel Costs		32.503		18.849
Total Personnel Costs		1.392.584	938.871	607.612
Allocations To Projects	4	(1.134.907)	635.406	(329.359)
<u>Total Overhead Personnel Costs</u>		257.677	1.574.277	278.253
DP Personnel		608.667	316.867	492.780
<u>DP Personnel Costs</u>		608.667	316.867	492.780
Total Personnel Costs	5	2.001.251	1.255.738	1.100.392

In 2023, the Foundation employed a total of 51 staff members throughout the year. At December 31, 2023 there were 40 employees at the organization for a total of 32 FTE (NL: 23FTE; EL: 9FTE), compared to a total of 17 employees throughout the year in 2022 (and 11.1 FTE).

- 1 Movement On The Ground does not provide a pension plan to its employees.
- 2 The Foundation received *loonkosten subsidie* for two employees.
- 3 The Foundation received reimbursement in regard to the paid parental leave from the UWV (*Uitvoeringsinstituut Werknemersverzekeringen*).
- 4 Movement On The Ground allocated staff costs to the ongoing projects. Movement On The Ground does not apply fees. All allocations solely concern salary costs of employees with direct influence in the projects, no overhead contribution is included.
- 5 The full amount incurred in personnel costs, pertain direct and indirect hired staff by the Foundation. See AnnexC for the division of the expenditures.

Annex C - Statement of division of expenditures

Objectives	Camp to CampUs			Generating Income	Management & Accounting	Total 2023	Budget 2023	Total 2022
	Camps & Reception Centres	Shelters	Emergency Response					
<i>Costs of Implementation</i>								
Grants and Contributions	501.020	1.454.840	375.139	-	-	2.330.999	2.450.621	1.434.363
Obtaining Funds / Governmental Grants	-	-	-	-	-	-	-	-
Publicity and Communication	-	-	-	45.305	-	45.305	10.144	19.630
Personnel Costs	328.047	1.358.646	23.192	44.396	246.970	2.001.251	1.355.075	1.100.392
Housing Costs	86.460	29.348	16.040	-	13.739	145.587	123.772	141.587
Office- and General Costs	1.440	17.800	7.426	2.908	195.787	225.362	175.155	355.642
Depreciation and Interest	12.296	-	-	-	-	12.296	10.978	85.674
Total	929.263	2.860.634	421.797	92.609	456.496	4.760.800	4.125.745	3.137.289

Remuneration of the Head of Mission

The BSD-score of the remuneration of director has been determined on scale H (points: 411–450; maximum remuneration: €134.620). This calculation is carried out according to the directive of the CBF "directive remuneration of directors of charity organisation" as per below:

Criteria	Score
Direct Spending on Goals (€4.2M)	70 points
	10 points
Number of Employees (70 FTEs)	35 points
Total for Size	115 points
Total for Complexity of the Organization	150 points
Autonomy	80 points
Supervision	80 points
Total for Organizational Context	160 points
Directorship Model (one-person)	No reduction
Final BSD Score	425 points

The annual income of each individual employed as Head of Mission is well within the maximum of EUR 134,620 (1 fte/12 months) as per the directive Remuneration of directors of charity organisations.

The Foundation does not provide a pension plan to its employees.

Therefore, the annual income including taxable allowances, and any pension-related payments or compensations and any other future remunerations, remains well within the maximum of EUR 134,620 per year.

The remuneration of the Head of Mission, for the fiscal year of 2023 was as follows:

Name Title	A. Izemrane Head of Mission	L. Noteboom Head of Mission	TOTAL
Employment			
Type of contract (duration)	indefinite	-	
hours	40	-	
part-time percentage	100,00%	-	
period	01/01-31/12	-	
Remuneration (EUR)			
Annual income			
gross wages/salary	76.800	-	76.800
holiday allowance	7.599	-	7.599
other allowances/reimbursements	20.587	-	20.587
end-of-year bonus, 13th/14th month	-	-	-
variable annual income	-	-	-
Total	104.986	-	104.986
Social security charges (employer's contribution)	11.376	-	11.376
Taxable allowances/additions	-	-	-
Pension charges (employer's contribution)	-	-	-
Other future remuneration	-	-	-
End-of-employment payments	-	-	-
Total remuneration for 2023	116.361	-	116.361
<i>Total remuneration for 2022 (A. Izemrane + L. Notenboom)</i>	<i>39.752</i>	<i>41.267</i>	<i>81.019</i>

The WNT is not applicable to the Foundation in 2023.

Members of the Supervisory Board are not remunerated. In 2023 they have not submitted any expense claims and have not received any payment.

Amsterdam, 21 January 2025

The board of Foundation Movement on the Ground

Charles Douglas MacGregor

Jessica Heutink

Quirine Pleyte

Bas-Jan Walhof

Adil Izemrane

Patricia Vermeulen

11 AUDIT OPINION

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Movement on the Ground

Report on the audit of the financial statements 2023 included in the annual report

Our opinion

We have audited the financial statements 2023 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 2023 and of its result for the period 1 January 2023 until 31 December 2023 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2023;
2. the statement of income and expenditure for the period 1 January 2023 until 31 December 2023; and
3. the notes comprising 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 on Auditing. 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

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

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 management report and other information in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

Description of responsibilities regarding the financial statements

Responsibilities of the Board and the Supervisory 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 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board. 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.

The Supervisory Board is responsible for overseeing the foundation's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment 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 skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- 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 foundation 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 Supervisory 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.

Was signed Amersfoort, 21 January 2025.

WITh Accountants B.V.
Drs. J. Snoei RA

12 2024 & BEYOND

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2024 & BEYOND

Looking ahead to 2024 and beyond, Movement On The Ground remains firmly dedicated to addressing urgent and growing humanitarian needs while fostering long-term, sustainable solutions for displaced communities worldwide. Our carefully crafted 2024 financial plan is closely aligned with our overarching mission and strategic goals, ensuring we continue to maximize our impact and deliver meaningful, lasting change where it is needed the most.

Projected Income and Expenditure

For 2024, we anticipate a total income of €7.36 million, reflecting growth across various income streams, particularly from partnerships with nonprofit organizations and government contributions. This represents a significant increase from the actual income of €5.04 million in 2023, underscoring the trust and support we continue to receive from our partners and donors. Our total expenditure for 2024 is budgeted at €6.89 million, with the majority—€6.53 million—directly allocated to fulfilling our mission.



The future key areas of focus include:

- Camps & Reception Centers (€1.57 million): Enhancing living conditions and ensuring dignified support for displaced individuals.
- Shelters (€4.81 million): Providing safe, secure, and sustainable accommodations for those in need.
- Emergency Response (€122,693): Reacting swiftly to crises as they arise.
- Movement Academy (€25,000): Training of stakeholders of on how to approach their challenges with the Camp to CampUs methodology.

We remain committed to transparency and efficiency, with an allocation for fundraising (€130,000) and management costs (€230,000), ensuring that the vast majority of resources directly support our mission.

Resilience and Growth

Thanks to the prudent management of reserves, we project a positive result of €461,293 for 2024, building on the foundation established in 2023. This financial stability allows us to expand our reach while maintaining the flexibility to address emerging challenges.

Our reserves and funds remain a cornerstone of our operational resilience. As we continue to adapt to a dynamic global landscape, these resources will enable us to respond proactively to crises without compromising the continuity of our programs.

Collaborative Impact

Collaboration lies at the heart of our work. In 2024, we will deepen partnerships with local and international organizations, ensuring that the solutions we implement are both culturally relevant and sustainable. By empowering local communities and fostering innovation, we aim to amplify our impact across all areas of operation.

Statement of Income and Expenditure

	budget 2024	actuals 2023
	€	€
INCOME		
Income from governments	1,168,483	1,005,474
Income from lotteries	-	101,721
Income from other nonprofit organisations	5,442,420	3,059,166
Income from companies	290,342	254,854
Income from private individuals	142,065	326,204
Income from affiliated parties	290,342	250,000
total income generated	7,333,653	4,997,419
Income from services & sales	-	-
Net Sales Lots of Lesvos	8,400	9,508
Income in kind	14,229	30,157
TOTAL INCOME	7,356,282	5,037,084
EXPENDITURE		
Spent on the mission	6,531,989	4,211,695
- Camps & Reception Centers	1,571,007	929,263
- Shelters	4,813,289	2,860,634
- Emergency Response	122,693	421,797
- Movement Academy	25,000	-
Fundraising costs	130,000	92,609
Management & accounting	230,000	456,496
TOTAL EXPENDITURE	6,891,989	4,760,800
RESULT	464,293	276,284
Bank costs	3,000	2,768
TOTAL RESULT	461,293	273,516

13 **THANK**
YOU

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THANK YOU

Community Volunteers:

First and foremost, we want to express our heartfelt gratitude to all the Community Volunteers who dedicated their time to us throughout 2023. It is their hard work, talent, resilience, and passion that enable us to make our programs successful, and we can never fully convey our appreciation. We hope that everyone who has collaborated with us in our mission to support others reflects positively on their contributions and looks ahead to a promising future for themselves and their loved ones.



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THANK YOU

Movement On The Ground is incredibly grateful for the trust, commitment, and support that countless individuals, organizations, corporations, and institutions have extended to us in 2023. We want to take this opportunity to express our sincere appreciation for these invaluable collaborations.

The Netherlands

Dentons lawfirm for supporting us with legal advise on multiple HR related topics Pro Bono, Indigo Volunteers for supporting us with volunteer advise and feedback in our safeguarding policies. The Social Hub colleagues for always taking the time to brainstorm with us about ideas. Quirine Pleyte and Carola Shothorst, for supporting the Amsterdam Team with their personal development plans. And a special thank you to the Nationale Postcode Loterij, Delen Geeft Meer, Adessium, COA and the Red Cross NL for supporting our missions in the Netherlands. Stichting Nidos for the legal aid regarding the UAM shelters.

Poland

The Vodafone Foundation, Starlink, Choose Love, The Cruyff Foundation, The Staff and Director of PCM Garczyn.

Morocco

Amis des Ecoles, IKEA, The Moroccan Government, The Local Community of Tinzirt and Sweater, The Qaid of the Region, SAR teams Qatar and Spain, Relief Crew Foundation and all volunteers.

Syria & Turkey

The Social Hub, Hospitainer, Independent Doctors Association (IDA), the UN agencies, local municipalities, Turkish authorities, local volunteers

Lebanon

Dutch Embassy, the people of Ketermaya, Adessium, the Nationale Postcode Loterij, MSF Lebanon, Tarek El-Baradi, Sali Sharaf.

Lesvos

Municipality of Lesvos, Camp Management of RIC Lesvos, Ministry of Migration, IOM, UNHCR, UNICEF, Mediciens Sans Frontier, IFRC, The Barca Foundation, The Cruyff Foundation, The Social Hub, Adessium, Because We Carry, Odyssea, Eurorelief, Boat Refugee Foundation, RefugeeEd, Caritas Austria, Caritas Poland, Caritas Hellas, Hellenic Red Cross, Choose Love, Iliaktida, First Reception Service, Zaporeak, and all volunteers.

Samos

The AFAS Foundation, Municipality of Samos, Camp Management of Zervou, UNHCR, Samos Volunteers, Mediciens Sans Frontier, Mediqualliteam, Choose Love, Selfm.Aid, Doctors Without Borders, EuroRelief, The Cruyff Foundation, Dutch Embassy, Caritas Poland, Favela Paintings, Nimeto, all visiting volunteers.

Chios

Municipality of Chios, Camp Management of Vial, UNHCR, Access to Education, Choose Love, The Barca Foundation, Caritas Austria, Saskia Schoolland, all volunteers.

Athens

The HOME Project, Ministry of Migration, Dutch Embassy, Dutch Ministry of Justice and Security,, The Barca Foundation, METAdrasi, Habibi Center, ACS Athens, Charles Antetokounmpo Family Foundation, ELIX, individual shelter volunteers