



**MOVEMENT
ON THE GROUND**

ANNUAL REPORT 2024



CONTENTS

INTRODUCTION	3
MAP OVERVIEW OF PROJECTS	6
OUR MISSION & METHOD	7
OUR FOUR PILLARS	8
PILLAR 1 - MEETING BASIC NEEDS	9
PILLAR 2 - TRAINING & EMPLOYMENT	16
PILLAR 3 - SENSE OF BELONGING	22
PILLAR 4 - SCALING OUR IMPACT	29
ORGANISATION & GOVERNANCE	36
POLICY SAFEGUARDING & INTEGRITY	39
LOOKING FORWARD	40
FUNDRAISING	42
OUR PARTNERS	45
FINANCIAL OVERVIEW	46





INTRODUCTION

Movement On The Ground is an international NGO that takes a new approach to humanitarian aid - one where the path to recovery is built from within the community itself.

We create an enabling environment where basic needs of people forcibly on the move are met, training and employment is facilitated, and a sense of belonging is restored under adverse circumstances. Through our 'Camp to CampUs' approach people can return to being active members of society. Over the last nine years we have impacted over 250,000 people, and co-created projects across 3 continents.

FOREWORD

Over the past year, the world has continued to witness a rise in the number of people forced to flee their homes due to conflict, climate change, political instability, and economic hardship.

In 2024, more than 120 million individuals were displaced – the highest number on record. Behind every statistic is a person seeking safety, dignity, and the opportunity to rebuild their life. At Movement On The Ground, we refuse to see these people as passive victims of crisis. We see them as humans full of potential, and through our missions we aim to enable and activate that potential.

In 2024, the world saw a swing to right-wing isolationist policies across Europe and the US, the outbreak of war and desolation in Gaza, and the unexpected overthrowal of the Assad regime in Syria. These were all critical factors that catalyzed our movement. We spoke out on behalf of the Palestinian population, calling for a cease-fire and the

opening of borders to let humanitarian aid in, and supported local organizations inside Gaza with food distributions and emergency relief. In Syria, the sudden fall of the regime created momentum for the long-awaited rehabilitation of the country. In response, our Syrian colleagues started to carve a path for the launch of a new mission in Syria, led by the diaspora, for the local community to thrive.

This year also created space for an important leadership transition at Movement On The Ground. Adil Izemrane handed over the CEO role to Patricia Vermeulen. This change reflects our ambitions to expand the impact on the ground into new regions, whilst also strengthening the foundations of our long-standing missions. Adil's new role is focused on Advocacy and Policy Change, External Relations and Strategic Partnerships, as well as assessing and facilitating the start-up of new grounds like Syria and Gaza.





Our approach to humanitarian aid has always gone deeper than short-term relief, aiming to foster long-term resilience and restore agency amongst the communities we serve and facilitate. When this long-term outlook is absent, we have witnessed camps become dead-end spaces — designed for temporary shelter but turning into places of prolonged stagnation. We believe this is an ineffective and unsustainable use of resources. That's why, at Movement On The Ground, we remain committed to our hands-on, solution-driven with lasting impact approach. Our work is grounded and guided by the belief that displaced people must be part of the solution — not sidelined by it. We focus on creating dignified living environments, supporting community-led initiatives, and turning forgotten camp communities into people that belong and participate, side-by-side with locals. We do this not with grand statements, but through consistent, practical action.

This year also marked a key step forward for our organization: we have started putting our way of working, our best practices, and the lessons we've learned into a written methodology. This is a body of work that captures nearly a decade of on-the-ground experience —

and we're eager to share it with fellow NGOs, policymakers, and governments. Our goal is to contribute to evolving the global humanitarian standard with a model that puts people, dignity, and community at the center.

The Camp to CampUs vision continues to shape everything we do. It is our blueprint for what is possible when we stop managing crises and start investing in people. This vision calls for transforming camps from spaces of isolation into places of opportunity — where education, employability, and community-building take root.

There's still much to be done. But in the face of increasing global displacement, we remain hopeful — not because the challenges are small, but because we've seen what is possible when humanity leads the way. In every camp we walk through, we see future "CampUses". And through every person we meet, we see the potential to change the world a little bit.

Adil Izemrane
Co-founder and exiting CEO
of Movement On The Ground

Patricia Vermeulen
CEO of Movement On The Ground

MAP OVERVIEW OF PROJECTS

OUR MISSION

The Netherlands ●

We have established long-term partnerships with the Dutch Red Cross and the Central Agency for the Reception of Asylum Seekers (COA) to implement our Camp to CampUs methodology. By leading by example and training staff and volunteers, we ensure effective adaptation and integration of our approach.

We also work with NIDOS to manage UAM shelters and support with their integration and sense of belonging in society.

Morocco ●

In the immediate aftermath of the earthquake that struck southern Morocco on September 8, 2023, Movement On The Ground deployed a rapid-response team to some of the hardest-to-reach mountainous areas of Al Haouz, Taroudant, Asni, and Moulay Brahim.

* We previously were active in Poland, Syria, and Turkey.

Greece ●

Since 2015, we have been operating on the island of Lesbos, where we have a station inside the displacement camp and outside with our Education and Community Center. In Athens, we run several shelters for unaccompanied minors (UAM) and 18+ young adults.

Lebanon ●

In 2023, we launched our Digital Livelihood Program to provide young women with essential skills to secure, remote and well-paying job opportunities.

Gaza ●

In 2024 we began providing emergency relief to North Gaza. Our long-term goal is the creation of a Children's Village - a safe sanctuary tailored specifically to orphans' needs.

Ghana ●

In collaboration with Corps Africa and Relief Crew Foundation, and the local community, we set up WASH facilities in Zaazi, Ghana. Equipping community members with the tools and training necessary for the long-term maintenance and sustainability of the facilities.

OUR MISSION & METHOD

We envision a society where migration is seen as a core component of human development instead of a burden. Where every individual, regardless of background, feels a sense of belonging and is enabled to reach their full potential

Founded in 2015 on the island of Lesbos, we create enabling environments for people affected by humanitarian crises to become active members of society again.

We do this through our 'Camp to CampUs' methodology. Unlike traditional humanitarian approaches that emphasise the dynamic between aid workers and beneficiaries, Camp to CampUs (C2C) centres residents (people who stay in the camps) as the core support network.

By fostering structured opportunities for collaboration and empowering volunteer leaders, C2C gradually shifts responsibilities from camp management to residents themselves.

This approach establishes a self-sustaining system where trust in volunteer leaders transforms the dynamic from externally imposed rules to an ethos of collective responsibility.

This forms a new approach to aid—one where the path to recovery is built from within the community itself.



OUR FOUR PILLARS

All programs are created and executed to fulfil at least one of the key four pillars of our theory of change. This is the foundation for carrying out our mission and underpins everything that we do.



1. Meeting Basic Needs

Camp residents have access to and agency over their basic needs, such as food, shelter and WASH (Water, Sanitation and Hygiene), and participate in activities that foster unity and improve camp conditions, positively impacting their physical and mental health.



2. Training & Employment

People affected by humanitarian crises lead and participate in (vocational) education and skill-building programs, helping them gain the right skills and qualifications to enter the labor market.



3. Belonging in Society

Our initiatives ensure people affected by a humanitarian crisis are connected to the right support organizations and are integrated into the local community, creating a restored sense of belonging and purpose.



4. Scaling Impact

Together with government & UN bodies, iNGO's and our partners, we are on a mission to make 'Camp to CampUs' a standard for humanitarian action.

EVERY PILLAR UNDERPINS OUR MISSION, AND ALL OF OUR PROTECTS FALL UNDER AT LEAST ONE OF THESE PILLAR, ENSURING WE REALIZE OUR ENVISIONED IMPACT WITHIN THE COMMUNITIES WE SERVE.

01



MEETING BASIC NEEDS

Movement On The Ground believes that everyone should not only have access to food, water and sanitation but that it is essential to have agency over them. Through experience we know that when people have agency over their basic needs they can co-create, lead, and participate in activities that foster unity and improve living conditions, positively impacting their physical and mental health.

Under the meeting basic needs pillar, we ensure needs are met to not only survive, but to live with dignity.

SHELTERS FOR UNACCOMPANIED MINORS (AMV) IN THE NETHERLANDS

SUPPORTING CHILDREN WITH CARE AND DIGNITY

KEY DATA

HOST COUNTRY THE NETHERLANDS



6 Shelters

65 UAM supported

78 Activities hosted

(kickboxing, football, swimming, camp trips etc.)

Between 2022 - 2023 there was a significant rise in arrivals of unaccompanied minors in the Netherlands.

In response to this we set up our first shelter in 2022, and two years later we expanded to 6 shelters, supporting 65 boys aged between 15 and 18 years old, from Syria, Yemen, Eritrea, Somalia and Afghanistan.

At the shelters the children receive 24/7 support from a dedicated team of our staff. The support given encompasses various aspects of care, including education (all unaccompanied minors attend a local school or education establishment), self-care to be able to become self-sufficient, and financial literacy so that when employed, they can manage finances responsibly. All these skills are a part of becoming an adult. Without guidance and support at this key stage of development many may struggle later in life.

Movement On The Ground places a strong emphasis on mental health. Many of the young people have experienced trauma and need special attention. Movement On The Ground offers a listening ear and when necessary, refers them to psychological support. Our priority is to ensure the children feel at home and comfortable, providing a solid foundation from which they can develop and grow into independent adults.

In 2024 we successfully supported 65 unaccompanied minors by encouraging them to not only graduate from High School but also continue into vocational education. Many of them gained employment and are growing in their independence every day.

01. MEETING BASIC NEEDS



Integration is a key part of feeling a sense of belonging. Movement On The Ground works to expand our networks working with organisations and 'buurthuizen' so that the young people we care for can meet, learn and socialise with Amsterdammers and Dutch communities.

“ What do Movement On The Ground do? Basically, I have been living with them for a few weeks now and I feel like we're family, with them nothing can go wrong. They help me with my appointments, organise food together and other nice activities. They make us feel loved and are always available to help us in searching for work or anything we need. So, with Movement On The Ground every day is an amazing day.”

**UNACCOMPANIED MINOR
STAYING AT OUR SHELTER**

01. MEETING BASIC NEEDS



WASH FACILITIES IN MOROCCO AND GHANA

DELIVERING CLEAN WATER AND HYGIENIC, SAFE SPACES

KEY DATA

HOST COUNTRY MOROCCO



49 Villages supported with winter-proof WASH stations

245 WASH (Water, Sanitation & Hygiene) Facilities Constructed

14,700 People impacted

HOST COUNTRY GHANA



750 People were impacted including families with children and the elderly

51 Toilets were built, one per household

Morocco

In the immediate aftermath of the devastating 6.8 magnitude earthquake that struck southern Morocco on September 8, 2023, Movement On The Ground deployed a rapid-response team to some of the hardest-to-reach mountainous areas of Al Haouz, Taroudant, Asni, and Moulay Brahim.

We coordinated with local authorities and search-and-rescue teams, supplying essential equipment and resources where they were needed most. In the weeks that followed, we constructed emergency shelters and sanitation facilities using a community-led model. In close collaboration with the local NGO Amis des Écoles and with the support of IKEA Morocco, we were able to deliver targeted relief quickly and effectively. Local materials were provided, and residents were supported to build their own toilets—reaching over 14,700 people across 49 villages.

We also distributed food, water, mattresses, solar lamps, generators, and emergency toilets—sourced locally whenever possible to support the regional economy.

As winter approached, these interventions met immediate needs while strengthening community resilience.

In January 2024, we formally handed over all facilities and resources to local actors, ensuring that the response would remain rooted in the community and guided by those who know it best.

01. MEETING BASIC NEEDS





Ghana

In 2024 our support was requested in Zaazi, Ghana, to address critical health, social, and environmental challenges through the installation of WASH (Water, Sanitation, and Hygiene) facilities.

This project was a short-term immediate response, and not on the scale of our other missions. The existing basic sanitation within the village posed serious risks, including environmental contamination of soil and water, heightened health risks from infections, and safety and dignity concerns—especially for women and girls.

In collaboration with Corps Africa and Relief Crew Foundation, and working closely with the local community, we successfully constructed 51 WASH facilities, benefitting 750 community members. Additionally, the initiative equipped community members with the tools and training necessary for the long-term maintenance and sustainability of the facilities.

“As women of this community, we have long endured the daily struggle of not having access to any sanitation facilities. The complete lack of toilets has not only affected our health and hygiene but also our dignity. Each day, we are reminded of the challenges we face, simply because our most basic needs are unmet. The impact on our lives, our families, and our self-esteem is profound.”

MUSHI, ZAAZI COMMUNITY MEMBER

EMERGENCY RELIEF FOR FAMILIES IN GAZA

IMMEDIATE ACTION TO INVEST IN THE NEXT GENERATIONS OF GAZA

KEY DATA

COUNTRY GAZA



5000 Dignity Kits Delivered



Formed cross-border partnerships with Damour for Community Development and The Arava Institute



Became a member of the Jumpstarting Hope Initiative in Gaza

In 2024, the conflict in Gaza intensified dramatically, resulting in the displacement of approximately 1.9 million people – nearly 90% of the population.

Movement On The Ground responded to this urgent crisis by supporting dedicated partners on the ground, delivering trucks filled with dignity packs to individuals and families living in shelters.

These packs contained essential hygiene products, designed to preserve well-being and dignity amid extremely challenging conditions. Our response in Gaza went beyond immediate relief.

Following a visit to our mission in Lesvos, Greece, we partnered with the [Arava Institute for Environmental Studies](#) and [Damour for Community Development](#) in their “[Jumpstarting Hope in Gaza](#)” initiative.

Together, we have launched comprehensive interventions in 2025 that address both the short-term humanitarian needs and the long-term recovery and resilience of Gaza’s communities.

Even in the face of overwhelming adversity, Movement On The Ground remains committed to restoring dignity, fostering community, and nurturing hope for the people in Palestine and building bridges in a highly volatile and polarized region.

01. MEETING BASIC NEEDS



PROVIDING SHELTERS FOR UKRAINIAN FAMILIES IN THE NETHERLANDS

MAKING A HOME AWAY FROM HOME

KEY DATA

HOST COUNTRY
THE NETHERLANDS



125 Shelters for
Ukrainians

189 People benefited

Amstelveen Shelters - Olmenhof & Kalkbranderij

The goal of this project was simple but powerful: to turn empty apartments into fully furnished, move-in-ready homes for Ukrainian families who were integrating into the Netherlands.

The first 89 apartments in Olmenhof were set up quickly and efficiently. This led to the Municipality of Amstelveen asking us to prepare a further 36 new apartments in Kalkbranderij, along with setting up a common space that would also serve as a workspace for the municipality. To keep things running smoothly we also coordinated for a huismeester (caretaker) to remain on-site till 2026, handling maintenance and cleaning to maintain the building's condition and support the residents.

01. MEETING BASIC NEEDS



02



TRAINING & EMPLOYMENT

Training and employment are key to personal and professional growth for anyone, but especially for those who have been displaced. Such training allows for routine in the midst of precarious daily life.

We help to remove barriers by providing diverse educational programs for unaccompanied minors, and vocational training for 18+ communities, as well as support in employment opportunities. This way, everyone has a chance to meet their full potential. Our skill-building programs are designed to ensure that the individuals we serve get the right skills and qualifications for their own self-reliance, to eventually enter the labor market.

BUILDING DIGITAL LITERACY AND SKILLS IN LEBANON

ENABLING UNDERSERVED COMMUNITIES FOR A SUCCESSFUL FUTURE

KEY DATA

HOST COUNTRY
LEBANON



249 Students enrolled

75% Graduation rate

600 Hours of classes provided

93% Student satisfaction rate

Building on the success of our Digital Livelihood Academy in Aley, Lebanon, we continued to offer digital skills programs to underserved youth, preparing them for secure, remote job opportunities.

In the first semester of 2024, 108 girls and boys from underprivileged communities participated in courses covering Coding, Web Development, and AI. During 2024, as the conflict in Lebanon escalated, the university hosting the courses was transformed into a shelter for displaced Lebanese communities. In response, we adapted the initiative into the Digital Education in Emergency (DEE) Program. Participants in the DEE program were mainly displaced people, of varying ages and levels of digital literacy, who sought not only shelter and education at the university but also a sense of normalcy within the chaos.

The announcement of a ceasefire in late November 2024 led to successfully concluding the Digital Education in Emergency Program. 69 students were able to graduate with a 93% satisfaction rate.

In December 2024, we launched a new semester specifically targeting unemployed women aiming to enhance job opportunities. The curriculum included advanced courses in AI, Marketing, and Web Development, with the aim of helping participant's job prospects to achieve financial independence.

02. TRAINING & EMPLOYMENT



SHELTER & LIVELIHOOD FOR CHILDREN AND YOUNG ADULTS IN ATHENS

SUPPORTING DISPLACED YOUTH MAKE THEIR NEXT STEPS TO INDEPENDENCE

KEY DATA

HOST COUNTRY
GREECE



18+ YOUNG ADULTS

27 Residents sheltered

77% Resident employed

90% Enrolled in education

UNACCOMPANIED MINORS

48 Shelter places

267 Children received protection and rehabilitation support

Unaccompanied Minors

MOTG continued and concluded our important partnership with The Home Project to provide safe, healing homes to unaccompanied refugee children in Athens.

Through this partnership, which ran from 2020 and concluded in July 2024, MOTG and The Home Project created three shelters dedicated to UAMs, offering in total 48 shelter places. Protection and rehabilitating support were provided to 267 children in total from a wide range of countries including Afghanistan, Syria, Somalia, Gambia, and - after the war broke out in 2022 - Ukraine.

All children residing in the shelters were integrated into the public education system, with supplementary support for daily schoolwork.

Additionally, children were supported with psychosocial care, sports and recreation activities, nutritious food, and 24/7 supervision and care.

18+ Young Adults

At the end of April 2024, MOTG embarked on an exciting new project to support young adults transitioning from minor shelters into adulthood through our 18+ shelter in Athens.

We recognized a critical gap in support for these young adults, who often face significant challenges in transitioning and integrating into Greek society. Our initiative aims to bridge this gap by providing not only a temporary home where they have agency over their living conditions,



but also essential access to support and guidance to navigate the bureaucratic steps of becoming a legal adult, entering the job market, and integrating smoothly into the community.

With the dedication of social workers and volunteers, this initiative provided 27 residents with shelter, while 77% of them secured employment and 90% enrolled in educational programs.

Outcome

This meant participants could break the cycle of housing insecurity and focus on building their futures.

“ I am truly grateful for the hospitality, the comfort, and safety Movement On The Ground has provided. You have been an incredible support, and it has made a huge difference in my life.”

**RESIDENT FROM ATHENS 18+
SHELTER FROM GAMBIA**



EDUCATIONAL AND VOCATIONAL PROGRAMS IN LESVOS CAMP

REMOVING BARRIERS AND ENHANCING SKILLS WITH DISPLACED COMMUNITIES

KEY DATA

HOST COUNTRY
GREECE



2042 Camp residents participated in our programs

50% Of our educational programs were taught by community volunteers

100% Of camp services such as the barbershop and tailor are run by community volunteers in quasi autonomy

CCAC (closed and controlled access camp) Mavrovouni & Ergon Educational Center

At the heart of our work is a belief in the power of education and opportunity.

That's why we run a range of educational and skill-building programs in Lesvos both inside the CCAC (closed and controlled access camp) Mavrovouni camp and at our off-site Educational Center, Ergon.

Daily learning opportunities include English Language Classes – Helping participants build confidence and essential communication skills, and Digital Skills Training – Providing tools for the modern world, from basic computer literacy to more advanced digital competencies. In 2024 we engaged 2,000 people in our programs, with participants primarily from Afghanistan, Syria, and Sudan.

Our hands-on vocational courses equip participants with practical skills for employment, such as Barista training. Our Barista courses are very popular and include real-world practice and certification that sets participants up for employment in the hospitality sector.

Within the camp, we also run an Atelier, a clothing repair workshop that serves a dual purpose: providing essential services to the community and teaching valuable sewing and repair skills. In addition to this we have a barbershop which is fully booked almost every day at the camp. Many residents are already professional barbers and volunteer their time to provide this service to other residents. Being able to keep a fresh haircut is an essential and simple way to instill dignity and normalcy amidst the insecure state of being displaced. Whether it's improving language skills, digital literacy, or making the perfect 'freddo cappuccino', everything we do is about restoring agency, dignity, and opportunity—one skill at a time.

02. TRAINING & EMPLOYMENT





“I wanted to be able to give back some of my time, and I felt that giving digital knowledge to someone can be really impactful to their lives.”



CELIA GOUDSMIT, PEOPLE MOVEMENT SOLUTION DESIGNER AT CISCO.

Celia volunteered at our Educational centre as part of our partnership with Cisco's employee volunteer program.

03



SENSE OF BELONGING

Making a new place a 'home' can be an overwhelming and isolating experience. We believe that community support is integral to mental health and personal development for everyone, especially for displaced people who are often alone or far away from their loved ones. Our initiatives create access to the right support organizations and ensure that displaced people can become part of the local community, restoring a sense of belonging and purpose.

This is all achieved by applying our Camp to CampUs approach which empowers residents to become the core support network in our programs. In this way, Camp to CampUs not only establishes a self-sustaining system, it also fosters an environment where people feel a sense of responsibility in serving their fellow community. This reliance encourages purpose and develops a sense of belonging to one another - and this is what makes a family.

CAMP TO CAMPUS IN FULL FORCE IN LESVOS

ACTIVATING CONNECTION AND BELONGING IN A MULTICULTURAL PATCHWORK COMMUNITY

03. SENSE OF BELONGING



KEY DATA

HOST COUNTRY
GREECE



**TOTAL PARTICIPATION
IN OUR PROGRAMS**

2042
Camp residents participated in our programs



82% male
16% female
2% others/unknown

(The gender division of the total camp population fluctuates too often for an accurate number, in general there is a higher percentage of male residents)

Educational programs: language & digital classes for adults

714 classes

1397 students from 18 unique countries

50% of classes were taught by community volunteers

Camp services: barbershop & tailor

1174 appointments for services were made

76% were barber appointments

24% were tailor appointments

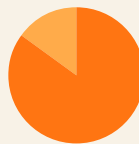
100% of barbers and tailors were community volunteers who ran the services in quasi autonomy (a total of 73 community volunteers throughout the year)

109

Participants in barista training

Men 85%
Women 15%

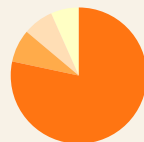
The most inclusive program for female participation



376

Sport sessions organised

Kids camp 78.5%
UAMs 7.7%
Local Greek school 7.2%
Adults sessions 6.6%



12

Community events

organised through the year

Definition

Community Volunteers:

People with a refugee background who reside at the camp and volunteer their time to give back to the community

300

Community volunteers engaged

Male 86%
Female 14%



From 20 unique countries

38% from Afghanistan
31% from Syria

27

Average age

Youngest was aged 16
Oldest was aged 64

During 2024 in Lesvos, we continued to implement the Camp to CampUs methodology, creating educational, social, and economic opportunities through community-led initiatives.

This year, we expanded the educational and vocational programs at the Community Center "Ergon" and re-established a presence inside the refugee camp.

In Ergon, the Barista, Atelier, and Cooking workshops are led by local Greek community members which contributes towards residents' integration into the local community, whilst at the same time enhances employability. We also created a dedicated safe space with exclusive programs for women. Inside the camp, we built 49 Refugee Housing Units, launched a Digital Learning Lab offering free online courses, opened a community chai point, and introduced digital skills classes for children.

We also provide sports classes from Monday through to Saturday, with up to 4 classes per day depending on the demand. There are sports classes specifically for the children in camp as well as organising classes for Unaccompanied Minors (UAM's) at the local Greek school. Alongside this we coordinate adult sports activities like football and basketball and women only sports. These sports classes are often the highlight of the children's day as they get to play with their friends and be active outside. It is also a great way for the residents to bond and build the community together. In 2024 we had 24 volunteer coaches from the community. Of the 376 sessions organised over 78.% of participants were children from the camp.

Community volunteers' program

The Community Volunteer (CV) program is a powerful example of how a sense of belonging is built in the camp. Through this program we actively recruit residents in the camp and encourage them to support or lead the running of our programs. Over the year, 300 dedicated volunteers gave their time and energy to our projects, forming a vibrant team representing 20 different countries—

including 38% from Afghanistan and 31% from Syria. Though 86% were male and 14% female, the diversity in age, culture, and background enriched the team's strength—ranging from the youngest volunteer at just 16 years old to the eldest at 64, with an average age of 27. On average, 50 Community Volunteers joined our team each month, enabling us to respond swiftly and effectively to the needs of the community.

Despite the challenge of high turnover, as many volunteers were only on Lesbos for a short time, the program thrived due to its adaptability and the strong community connection. Over the year, this spirit of collaboration led to the successful organization of 12 community events, each one a testament to what can be achieved when people from all walks of life come together with a shared purpose.

03. SENSE OF BELONGING



“ My name is Amanuel Fekadu. I was born in Eritrea and grew up in Ethiopia. Whilst volunteering with MOTG Lesbos I took on the role of team leader for workshops and actively contributed to essential tasks such as collecting tents blown by winter storms and assembling tents to withstand them. I also constructed summer shade structures alongside fellow volunteers. I found this experience engaging and fulfilling, as it kept me active and happy. My involvement broadened my social connections with a diverse range of people and led to me gaining work with MOTG in the Athens Team. My motto is, “Stay strong and keep grinding.”

**AMANUEL FEKADU
MOTG VOLUNTEER**



MAKING A HOME IN THE NETHERLANDS FOR AFGHAN PEOPLE

TRANSITIONING FROM PASSIVE TO AN ENGAGED COMMUNITY IN HUIS TER HEIDE

KEY DATA

HOST COUNTRY
THE NETHERLANDS



220 Residents
positively
impacted

Huis ter Heide, was a Camp to CampUs project in partnership with COA in a Dutch reception center set up specifically for Afghan people who were invited to come to the Netherlands.

The project at the Huis ter Heide reception center proved to be a success, meeting and even surpassing the initial expectations set by COA. At the heart of the collaboration were two key goals: engaging the women within the location and improving the cleanliness of the site.

Both were achieved. In terms of cleanliness, two dedicated cleaning teams were formed, each taking responsibility for maintaining both the interior of the community building and the exterior areas around the homes. These teams worked twice a week, not only bringing visible improvement to the living environment but also a renewed sense of pride among residents.

Movement On The Ground coordinated activities like tailoring, art classes, and digital learning, which enabled participants to find a renewed sense of purpose and community. Women who had once felt isolated and disengaged stepped up to volunteer as teachers.

Their courage to lead uplifted others and reignited their own sense of agency. In fact, two women from the project, after receiving asylum, were able to complete their tailoring course and earned official certificates. With the support of the program's volunteer instructor, they secured employment as seamstresses and could start building a lasting career for themselves.

This initiative didn't just address practical needs—it helped build a stronger, more connected community. COA's decision to extend the partnership with MOTG is a clear reflection of the trust, impact, and potential created together.

03. SENSE OF BELONGING





“ My experience was valuable. It was a period, once per week where we were on the ground with a supervisor and were supporting on the ground cleaning the area. I really liked to communicate with others, get together and eat together during lunch time, to be able to have conversations. It was a moment where we could meet with people and get familiar with the Netherlands. We were waiting so it was really good to connect whilst we were waiting.

**SHARIF ULLAH, GREW UP IN URUZGEN PROVINCE, AFGHANISTAN,
VOLUNTEER AT HUIS TER HEIDE.**



YOUTH CARE AND INTEGRATION EFFORTS IN AMSTELVEEN, THE NETHERLANDS

SUPPORTING YOUNG MEN INTO ADULTHOOD

KEY DATA

HOST COUNTRY
THE NETHERLANDS



7 UAM's supported

**2 Young residents' transition
into independent adulthood
was facilitated**

In Amstelveen, as well as having shelters for unaccompanied minors aged 17–19, Movement On The Ground also organises neighbourhood integration initiatives to support them on their journey toward adulthood.

Our dedicated team of mentors and one full-time coordinator provide guidance 12 hours a day, and in 2024 we successfully supported 7 UAM's and facilitated two young residents' transition into independent adulthood.

Beyond the day-to-day support, the Movement On The Ground team created opportunities for integration and connection, partnering with local organizations such as Youth Care Amstelveen, Amstelveen Sport, and Heemraad Football Club. Activities like laser tag, swimming outings, and a vibrant neighborhood BBQ brought residents, mentors, and the local community closer

together. With five of the seven boys now actively integrating through school, work, and sport, and five securing jobs—two through direct support—the project proved a meaningful step in fostering resilience, responsibility, and a sense of belonging.

Despite challenges like school attendance and the emotional impact of geopolitical tensions, the team's hands-on mentorship approach created a safe space for personal growth.

Looking ahead, the focus remains on supporting 18+ residents in finding housing and welcoming new underaged minors into a community built on trust, encouragement, and mutual respect.

03. SENSE OF BELONGING





“As a neighbourhood coach (Participe Amstelland) of this neighbourhood, I played a supporting role by arranging for a subsidy from the WaMi residents’ association and reaching and informing the residents of the neighbourhood.”



The introductory afternoon was enriched with a drink and delicious freshly made food that the young people had prepared themselves and soup from Soep op de Stoep. It was a huge added value to work together in this way and this resulted in many people from the neighbourhood coming to take a look. It was great to see how hospitable and open the neighbourhood was to these young people and vice versa! Some local residents brought something tasty or fun, they asked questions and took a look at the group. This wonderful collaboration between Participe Amstelland and MOTG did not stop after this. We know how to find each other because of the short lines of communication, the nearby meeting centre de Meent is open if young people want to drop in or join in, we exchange information and contacts, and for 2025 we are already making new plans for joint “neighbourhood parties.”

**BRENDA VAN OEVEREN, CONNECTION GATHERINGS
WITH MUNICIPALITY AND NEIGHBORHOOD**



04



SCALING OUR IMPACT

Together with government & UN bodies, NGO's and our partners, we are on a mission to make 'Camp to CampUs' a standard for humanitarian action.

Unlike traditional humanitarian approaches that emphasise the dynamic between aid workers and beneficiaries, Camp to CampUs (C2C) centers residents as the core support network. By fostering structured opportunities for collaboration and empowering volunteer leaders, C2C gradually shifts responsibilities from camp management to residents themselves. This approach establishes a self-sustaining system where trust in volunteer leaders transforms the dynamic from externally imposed rules to an ethos of collective responsibility.

This forms a new approach to aid—one where the path to recovery is built from within the community itself.

EXPANSION OF CAMP TO CAMPUS APPROACH IN DUTCH ASYLUM RECEPTION CENTERS

FOSTERING RESIDENT OWNERSHIP AND CARE FOR A LIVING ENVIRONMENT

KEY DATA

HOST COUNTRY
THE NETHERLANDS



878 Community
volunteers engaged

30 Nationalities
represented

18.802 Volunteering hours
conducted

Since 2022, Movement On The Ground have been piloting the Camp to CampUs methodology in Dutch asylum reception centers addressing the growing need for support for displaced people.

The approach enables residents to empower themselves to take an active role in their environment by assuming many of the day-to-day responsibilities. In doing this, it fosters not only a sense of ownership and community but also belonging and purpose.

During 2024, the Camp to CampUs methodology continued to expand creating a replicable blueprint. During this year Movement OnThe Ground concluded two successful Camp to CampUs projects in partnership with COA (the Dutch Central Agency for Asylum Seekers): a two-year initiative in Budel and an eight-month program in Huis ter Heide.

These projects offered a range of recreational and community-building activities, including gardening, painting, translation services, sewing, and children's programs.

In total 878 community volunteers were engaged, representing 30 different nationalities, with an impressive 18,802 volunteer hours contributed—demonstrating the power of community-driven efforts in creating meaningful change.

“The safety at our location had greatly improved, with a decrease in both minor and major incidents.”

**SECURITY TEAM LEADER OF A
SUCCESSFUL CZC PROJECT, TRIGION**



04. SCALING OUR IMPACT



“ Together with MOTG, we have made a tangible difference for our location, residents and colleagues.”

RODE KRUIS, LOCATION MANAGER OF A SUCCESSFUL CZC PROJECT, 2024



THE MOVEMENT ACADEMY

TRAINING SOCIAL WORKERS, HUMANITARIANS,
AND CIVIL SERVANTS INTO COMMUNITY BUILDERS

KEY GOALS

INTERNATIONAL PROJECT



Design the CampToCampUs learning journey (facilitator training modules and train-the-trainer)

Position CampToCampUs as a core training for the future of Asylum Seeker Locations in the Netherlands (Neue Buurthaus)

Secure partner locations to pilot the training (trainings delivered in 2025)

The Movement Academy is designed to become a self-sustaining initiative that delivers specialized training programs for personnel working with displaced people across the globe.

As a key step toward establishing the fourth pillar of our Theory of Change—Scaling—this project is crucial to ensuring our methodology reaches beyond our direct operations in camps and asylum centers. To truly foster peaceful societies in the context of international migration, especially concerning refugees, our approach must spread wider and faster than our current capacity allows.

In 2025, with seed funding under the Egeria-Do initiative and the Red Cross identified as a tentative first paying customer, the Academy secured €150,000 in funding. One of our notable achievements includes the full revision of the Red Cross training manual, now grounded in our Camp-To-CampUs methodology and insights from our 2024 pilot in Almere.

04. SCALING OUR IMPACT



“ Thanks to the collaboration with Movement On The Ground and their years of experience at reception locations at home and abroad, residents are more involved in the day-to-day running of the location. There is more peace and a good dynamic between staff and residents. In addition, this pilot helps to further shape the national community engagement approach of the Red Cross.”

**LONNEKE NOTEBOOM, SENIOR PROJECT MANAGER
SHELTER, RED CROSS**

CAMP TO CAMPUS PROJECT ALMERE

A PILOT FOR CHANGE, IN PARTNERSHIP WITH RODE KRUIS

KEY DATA

HOST COUNTRY
THE NETHERLANDS



65 **Beneficiaries**

23 **Floor managers**

595 **Volunteer hours
in one month**

In early 2024, we embarked on a pilot project in partnership with Rode Kruis in the Almere Markerkant area.

The project was centered around community engagement and improving cleanliness on site, but it also marked the beginning of something with much greater potential: the launch of the Camp-To-CampUs (C2C) Handbook, and the foundation for a long-term, impactful collaboration between the Red Cross and MOTG.

Running from February 1st to May 1st, 2024, the project was situated in a temporary housing location in Almere, home to 181 residents from various nationalities and age groups. Of those, around 65 individuals—roughly one-third of the population—were directly impacted in just three months. Markerkant was chosen for its proximity and its pressing need: a lack of community participation. It was here that the team sought to turn challenges into opportunities.

The goal was to build a more harmonious community, improve residents' quality of life through active participation, enhance cost-efficiency, and foster stronger support from site management. At the same time, the project aimed to minimize disturbances and promote cooperation with the surrounding community and environment.

During this time, we implemented community-driven activities such as the Floor Management program—23 resident volunteers took on daily shifts to manage communal spaces, support communication with the Red Cross, and ensure smooth operations, contributing over 595 volunteer hours in one month. Alongside this, the Daily Cleaning program activated residents on a rotational basis, building a shared sense of ownership over their living space. Weekly Community Cleanups drew an average of 10 participants, including Red Cross staff, reinforcing the collaborative spirit.

04. SCALING OUR IMPACT



Additional initiatives such as a Community Council, Ladies Night, and Room Cleanups further empowered residents to take part in shaping their environment. Despite challenges like sustaining volunteer attendance and bridging cultural expectations, the project demonstrated that when given structure and support, communities are eager to contribute meaningfully to their shared spaces. This initiative was funded by the Red Cross, with a dedicated on-site team of full-time staff and part-time team members.

As a result, we were successful in creating a harmonious resident community, enhancing livability and participation, supporting site management with cost efficiency, and minimizing the impact on the local community and ecosystem.

However, it was a challenge to motivate the staff to continue implementing our methods after we left. In the future, we aim to engage and activate staff from the very beginning, ensuring greater ownership and long-term sustainability of our approach.

This pilot offers a model of what's possible when organizations come together with a shared vision for dignity, collaboration, and sustainable impact.

Camp to CampUs Handbook

In 2024 we began developing the Camp to CampUs Handbook, a comprehensive blueprint that outlines the principles and practices of the methodology.

Designed to share knowledge with partners, the handbook represents a significant step toward expanding the application of this approach to other asylum reception centers and organizations.

“ My name is Nashaat, I am from Syria, and I have been in the Netherlands for about three years now. I was a volunteer with Movement On The Ground. I met them when they visited the camp to help people there and offer different activities. That is when I decided to join them. Volunteering opened my eyes to the power of involvement. It gave me a purpose and taught me patience and empathy for others.”

NASHAAT, SYRIA



04. SCALING OUR IMPACT





OUR ORGANISATION

ORGANISATION & GOVERNANCE

Governance - The Board

In 2024, we were happy to diversify and expand the expertise of our Non-Executive Board by welcoming two new members: Quirine Pleyte, Co-Founder & Partner of Better Place to Work, appointed as of January 1st, followed by Bas-Jan Walhof, Director of Aqua+, on November 28th.

Our Non-Executive Board is now composed of four members in total, that each have their own unique experience, knowledge, and passion for the cause: Quirine Pleyte, Bas-Jan Walhof, Charlie Macgregor, CEO of The Social Hub and Jessica Heutink, Founder of Heutink Foundation and Restaurant Kleurrijk. It is essential for our organizational strategy to have a sounding board to discuss goals and vision, as well as holding up a critical eye to ensure that we can continue to have a meaningful and lasting impact on the communities we serve. The Executive Board reports to the Non-Executive Board and is responsible for the day-to-day management of the organization,

led by our CEO, Patricia Vermeulen, who brings with her nearly two decades of experience leading humanitarian initiatives at global organizations such as The Red Cross and Amref Health Africa. At the end of 2024 we also successfully made an amendment of our Articles of Association for Stichting Movement On The Ground.

A huge milestone for 2025 will be the transition to a Supervisory Board model. This will mean a change in our leadership structure – the CEO and the Supervisory Board will work collaboratively towards improved Good Governance as per guidance and advice of the CBF. This involves working towards an agreed Framework that lays out clear roles and responsibilities, including procedures for appointment and maximum terms of office and clear guidelines on how we prevent conflict of interest and more. Once this Framework is approved by the Supervisory Board, it will be published on our website, alongside the amended Articles of Association.



“ My meeting with MOTG and its people has had a big impact on me. The way in which people are approached as human beings, a piece of dignity is returned to them, that by acting quickly on situations the impact is immediately visible and tangible. I live in Nijverdal myself, a village in the east of the Netherlands. Inspired by MOTG, there I set up Restaurant Kleurrijk and Stichting Culture Kitchen. With this meeting place and work-study program, we hope to give people with a refugee background a stepping stone into our society.”



JESSICA HEUTINK, FOUNDER OF HEUTINK FOUNDATION, RESTAURANT KLEURRIJK AND STICHTING CULTURE KITCHEN

CBF – Centraal Bureau Fondsenwerving

Due to a late delivery of our Annual Report and (external) Audit Statement for 2022 and 2023, it was clear that from 2024 onwards we needed to level-up our management and ensure that we were fully on top of all organizational requirements.

Previously our internal processes and systems had been impeding our progress, resulting in time consuming manual labour. At the end of 2024 we were happy to have a productive meeting at the CBF office, involving leadership and representation from the Board. In this meeting we could resolve previous issues, and successfully publish the Annual Reports and Audit Statement on the MOTG website and in the CBF Portal. For 2025 the promise is to start ahead of time and to communicate pro-actively, as well as activating automated systems and processes with improved efficiency.

The Amsterdam Support Office

2024 was a year of transition and growth for the Amsterdam Support Office.

Patricia Vermeulen succeeded Adil Izmrane as the organization's CEO. Adil was CEO for 9 months, and Patricia for 3. Their combined salary for this 12-month period was 110.322 EUR (73.237 plus 37.085).

A Director of Funds & Impact was appointed, strengthening our fundraising and communications capacity, and the HR department was expanded to better support our growing team. As the number of our missions continues to increase, the Amsterdam Support Office is evolving alongside them. We intend to further expand the team in the coming years to build and remain a resilient, future-proof organization capable of supporting all our missions effectively.

Visiting Volunteers

Movement On The Ground continued to be supported by dedicated groups of international volunteers and Community Volunteers throughout 2024.

The support of visiting volunteers is essential to the successful execution of our programs. Their commitment on the ground enables us to run community-driven activities, deliver essential services, and build meaningful connections with residents. This year, 90 international volunteers joined our efforts on Lesvos, working alongside 300 Community Volunteers on Lesvos.

Our collaborations with partner organizations continued to play a vital role in our programs. We maintained our long-standing collaboration with Sheffield Hallam University, hosting 6 student placements in 2024.

These students brought valuable energy and expertise, enriching our community-led projects and supporting day-to-day activities on the ground.

In addition, our valued partner The Social Hub (TSH) returned to Lesvos with a team of 10 members. They delivered hospitality-focused workshops designed to boost employability among camp residents. Topics included professional table setting, service skills, and CV writing.

“

To me, everyone deserves dignity, opportunities, and respect. I have seen the positive impact when these basics are in place. Unfortunately, this is often not the case for people fleeing their countries. As part of MOTG, I want to contribute to a welcoming society where refugees feel at home and can thrive. The work of MOTG plays a fundamental role in achieving this.”



BAS-JAN WALHOF, DIRECTOR OF AQUA+ AND SUPERVISORY BOARD MEMBER FOR MOVEMENT ON THE GROUND.

Aqua+ is a 5th generation family business focused on fire protection for large buildings in the Netherlands.

Our partnership with Nimeto Art School also remains strong, in 2024 we welcomed another group of 6 students to our mission in Lesvos.

Over the course of two weeks, they led hands-on workshops for Community Volunteers, teaching various painting techniques and how to work with different tools. As part of their visit, the group collaborated with residents to paint the wall surrounding the basketball court in the camp, to help create a vibrant environment.



A new partnership with CISCO was also set in motion, marking an exciting addition to our network of partners. Four CISCO team members joined us on the ground to deliver a series of digital learning workshops for Community Volunteers and camp residents. These sessions focused on building essential digital skills and IT literacy, helping participants gain tools for personal development, education, and future employment.

Visiting volunteers play a crucial role in advancing our mission and creating lasting impact within the camps. These volunteers do not receive financial compensation for their contributions. To join our program, individuals must be at least 21 years old, financially independent, and available to volunteer for a minimum of four weeks.

The Camp to CampUs coordinator carefully schedules volunteers across a variety of projects, aligning individual skills with organizational needs.

In the field, volunteers participate in weekly team meetings to share reflections, feedback, and opportunities for improvement. They also meet one-on-one with the Volunteer Coordinator each week. At the end of their placement, volunteers have an exit conversation with the Camp to CampUs coordinator and complete a digital evaluation form, which is reviewed regularly to help refine our programs and ensure the best possible volunteer experience.



POLICY

SAFEGUARDING & INTEGRITY

Privacy and Data Protection

At MOTG, we believe privacy and transparency are integral.

We treat personal data with the utmost care, always operating within legal frameworks like the GDPR and Dutch UAVG.

Our [Privacy Policy](#) is openly available and reviewed annually to stay aligned with evolving standards.

Integrity Policy

Our commitment to integrity goes hand in hand with our mission.

Through our Safeguarding and Integrity Policies, we uphold ethical conduct across all levels of our organization. These living documents are regularly updated to ensure the safety and dignity of those we serve—especially vulnerable children, youth, and adults.

For those working with Unaccompanied Minors, a dedicated Child Safeguarding Policy provides additional guidance and protection. Everyone representing MOTG is required to sign our Code of Conduct and actively engage in ongoing conversations about ethics and safety.

In 2024, we strengthened our approach by deciding to separate our Safeguarding and Integrity Policies, recognizing the need for sharper focus and deeper accountability. In 2025, developing a standalone Integrity Policy will be a top priority.

We protect, empower, and uplift communities—and we hold ourselves to the highest standards to ensure we never cause harm in the process.

[Visit our website](#) to access our current policies and learn more about our commitment.



LOOKING FORWARD

Organisational Goals:

- Strengthen MOTG presence in our focus countries (Greece, NL, Lebanon, Gaza, Syria)
- Gain more influence on an advocacy level
- Expanding the uptake of the 'Camp to CampUs' model by other parties
- Kickstart the Movement Academy
- Facilitate the environment to help 1 million people help themselves in the next 5 years

Long-term Goal:

- Integrate C2C methodology into international standards

In 2025, we will continue to strengthen our core missions in the Netherlands, Greece, and Lebanon—regions where our Camp to CampUs methodology has taken root and where we see powerful potential to grow.

By deepening our presence, we aim to reach even more forcibly displaced people with meaningful, long-term impact.

A major focus will be the launch of The Movement Academy—a dynamic initiative to train and support third-party organizations and institutions in refugee reception. This will allow us to scale our approach and extend our influence through strong partnerships, both nationally and internationally, with organizations such as the Red Cross, COA, and engaged municipalities.

We will also step up our efforts for the most vulnerable: unaccompanied minors (15–18) and young adults (18–21) without family who have received permission to stay but still need care, guidance, and structure. By helping them integrate and succeed, we create a better future for them—and for the communities they become part of.

Geographically, we will expand our focus to include the Middle East and North Africa, especially Gaza and Syria, while keeping a close eye on developments in Sudan to assess where we can contribute in a responsible and effective way.

These ambitions demand significant investment—in people, systems, and processes. We will begin by identifying internal gaps and making targeted improvements, including in IT, to better support and engage our donor community with meaningful, tailored journeys.

Finally, we will continue to strengthen our governance—adhering to the standards of partners, donors, and the CBF. Above all, we remain committed to putting people forcibly on the move at the center of everything we do, while also caring deeply for our staff and volunteers, whose dedication makes this work possible.



 **MOVEMENT
ON THE GROUND**

FUNDRAISING

Sources of Funding

Movement on the Ground continues to have a proactive and committed fundraising team.

The team constantly strives to diversify their income from one off emergency focused donations to grants and funds and longer-term gifts. The variation of program demands means that the fundraising department is always adaptable whilst also keeping within the realms of the wider strategy.

All sources are documented in the fundraising strategy and reviewed annually by the executive board for relevance, realism, sustainability and risk mitigation.

Fundraising Input

Movement On The Ground secures funding from a diversified set of sources, including:

- **Individual donations** are received via the website, one off donations and recurring gifts which are usually generated via campaigns and regular email outreach.
- **Corporate partnerships** continue. We have a number of corporate supporters, new and ongoing, who support Movement On The Ground in a number of ways - volunteering, gifts in kind, equipment donation as well as employee match giving.
- **Institutional Grants, Trusts and Foundations.** In 2024 we applied to an increasing number of EU programs enlisting the help of external experts in applying for EU programs. We also continue to work closely with government agencies together with recognised migration support organisations as well as various Trusts and Foundations who help support us financially.
- **Fundraising events.** Movement On The Ground continues to host and take part in fundraising events such as the Dam tot Damloop (Amsterdam to Zaandam 10 km run) where past and current volunteers, supporters and staff are encouraged to take part, meet each other and raise money.
- **Digital campaigns** 2024 saw the beginning of developing digital fundraising campaigns. Steps were made to improve data sources and work towards having clear concepts and strategies to successfully implement digital campaigns.



Recruitment of Donors

As with most not for profit organisations, recruitment of new donors is incredibly important and is a constant driving force for many of the creative fundraising campaigns.

Recruitment is achieved through:

- **Online giving campaigns**
(direct appeals and emergencies)
- **Social media via various platforms**
(Instagram, Facebook and LinkedIn)
- **Crowdfunding platforms**
- **Events and community fundraising**

These methods are monitored and reported monthly for performance and donor engagement. The fundraising methods are published on the organization's website under the "Transparency" and "How We Work" sections. This includes summaries of digital, event, and partnership fundraising.

Current desired and actual cost-to-income ratios are disclosed in the annual financial report, with annotations explaining fluctuations (e.g., large-scale campaigns or emergency appeals). The 2024 actual ratio was 23%, within targets.

Fundraising Input:

The cost-to-income ratio does not to exceed 25% for major campaigns and 35% for new donor acquisition efforts.

This target is aligned with sector best practices and reflects a healthy balance between growth and efficiency. Movement On The Ground follows ethical fundraising guidelines set by the Dutch Fundraising Regulator and the International Statement of Ethical Principles in Fundraising.

Internal policies cover:

- **Donor privacy**
- **Consent-based communication**
- **No coercive or misleading tactics**
- **Regular training for staff**

Donors can also cancel recurring donations, update preferences and unsubscribe from communications.

This is all facilitated via website forms, donor portal, or by contacting donor services (info@movementontheground.com). All processes are GDPR-compliant.

Expenditures

Fundraising contributes to the budget planning process by forecasting:

- **Acquisition costs**
- **Retention efforts**
- **Digital infrastructure investments**

For all acquisition costs Movement On The Ground target ratio is $\geq 85\%$ mission, $\leq 6\%$ fundraising, $\leq 9\%$ admin.

Actual vs Planned Expenditure

In the past fiscal year, fundraising income exceeded projections by 8%, due to a successful emergency appeal and increased online giving. This allowed for increased allocation toward programmatic objectives. Deviations are explained in the financial appendix.



Justification of Fundraising Costs

All fundraising costs are benchmarked against Dutch and European NGO norms.

A multi-year investment in digital capacity has increased short-term costs but is projected to improve donor retention and lifetime value, supporting long-term sustainability.

Over the past three years:

86% of total expenditures have been allocated to mission objectives, confirming compliance with the 70% minimum benchmark.

Fundraising costs averaged 3%, with year-on-year improvements in return on investment, whilst Management and administration was 11%.

The most recent figures are shared on the website and in the annual report:

Mission: 91%

Fundraising: 2%

Management/Admin: 7%

All variances from projections are explained for accountability.

Fundraising, due to the nature of its purpose within the organisation, continues to adapt and evolve in line with the needs and demands of the organisation. However, the team and the overall organisation are always mindful of creating, building and continuing the relationships with supporters and donors.

The goal is to connect donor support and generosity to fund the programs and be able to continue funding MOTG to enable ultimate impact.



OUR PARTNERS

Government Bodies



MUNICIPALITY OF
WESTERN LESVOS



Government of the Netherlands



UN Bodies



iNGOs



Partners



FINANCIAL OVERVIEW

For a detailed explanation and justification of Movement On The Ground's income and expenditure, please refer to the audited financial statements. These provide full insight into the financial results, cost allocations, and compliance with applicable reporting standards.

Investment Policy

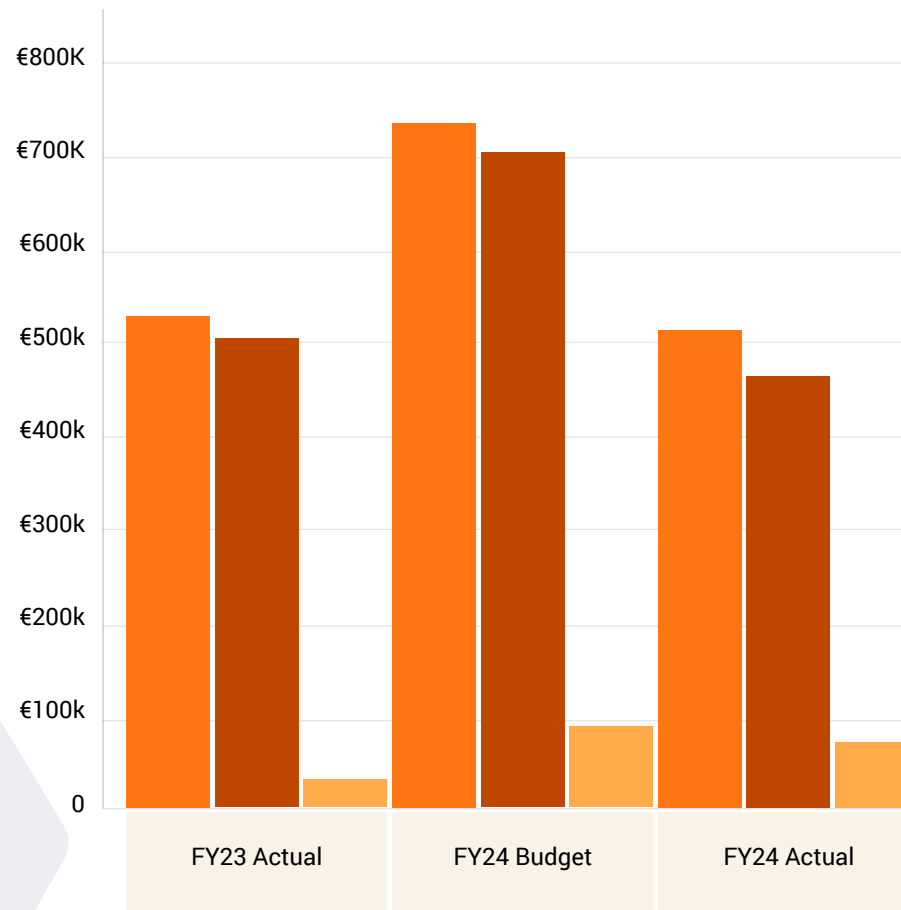
Since its inception, Movement On The Ground has maintained a conservative approach to managing received funds, aligned with its long-term mission. Unspent funds are held in interest-bearing accounts at Rabobank to preserve liquidity and security. Should any investments be made, they will follow a low to no-risk policy. The Board does not intend to build a substantial endowment and prioritizes timely deployment of resources toward its objectives.

Continuity Reserve

In 2024, Movement On The Ground continued to strengthen its financial foundation by building its continuity reserve in line with the Guidelines for Financial Management for Charities. This reserve acts as a safety net, helping ensure that our work can continue uninterrupted in the face of unforeseen events or income fluctuations.

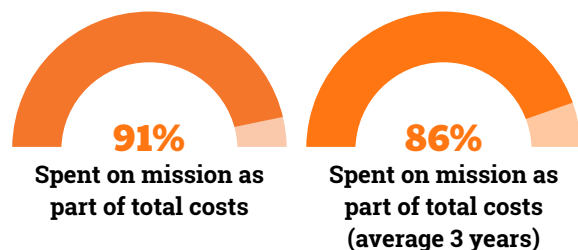
By year-end 2024, the continuity reserve had grown to €436,000 — a significant step forward from previous years. This amount now covers approximately three months of operating costs. Our mid-term objective is to grow the reserve to cover six months of core operations. In line with the Guidelines for Financial Management for Charities, we aim to eventually reach the maximum permitted level of up to 1.5 times annual expenditure. This year's growth reflects meaningful progress toward financial resilience. We remain committed to building this reserve gradually and responsibly, guided by annual evaluations and our mission-first approach.

Income Expenditure Surplus

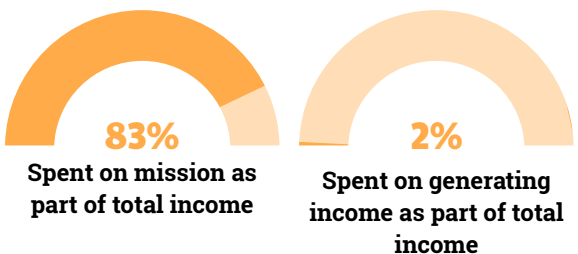


FINANCIAL KEY METRICS

% of Total Costs Expenditure



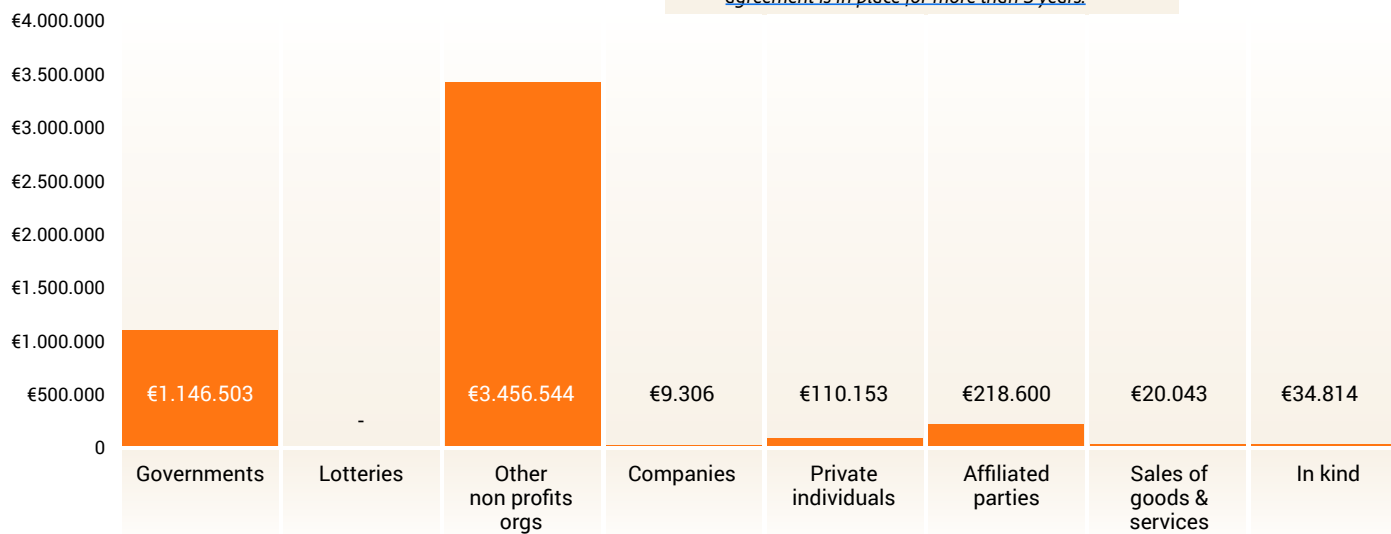
% of Total Income Expenditure



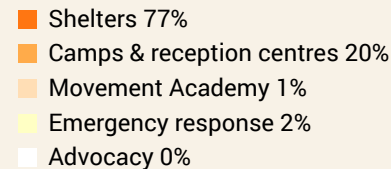
Expenditure €



Income Sources



Spent on Mission



Structural Income: 77%

Incidental Income: 23%

**Funding is considered to be 'structural' when a signed agreement is in place for more than 3 years.*

FINANCIAL RISKS

Movement On The Ground has made solid financial progress in FY24, but several moderate-to-high risks remain that warrant active monitoring and mitigation

1. Income Concentration Risk remains elevated, with approximately 69% of total income sourced from project-tied NPO grants. While current funding is stable, this concentration exposes the organization to renewal risk and limits flexibility in strategic spending. **Mitigation:** Focus on diversification of income streams by having clear propositions for companies, foundations and (high net worth) individuals.

2. Liquidity Risk is currently low, supported by a healthy liquidity ratio of 1.9x. This indicates that the organization has adequate short-term assets to meet its obligations. However, ongoing attention to restricted vs. unrestricted cash balances is advised. **Mitigation:** Invest more in fundraising efforts to boost the level of unrestricted income relative to total income.

3. Funding Volatility continues to pose a challenge. **Mitigation:** Renewed focus on diversifying funding streams and securing multi-year partnerships.

4. Personnel Cost Burden. While aligned with program growth, the growth trend reduces future budget flexibility and should be managed alongside income sustainability. **Mitigation:** Strengthen internal policies, processes and mechanisms.

5. Reserve Sufficiency has improved, with a continuity reserve now covering approximately three months of operating expenses. This is a meaningful step toward the six-month target, but continued annual contributions are needed to build resilience. **Mitigation:** Stay focused on building the reserves by monitoring closely income versus expenditures.

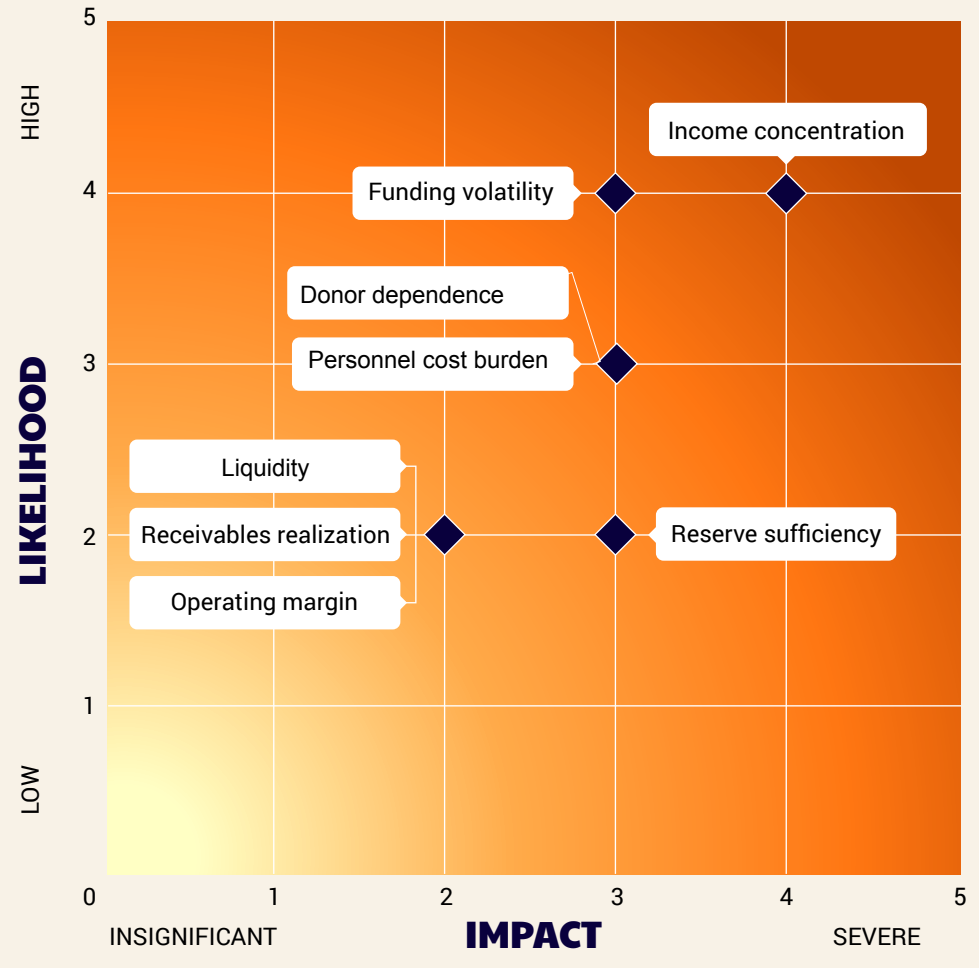
6. Receivables Realization Risk is notable, primarily tied to institutional partners. Delays in settlement could pressure cash flow if not resolved in a speedy manner. **Mitigation:** Strengthen internal policies, processes and mechanisms.

7. Donor Dependence poses a medium-level concern, particularly regarding reliance on affiliated entities. While this support has been critical, it is important to ensure such sources are backed by clear agreements and sustainability planning. **Mitigation:** Ensure we have signed multi-annual agreements in place.

8. Operating Margin Risk is moderate. Although FY24 closed with a strong 8.4% operating margin, its stability depends on maintaining income levels and managing rising fixed costs. Without proactive oversight, even minor revenue disruptions could erode this buffer. **Mitigation:** Strengthen internal policies, processes and mechanisms.



RISK ASSESSMENT HEAT MAP



2025 FINANCIAL & STRATEGIC OUTLOOK



1. Mission Focus

2025 continues mission-led response: dignity, sustainability, and flexibility in crisis settings.



2. Financial Snapshot

Income: €5.08M
Expenses: €4.71M
Surplus: €364K



3. Program Efficiency

84% of total cost (~€3.97M) is spent directly on mission delivery.



4. Reserve Growth

Continuity reserve grows to €596K - approx. 5 months of OPEX.



5. Key Focus Areas

Shelters, Reception Centers, Emergency Response, Movement Academy.



6. Strategic Collaboration

Expanded local/international partnerships for scalable, context-driven impact.

Looking Ahead

Looking ahead to 2025 and beyond, Movement on The Ground continues its mission-driven focus to address urgent humanitarian needs while fostering sustainable, dignified solutions for displaced communities across the world. Our financial strategy remains tightly integrated with our strategic priorities, ensuring every euro delivers measurable, mission-aligned impact.

PROJECTED INCOME AND EXPENDITURE

For 2025, we project a total income of €5.08 million, a stable performance compared to 2024's forecasted €4.97 million.

The largest income source remains partnerships with nonprofit organizations (€2.95M), alongside notable growth in private donor contributions (€510K) and renewed corporate engagement (€250K). Government funding also remains strong at over €1.07M.

Expenditure for 2025 is expected to total €4.71 million, of which €3.97 million (84%) is dedicated to direct mission delivery. Fundraising and management costs are budgeted at €294K and €448K respectively — in line with our transparency and cost-efficiency commitments.

The 2025 plan delivers a forecasted surplus of €364K, which will strengthen the continuity reserve — projected to reach €596K, covering approximately 5 months of operating costs.

This reflects continued progress toward our mid-term goal of a 6-month liquidity buffer.

Key Focus Areas Remain Consistent:

Shelters:

Securing safe, dignified accommodations remains our largest investment.

Reception Centers:

Enhancing basic infrastructure and conditions in displacement environments.

Emergency Response:

Maintaining rapid reaction capacity to humanitarian crises.

Movement Academy:

Scaling capacity-building and innovation around our 'Camp to CampUs' model.

Resilience, Sustainability, and Collaboration

The surplus result for 2025 is not only a financial achievement but also a signal of long-term organizational resilience. Our continuity reserve trajectory aligns with recommended good governance standards and ensures we remain agile in the face of future volatility.

In parallel, our program and financial operations continue to evolve through stronger partnerships, local empowerment, and scalable models. In 2025, we will deepen collaborations that are both community-driven and context-responsive, ensuring sustainability well beyond initial interventions.



Balance Sheet*(after appropriation of the result)***31 December 2024**

		<u>Note</u>		<u>31 December 2024</u>		<u>31 December 2023</u>	
				€	€	€	€
ASSETS							
Fixed assets							
Tangible fixed assets	1			36.314		1.848	
Intangible Fixed Assets	1			30.551		7.369	
					66.865		9.217
Receivables & prepayments							
Deposits	2			17.457		14.410	
Prepays & receivables	2			390.255		688.918	
Receivable grants	3			13.004		23.765	
					420.717		727.093
Cash at bank and in hand							
Banks & petty cash	4			425.946		337.341	
					425.946		337.341
TOTAL ASSETS					913.527		1.073.650
LIABILITIES							
RESERVES & FUNDS							
Continuity reserve	5			435.659		17.099	
Special purpose reserve	5			-		-	
Funds	5			-		-	
Total reserves & funds					435.659		17.099
Current liabilities							
Creditors	6			171.756		577.254	
Taxes	7			132.242		151.795	
Other payables	8			163.594		208.898	
Grants received in advance	9			10.277		118.604	
Total current liabilities					477.868		1.056.551
TOTAL LIABILITIES					913.527		1.073.650

Statement of Income and Expenditure

31 December 2024

		actuals 2024 €	budget 2024 €	actuals 2023 €
	notes			
INCOME				
Income from governments	1	1.146.503	1.168.483	1.005.474
Income from lotteries	2	-	-	101.721
Income from other nonprofit organisation	3	3.456.544	5.442.420	3.061.723
Income from companies	4	9.306	290.342	252.297
Income from private individuals	5	110.157	142.065	326.204
Income from affiliated parties	6	218.600	290.342	250.000
total income generated		4.941.110	7.333.653	4.997.419
Income from sale of goods and services	7	11.334	8.400	20.147
Income in kind	7	34.814	14.229	30.157
TOTAL INCOME		4.987.258	7.356.282	5.047.723
EXPENDITURE				
Spent on the mission		4.159.628	6.531.989	4.211.695
- Camps & Reception Centers	8	850.826	1.571.007	929.263
- Shelters	9	3.196.615	4.813.289	2.860.634
- Emergency Response	10	79.459	122.693	421.797
- Movement Academy	11	30.971	25.000	-
- Advocacy	12	1.757	-	-
Fundraising costs	13	117.911	130.000	103.248
Management & accounting	14	298.093	230.000	456.496
TOTAL EXPENDITURE		4.575.632	6.891.989	4.771.439
RESULT		411.626	464.293	276.284
Bank costs / income	15	6.934-	3.000	2.768
TOTAL RESULT	16	418.560	461.293	273.516
Appropriation of the result	17			
Continuity reserve		418.560	461.293	273.516
Fixed asset fund		-	-	-
total		418.560	461.293	273.516
Ratios				
Spent on mission as part of total costs		91%	95%	88%
Spent on mission as part of total income		83%	89%	83%
Spent on generating income as part of total income		2%	2%	2%
Spent on management and accounting costs as part of total costs		7%	3%	10%

Movement On The Ground

Annual Financial Statements 2024

Cash Flow Statement

	2024 €	2023 €
Cash flow from operations		
result	418.560	273.516
depreciations/amortizations	13.241	12.296
mutations in current assets	306.376	- 506.256
mutations in current liabilities	- 578.682	272.901
Cash flow from operations uit operationele (A)	159.495	52.457
Cash flow from investments		
<i>Investments in fixed assets</i>	- 70.890	- 7.969
Cash flow from investments (B)	- 70.890	- 7.969
Cash flow from financing activities		
	-	-
Cash flow from financing activities (C)	-	-
Mutations in cash and cash equivalents (A+B+C)	88.605	44.488
Cash at bank and in hand at 1 January	337.341	292.853
Cash at bank and in hand at 31 December	425.946	337.341
Mutation in cash at bank and in hand	88.605	44.488

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.

Comparison with previous year

The accounting principles applied remain unchanged compared to last year. Comparative data for 2023 have been adjusted to match the presentation of 2024 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.

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.

Income 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.

Income in kind

Income in kind is recognized at fair value in the year the goods or services are received, provided that the value can be reliably measured. This includes donations of goods and services. Only goods or services that would otherwise have been purchased by the organization are recognized. The corresponding expenses are recorded under the appropriate expenditure category.

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
- Movement Academy
- Advocacy

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:

Tangible fixed assets for objectives	Equipment	Total
Book value, 01.01.2024	1.848	1.848
Adjustment book value equipment	-	-
Additions 2024	44.988	44.988
Depreciations 2024	(10.521)	(10.521)
Book value, 31.12.2024	36.314	36.314
Total tangible fixed assets for objectives at 31.12.2024	-	36.314

Depreciations are calculated annually based on the below percentages:

Equipment 33%

By the end of 2024, the foundation had invested a total of €16.908 in Greece for furniture and equipment for the new 18+ shelter in Athens, as well as for equipment for the ERGON learning hub on Lesvos.

In the Netherlands, €9.580 was invested in a new shelter for unaccompanied minors (UAM). Additionally, €1.250 was invested in tools to enhance the quality of content and reporting related to the Camp to CampUs activities.

In-kind donations of IT equipment — including laptops and monitors — with a total fair value of €17.250 were also capitalized, as these would have otherwise been purchased to support the expansion of the Digital Livelihood Academy in Lebanon and the educational programs on Lesvos.

All capitalized assets are accounted for in accordance with the organization's policy for tangible fixed assets, which applies straight-line amortization over a useful life of three years.

Intangible Fixed Assets	Website	Total
Book value, 01.01.2024	7.369	7.369
Adjustment book value equipment	-	-
Additions 2024	25.902	25.902
Amortization 2024	(2.720)	(2.720)
Book value, 31.12.2024	30.551	30.551
Total intangible fixed assets at 31.12.2024	30.551	30.551

Amortizations are calculated annually based on the below percentages:

Website 33%

In 2023, the foundation began investing in the redesign and restructuring of its website. In 2024, additional investments totaling €25.902 were made and capitalized under intangible assets on the balance sheet. The new website was launched in October 2024.

Amortization began in October 2024, in accordance with the organization's accounting policy for intangible assets, which applies a straight-line amortization method over a useful life of three years.

NOTE 2
Receivables & prepayments

		<u>31 December 2024</u>	<u>31 December 2023</u>
		€	€
Deposits	1	17.457	14.410
Debtors	2	6.631	95.293
Prepays & receivables	3	383.624	593.624
total receivables & prepayments		390.255	688.918

¹ The deposits relate to apartments rented by the foundation on Lesbos for visiting volunteers and staff, as well as for shelter buildings for unaccompanied minors (UAM) and young adults (18+), located in Athens and the Netherlands, where program activities are carried out.

In addition, the foundation operated with two leased vehicles throughout 2024, which were essential for the implementation of Camp to CampUs activities across the Netherlands. Corresponding deposits were made for these vehicle leases.

² By the end of 2024, the foundation had accrued approximately €6.000 in interest from its savings account, which was received in January 2025.

³ At year-end, the foundation had €373.548 in outstanding receivables related to UAM activities in both Greece and the Netherlands, primarily from NIDOS and the Ministry of Justice and Security (J&V). In addition, an amount of €10.000 was pledged from Stichting Relief Crew and is expected to be received at the beginning 2025.

NOTE 3

	<u>31 December 2024</u>	<u>31 December 2023</u>
	€	€
Receivable grants & agreements		
Receivable grants from other NGOs	13.004	23.765
total receivable grants	13.004	23.765

Receivables from other NGOs include project expenses incurred in advance, which were reimbursed at the beginning of 2025.

NOTE 4

	<u>31 December 2024</u>	<u>31 December 2023</u>
	€	€
Cash at bank and in hand		
Current accounts	98.195	121.389
Savings account	311.835	199.372
Virtual wallets and prepaid cards	15.661	15.281
Cash at hand	255	1.300
total cash at bank and in hand	425.946	337.341

All liquid assets are freely accessible to the Foundation.

NOTE 5

	31 December 2024	31 December 2023
	€	€
Reserves & Funds		
Continuity reserve		
Balance 01.01	17.099	(256.417)
Mutations	418.560	273.516
Balance 31.12	435.659	17.099
total continuity reserve	435.659	17.099

As of 31 December 2024, the foundation's continuity reserve stands at €435,659, representing approximately 3 months of core operational costs. These costs are defined as management, fundraising, and a proportional share of programmatic expenditure necessary to sustain the organization's basic functioning in case of financial disruption.

At the reporting date, liquid assets totaled €425,946, slightly below the designated continuity reserve.

While the continuity reserve is fully accounted for within the foundation's equity, it is not entirely covered by liquid assets. The organization actively monitors its liquidity position and applies careful budgeting and financial planning to maintain resilience.

NOTE 6

	31 December 2024	31 December 2023
	€	€
Creditors		
Local partners (THP)	143.110	355.125
Creditors	28.646	222.129
total	171.756	577.254

¹ For the implementation of the project providing shelter for unaccompanied minor refugees, funded by the Netherlands Ministry of Justice and Security (J&V), the foundation partnered with the Greek NGO The Home Project (THP). The remaining amount payable to THP is directly dependent on the outstanding receivable from J&V (see note 2), which is expected to be settled throughout 2025.

² Debts to creditors include mainly invoices for December that have all been paid in 2025.

NOTE 7

	31 December 2024	31 December 2023
	€	€
Taxes		
Payroll and social insurance	132.237	151.794
VAT	5,26	0
total	132.242	151.795

¹ Taxes include wage taxes and social insurance contributions for December, which were paid in January 2025.

The foundation has an agreement with the tax authorities to repay outstanding liabilities in instalments, which began in October 2022 with a monthly payment of €2.584. The remaining balance to be paid is approximately €77,000 (including interests).

NOTE 8

	<u>31 December 2024</u>	<u>31 December 2023</u>
	€	€
Other payables		
- audit costs	39.911	54.520
- holiday allowance & unused leave days	76.111	57.094
- net salary	686	(0)
- accruals from purchases	46.885	93.984
- other payables	-	3.300
total other payables	163.594	208.898

Other payables include audit costs, accrued holiday allowance, and compensation for unused leave days, as well as accruals for purchases related to services received but not paid as of 31 December 2024.

NOTE 9

	<u>31 December 2024</u>	<u>31 December 2023</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 other NPOs	10.277	7.033
total grants received in advance	10.277	118.604

All amounts received in advance are part of projects that are ongoing in 2025.

NOTE 10

Contingent liabilities

The foundation has no contingent liabilities related to its operations. However, at year-end, it had entered into several open-ended rental agreements in the Netherlands to expand its hosting capacity for unaccompanied minors (UAM). In addition, the foundation committed to a new multi-year vehicle lease as part of its Camp to CampUs activities. All other rental agreements entered into by the foundation include short notice periods and do not represent significant long-term liabilities.

NOTE 1

		Actuals 2024	Budget 2024	Actuals 2023
		€	€	€
Income from governments		1.146.503	1.168.483	1.005.474
Income from Ministries	1	739.330	736.125	968.619
Income from Municipalities	2	407.173	432.358	36.855

1 The grant awarded by the Ministry of Justice and Security of the Netherlands (J&V) concluded in August 2024, marking the successful completion of a four-year project milestone. In 2025, the foundation applied for two new grants from J&V: one focused on unaccompanied minors (UAM) and another targeting young adults (18+).

2 In partnership with the Municipality of Amstelveen, the foundation worked diligently to transform 125 vacant apartments into fully furnished, move-in-ready homes for Ukrainian families integrating into life in the Netherlands.

Its unwavering support for unaccompanied minors (UAM) also continued throughout 2024.

Income from governments is not structural but project-based.

NOTE 2

		Actuals 2024	Budget 2024	Actuals 2023
		€	€	€
Income from lotteries	1	-	-	101.721

1 Despite fundraising efforts, no grants or donations were received during the year from lotteries.

NOTE 3

		Actuals 2024	Budget 2024	Actuals 2023
		€	€	€
Income from other NPO		3.456.544	5.442.420	3.061.723
<u>project grants</u>	1	361.770	935.418	448.506
<u>non-governmental grants</u>	2	3.060.876	4.487.003	2.593.039
<u>other NPO donations</u>	3	33.898	20.000	20.178

In 2024, the foundation recorded a total income of €3,456,544 from non-profit organizations (NPOs), representing a 13% increase compared to 2023 (€3,061,723), but falling 37% short of the 2024 budget (€5,442,420). The budget had anticipated an expansion of our Dutch Camp to CampUS activities, particularly in the domains of unaccompanied minors and reception centres. However, due to political developments in the asylum and migration landscape, we were unable to realize these ambitions. Despite the overall shortfall relative to budgeted expectations, the year-over-year increase reflects sustained — and even growing — support from the NPO sector, especially in the category of non-governmental grants, which continues to form the backbone of this income stream.

- 1

The foundation maintained a diverse NPO funding base with strong support from Adessium, Delen Geeft Meer, and Stichting Oranje Fonds who contributed significantly to project execution. Notable returning funders such as the Johan Cruyff Foundation and Caritas Poland provided continued support. New collaborations with Jong Kinabu enabled targeted interventions. While some previous funders, including Caritas Austria, AFAS Foundation and UNICEF were not active in 2024, the foundation leveraged available funds to sustain ongoing impact through a streamlined set of strategic partnerships.
- 2

In 2024, the foundation further strengthened its institutional partnerships in the Netherlands. Most notably, collaboration with Stichting NIDOS was expanded, resulting in substantial funding for unaccompanied minor (UAM) programs.

The foundation also continued its cooperation with COA Zeist-Huis ter Heide, reaffirming the value of the Camp to CampUs approach and securing future collaboration.

Support from COA Regio Zuid and a new contribution from Rode Kruis reflected the foundation's deepening ties with domestic partners committed to supporting vulnerable displaced groups.
- 3

During the fiscal year, the foundation received meaningful support from various non-profit organizations, exceeding expectations in this category. This includes €10.000 from Stichting Relief Crew and €10.000 from The Marandi Foundation, both of which contributed to general mission objectives.

Additionally, €13.898 from St. Nat. Fonds Kinderhulp supported targeted initiatives for unaccompanied minors (UAM), underlining the foundation's ability to mobilize smaller yet impactful contributions from mission-aligned partners.

NOTE 4

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Income from companies	1 9.306	290.342	252.297

- 1

In contrast to the high corporate income seen in 2023, 2024 saw a significant drop in company funding. No large-scale emergency campaigns were conducted during the year, contributing to the decline.

While budgeted expectations were not met, the new contributions received reflect an ongoing willingness among corporate partners to support mission-driven initiatives, although at a lower scale than the prior year's emergency response context.

NOTE 5

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Income from private individuals	110.157	142.065	326.204
- door-to-door collections & campaigns	1 70.162	60.000	245.955
- contributions	2 11.193	30.000	26.250
- donations and gifts	3 28.801	52.065	53.999

- 1 Income from door-to-door collections and campaigns totaled €70.162, exceeding the budgeted amount of €60.000. Despite an overall drop compared to 2023, this result reflects the continued commitment of private donors to support core programming through grassroots campaigns and local outreach efforts.
- 2 The foundation requests a voluntary donation from all visiting volunteers participating in its programs in Greece. In 2024, this contributed €11.193. The average donation per volunteer stay was €400, slightly above 2022 and 2023 levels.
- 3 Donations and gifts, including one-time and recurring contributions processed via donation platforms, amounted to €28.445, below the projected €52.065. This includes income from platforms such as Buckaroo, Mollie, Tikkie, UK Online Giving, and Global Giving and from Sheffield Hallam University amongst other private individuals.

NOTE 6

		Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Income from affiliated parties		218.600	290.342	250.000
- Supervisory Board members	1	218.600	290.342	250.000

- 1 The continued generosity of the supervisory board members underscores their deep commitment to the foundation's mission. Their contributions in 2024 provided essential support for maintaining operational stability and advancing strategic priorities. This sustained backing reflects the board's active role in ensuring the long-term viability and impact of the organization's work across all regions of operation.

NOTE 7

		Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Income from sale of goods and services		11.334	8.400	20.147
Income From Lots of Lesvos	1	11.124	8.400	20.147
Extraordinary Result	2	(534)	-	-
Other income	3	744	-	-
Income In Kind	4	34.814	14.229	30.157

- 1 The foundation operates a social-driven sales activity of olive oil ("Lost of Lesvos" brand), where camp residents participate and learn about the olive oil manufacturing process. This initiative is aligned with our organization's objectives where all proceeds are reinvested in this same activity.
- 2 The extraordinary result is explained by the interest accrued throughout the year on savings
- 3 Sales and royalties from book "*Makkelijk Midden-Oosters*".
- 4 The foundation operates from an office located at The Social Hub's headquarters in Amsterdam, which is provided free of charge, along with team lunches.
In addition, the foundation received in-kind donations from UNHCR and Stichting ROC van Amsterdam-Flevoland, including laptops and other IT-related equipment.

NOTE 8

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On The Mission - Camps & Reception Centres	850.826	1.571.007	929.263
Staff	539.313		328.047
Housing, Travel Team, Training, Supplies, Etc.	105.692		223.728
Community & Visiting Volunteers	36.954		106.302
Programme Costs	167.242		258.890
Depreciations	1.625		12.296

In 2024, Movement On The Ground (MOTG) deepened its commitment to education, community-building, and integration through programs in Lesvos and the Netherlands. In Lesvos, MOTG expanded its educational and vocational initiatives, engaging over 2.000 individuals through programs at both the Ergon Educational Center and CCAC Mavrovouni camp. These included English and digital skills classes, barista and tailoring training, and community services such as a barbershop and clothing repair atelier—each contributing to dignity, self-reliance, and employability for displaced residents.

The foundation's Camp to CampUs methodology was fully implemented, offering over 5.000 participations across educational, social, and recreational programs. With 376 sports sessions, a dedicated Digital Learning Lab, and a safe space for women, the camp became a hub of opportunity. A strong Community Volunteer program brought together 300 residents from 20 countries, empowering them to lead and support daily operations. Twelve community events fostered cohesion and belonging, despite the challenges of high turnover.

In the Netherlands, MOTG's partnership with COA at the Huis ter Heide reception center—home to newly arrived Afghan families—yielded strong results. The initiative focused on resident-led cleanliness, vocational training, and inclusive activities like tailoring and digital learning. Women took on leadership roles, with some gaining official certifications and employment as seamstresses. The success of this pilot led to an extension of the partnership by COA, further validating MOTG's model of community activation and integration.

NOTE 9

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On The Mission - Shelters	3.196.615	4.813.289	2.860.634
Shelter Staff	1.451.959		1.580.295
Shelter Operating Costs	204.915		387.373
Shelter Refurbishment	146.634		-
Community & Visiting Volunteers	30		-
Coordination	409.749		190.310
Programme Costs	691.301		415.286
Project Management	96.805		107.425
Project Support	178.861		167.297
Travel And Accommodation	12.193		12.647
Depreciations	4.167		-

In 2024, the foundation continued to support unaccompanied minor refugees (UAM) through shelter programs in both Greece and the Netherlands. The project in Athens, implemented in partnership with The Home Project, concluded in August 2024, having provided safe accommodation, education, and integration support. In the Netherlands, UAM shelters in Amstelveen and Duivendrecht offered legal assistance, educational access, and community activities aimed at fostering self-reliance and integration. Additionally, the foundation partnered with the Municipality of Amstelveen to convert 125 vacant apartments into fully furnished homes for Ukrainian families. This included 89 units at Olmenhof and 36 at Kalkbranderij, along with a communal space and on-site caretaker to support residents through 2026.

NOTE 10

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On The Mission - Emergency Response	79.459	122.693	421.797
Staff	-	-	23.192
Housing, Travel Team, Training, Supplies, Etc.	14.776	-	29.300
Community Volunteers	-	-	-
Programme Costs	64.683	-	369.304

In 2024, the foundation responded to ongoing emergencies in Morocco and Ghana via its WASH (Water, Sanitation, and Hygiene) program in both Morocco and Ghana, supporting access to clean water and sanitation facilities in vulnerable communities.

In Morocco, in partnership with Amis des Ecoles (ADE), MOTG constructed 245 winter-proof WASH facilities across 49 villages, reaching over 14.700 people as part of post-earthquake recovery efforts.

In Ghana, responding to a community request in Zaazi, the foundation worked with Corps Africa and Relief Crew Foundation to build 51 household toilets, benefitting 750 residents. The project also included training to ensure local maintenance and sustainability.

Additionally, in response to the humanitarian crisis in Gaza, the foundation supported emergency relief through the delivery of 5.000 dignity kits containing essential hygiene items. In partnership with Arava Institute and Damour for Community Development, MOTG also committed to launching a broader recovery initiative in 2025.

NOTE 11

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On The Mission - Movement Academy	30.971	25.000	-
Staff	9.483	-	-
Housing, Travel Team, Training, Supplies, Etc.	-	-	-
Community Volunteers	-	-	-
Programme Costs	18.960	-	-
Depreciations	2.528	-	-

In 2024, the foundation continued its Digital Livelihood Academy in Lebanon, enrolling 249 students with a 75% graduation rate. Amid escalating conflict, the program was adapted into the Digital Education in Emergency (DEE) initiative, and a new semester focusing on unemployed women was launched in December.

The foundation also advanced The Movement Academy, aimed at scaling its Camp to CampUs methodology through training for frontline professionals. The key milestone being the full revision of the Red Cross training manual, based on the 2024 pilot in Almere.

NOTE 12

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On The Mission - Advocacy	1.757	-	-
Staff	-	-	-
Housing, Travel Team, Training, Supplies, Etc.	1.131	-	-
Advocacy Costs	626	-	-
Depreciations	-	-	-

The end of 2024 marked the beginning of focused advocacy efforts led by our founder, Adil Izemrane, coinciding with the appointment of our new CEO, Patricia Vermeulen. Advocacy activities are expected to expand significantly in the coming years.

NOTE 13

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Spent On Generating Income	117.911	130.000	103.248
Staff Costs & Payroll	1 71.188		45.838
Communication & Advertising	2 35.003		45.305
Other Fundraising Costs	3 3.764		-
Payment Processor Costs	3 1.228		1.466
Social Enterprise	4 4.008		10.639
Amortization/Depreciation	2.720		-

- 1 The expansion of the fundraising team throughout 2024 led to a 55% increase in this total compared to 2023, aligning with expectations.
- 2 These costs reflect partnerships with marketing and communication consultants, content creators, and various subscriptions aimed at optimizing the foundation's outreach and visibility.
- 3 To facilitate both one-time and recurring donations, the foundation partners with a range of donation platforms and payment providers, such as Buckaroo, Mollie, Tikkie, UK Online Giving, and Global Giving.
- 4 Cost of Goods Sold related to the foundation's "Lots of Lesvos" product sales.

NOTE 14

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Management and Accounting Costs	298.093	230.000	456.496
Staff Costs & Payroll	74.727		254.407
Housing & Rent	27.716		13.702
Office Supplies	391		425
IT Costs	11.489		22.816
Telecommunication	-		-
Memberships & Subscriptions	6.681		6.243
Recruitment	2.425		*
Car Costs	250		-
Administration & Accountancy Costs	52.446		42.051
Costs of Advisors / Legal Advice	74.052		86.443
Travel Expenses	11.934		3.285
Other General Costs	35.632		27.125
Depreciations	351		

* Recruitment costs were recorded under Administration & Accountancy Costs in 2023.

NOTE 15

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Bank Costs and Income	-6934	3000	2768
Bank Costs And Interests	1.775	3.000	2.768
Bank Income And Interests	(8.709)	-	-

NOTE 16

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Balance Of Income And Expenditure	418.560	461.293	273.516

In 2024, the foundation reported a surplus of €418.560, reflecting a 53% increase compared to the previous year's surplus of €273.516. While this result is 9% below the 2024 budgeted surplus of €461.293, it continues a positive upward trend in financial performance. The improved result demonstrates the foundation's ongoing efforts to strengthen its financial sustainability, optimize resource allocation, and maintain operational resilience amid a complex and evolving humanitarian context.

NOTE 17

	Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Appropriation Of Result	418.560	461.293	273.516
Continuity Reserve	418.560	461.293	273.516
Special purpose reserve	-	-	-
Fund	-	-	-

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

NOTE 18

		Actuals 2024 €	Budget 2024 €	Actuals 2023 €
Personnel Costs				
Gross Salaries		1.499.064	1.842.645	1.041.538
Social Insurance		328.250	411.396	232.538
Holiday Allowance And Unused Leave Days		106.475	177.402	100.275
Pensions	1	-	189.928	-
Subsidies	2	(960)	-	(6.369)
Sickness Benefit Received	3	(116.835)	-	(7.900)
Other Personnel Costs		85.358	121.528	32.503
Total Personnel Costs		1.901.351	2.742.899	1.392.584
Allocations To Projects	4	(1.547.568)	(2.331.464)	(1.134.907)
Total Overhead Personnel Costs		353.783	411.435	257.677
DP Personnel		938.001	1.473.964	608.667
DP Personnel Costs		938.001	1.473.964	608.667
Total Personnel Costs	5	2.839.353	4.216.863	2.001.251

In 2024, the foundation employed a total of 72 staff members over the course of the year. As of 31 December 2024, the organization had 49 active employees, representing a total of 44.7 FTE (Netherlands: 36.78 FTE; Greece: 7.9 FTE). This compares to 40 employees in 2023, with a total of 32 FTE (Netherlands: 23 FTE; Greece: 9 FTE).

- 1 The foundation did not provide a pension scheme to its employees in 2024, despite efforts to implement one during the year. A pension plan covering all employees in the Netherlands is expected to be launched in 2025.
- 2 A subsidy was received under the Wet tegemoetkomingen loondomein (Wtl) scheme.
- 3 The foundation received reimbursements from the UWV (Uitvoeringsinstituut Werknemersverzekeringen) for three paid parental leaves, as well as a partial refund related to an employee sick leave.
- 4 Staff costs are directly assigned to active projects based solely on the involvement of personnel in implementation. Movement On The Ground does not charge project fees or apply overhead allocations; only salaries of staff with a direct role in project delivery are included.
- 5 All personnel costs relate to both directly employed staff and externally contracted personnel engaged by the foundation. A detailed breakdown of these expenditures is provided in Annex C.

Statement of division of expenditures

Objectives	Camp to CampUs				
	Costs of Implementation	Camps & Reception Centres	Shelters	Emergency Response	Movement Academy
Grants and Contributions	275,628	1,053,769	74,101	18,960	-
Obtaining Funds / Governmental Grants	-	-	-	-	-
Publicity and Communication	-	-	-	-	-
Personnel Costs	540,123	2,129,440	-	9,483	-
Housing Costs	33,450	9,238	5,358	-	-
Office- and General Costs	-	-	-	-	1,757
Depreciation and Interest	1,625	4,167	-	2,528	-
Total	850,826	3,196,615	79,459	30,971	1,757

Objectives	Generating Income	Management & Accounting	Total 2024	Budget 2024	Total 2023
Costs of Implementation					
Grants and Contributions	-	7,240	1,429,698	1,851,053	2,330,999
Obtaining Funds / Governmental Grants	-	-	-	-	-
Publicity and Communication	35,003	-	35,003	43,122	45,305
Personnel Costs	71,188	89,118	2,839,353	4,216,863	2,001,251
Housing Costs	-	30,772	78,818	311,039	145,587
Office- and General Costs	9,000	170,613	181,370	281,702	225,362
Depreciation and Interest	2,720	351	11,391	188,209	12,296
Total	117,911	298,093	4,575,632	6,891,989	4,760,800

Remuneration of the CEO

The BSD-score of the remuneration of the CEO has been determined on scale H (points: 411–450; maximum remuneration: €129,920 for 2024). This calculation is carried out according to the directive of the CBF "Directive Remuneration of Directors of Charity Organisations" as per the breakdown below:

Criteria	Score
Direct Spending on Goals (€4.2M)	70 points
Reserves and Funds (€435,659)	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 CEO is well within the maximum of €129,920 (1 FTE / 12 months) as per the directive.

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

Therefore, the annual income — including taxable allowances, any pension-related payments or compensations, and any other future remunerations — remains well within the maximum of €129,920 per year.

The remuneration of the CEO, for the fiscal year of 2024 was as follows:

Name	A. Izemrane	P. Vermeulen	TOTAL
Title	CEO	CEO	
Employment			
Type of contract (duration)	indefinite	temporary	
hours	40	40	
part-time percentage	100,00%	100,00%	
period	01/01-30/09	01/10-31-12	
Remuneration (EUR)			
Annual income			
gross wages/salary	57.600	30.000	87.600
holiday allowance	4.608	2.400	7.008
other allowances/reimbursements	1.800	713	2.513
end-of-year bonus, 13th/14th month	-	-	-
variable annual income	-	-	-
Total	64.008	33.113	97.121
Social security charges (employer's contribution)	9.229	3.972	13.201
Taxable allowances/additions	-	-	-
Pension charges (employer's contribution)	-	-	-
Other future remuneration	-	-	-
End-of-employment payments	-	-	-
Total remuneration for 2024	73.237	37.085	110.322
<i>Total remuneration for 2023</i>	<i>116.361</i>	<i>-</i>	<i>116.361</i>

The WNT is not applicable to the Foundation in 2024.

Members of the Supervisory Board are not remunerated. In 2024 they have not submitted any expense claims and have not received any payment.

Amsterdam, 30 June 2025

The board of Foundation Movement on the Ground

Charles Douglas MacGregor

Jessica Heutink

Quirine Pleyte

Bas-Jan Walhof

Patricia Vermeulen

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Movement on the Ground

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 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 2024 and of its result for 2024 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 2024;
2. the statement of income and expenditure for 2024; 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 other information, including the management report 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 July 2025.

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



THANK YOU

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