



2021

Movement
On The
Ground
—
Annual
Report

01

Introduction



Looking back at 2021 we can again say “what a year it has been”. A year where the situation on the Greek islands significantly changed, with the opening of a new camp on Samos, the closure of Kara Tepe on Lesbos, and a sharp decrease in the number of residents all together. On Lesbos, the refugee population dropped from 10.000 in January, to 2.500 in December. We were happy to see so many residents move on, and finally leave the islands after long periods of waiting. At the same time, the changing situation on the ground had an effect on our team. In 2021, Movement On The Ground went through some internal changes to adjust to the new reality. We consciously decided to remain active on the Greek islands and in Athens, regardless of the fact that the number of residents reduced. Because we strongly believe that every human being forced from his or her home, has the right to dignified reception.

We are thankful for all support we received throughout the year, from volunteers to partners and donors. It is because of your commitment, continuous trust and assistance that Movement On The Ground can continue to make an impact. We cannot thank you enough!

We are proud of our achievements, including our work on Chios which started in 2021. Including the opening of the third home for unaccompanied minors in Athens. Including the first steps we made in Brussels, introducing the Camp to campUs philosophy to policy makers at the European Commission. Including the start of an official partnership with



UNICEF on Lesbos. Including the steps we took to make the new camp on Samos more humane. You can read about all of this in the rest of this annual report.

2021 had its ups and downs – only to be expected in the landscape in which we work – but one thing

remains the same moving in 2022, the drive and determination to continue pushing for a more sustainable and dignified future for the reception of refugees. We remain spirited and hopeful with and for the communities we work with on Lesbos, Samos, Chios and Athens, and for the communities we plan to serve in the future.



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02

About
this
report



Movement On The Ground hereby presents the Annual Report for 2021. The following report provides a comprehensive account for our role within the humanitarian sector and our activities from start to finish in 2021. Furthermore, the report contains information about our income and expenditures, various fundraising activities, programs, governance, finance, integrity and sustainability as an organisation.



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

03

Movement
On The
Ground



Movement On The Ground is a non-profit organisation and does not have the objective to make profits with its charitable activities. Movement On The Ground is a Non-Governmental-Organisation (NGO) with an ANBI (Algemeen Nut Beogende Instelling) status, based in the Netherlands with a fixed presence on the Greek islands of Lesvos, Samos and Chios, and in Athens.

MISSION

We are on a mission to support refugees and their host communities by fulfilling unaddressed needs with human-centred programs and solutions.

We are doing this by creating a global Movement of people, organisations and governing bodies ensuring every human being forced from their home receives a dignified reception. The above-mentioned mission statement serves the general interest of those impacted (directly and indirectly) by the migration situation.

At the core of the Movement On The Ground-mission is the **Camp to CampUs** philosophy: the process of transforming refugee hotspots into safe, healing and

dignified environments. Places where refugees feel empowered and included in the running of services and projects. Where both host and hosted community can feel included, valued and connected.

HOW WE DO THIS

- We work in refugee camps to ensure they are safe, healing and enabling environments
- We provide specialized care for unaccompanied minor refugees
- We build bridges between refugees and local host communities
- We influence policy to ensure for more humane refugee reception practices
- We consult other stakeholders on best practices in refugee hospitality
- We change the public perception about those forced from their homes

VISION

We believe that all human beings forced from their home, no matter who they are or where they are from, have the right to a dignified reception.

Dignifying refugee reception across the globe is not something we can do alone, nor something we want to do alone. A broader Movement of organisations, governing bodies and people is required – only then will we achieve systemic change in the humanitarian sector. Movement On The Ground is collaborating with various stakeholders and engaging with governing bodies to ensure our Camp to campUs philosophy becomes the global standard across refugee camps.



VALUES

Human-centred – we are a people-first organisation. It's for this reason that the needs of people remain at the core of why we exist, how we act and what we do.

Bold – we see solutions and dare to do things differently. We challenge the status quo.

Humble – we approach people, situations and circumstances with kindness, dignity and respect.

Hands-on – we have a pro-active, anywhere, any-how mindset. We let our actions speak louder than our words.

Bridge-building – we build bridges between people and communities.

GLOBAL OFFICES

Amsterdam

(visitors address)

Stichting Movement
On The Ground
Amsteldijk 166
1079 LH Amsterdam
The Netherlands

Lesvos

Movement On The Ground
Hellas
Kornarou 4
81100 Mytilini
Lesvos
Greece

Samos

Dreamview Apartments
83100 Kedros
Samos
Greece

Chios

Leoforos Enoseos 96
82100 Chios
Chios
Greece

Athens

Chaiden 31
10434 Athens
Greece

OUR THEORY OF CHANGE



04

Organisation
&
Governance



Movement On The Ground implemented some governance changes to professionalize its setup. The organization made a split between the executive board, a supervisory board and an advisory board.

THE BOARDS

The **executive board** – comprised of the Head of Mission – is responsible for the daily management of the organization. In 2021, Adil Izemrane handed over the Head of Mission role to Lonneke Noteboom.

> In 2022, Movement On The Ground aims to expand the executive board with 1 or 2 additional board members, to aptly manage the organisation's growth.

The remuneration of the board amounts according to the directive of the CBF directive remuneration of directors of charity organisations. Members of the supervisory board are not remunerated and no expense claims have been submitted.

Charlie MacGregor is CEO/Founder of the Student hotel. Jessica Heutink sits in the board of directors of Heutink and is chairman of the Heutink Foundation.

The executive board reports to the **supervisory board**. In 2021, Movement On The Ground had two registered supervisory board members: Jessica Heutink and Charlie MacGregor. The supervisory board meets with the executive board on a monthly basis to discuss and review the organization's progress.

> In 2022, Movement On The Ground aims to expand the supervisory board with 1 additional member.

Finally, Movement On The Ground has an **advisory board**. An advisor of Movement on the Ground is an informal role. Advisors act as ambassadors, actively promote Movement on the Ground in their networks, and are available to team members to advise on or support with specific topics. In 2021, the advisory board consisted of Toon Oostveen, Dylan Ingham and Kim Logchies-Prins.

THE AMSTERDAM SUPPORT TEAM

The Amsterdam office supports Movement On The Ground's mission on the ground, by fulfilling the Head of Mission, Fundraising, Finance, Human Resources, Marketing & Communications, Volunteer Management, Advocacy and Program Coordination roles.

The following people worked in the Amsterdam office throughout or parts of 2021:

- Adil Izemrane
- Antoine Tannous
- Carolien Geurts van Kessel
- Dasilvian Nooitmeer
- Emma Bergmans
- Eric Verhaar
- Feline Lucas
- Jacqueliën Bunt
- Kia Mikkonen
- Lonneke Noteboom
- Nathalie Meier
- Pauline Landa
- Rick Reesen
- Sally Marsh



Throughout the year, the Amsterdam team members were supported by many motivated volunteers. In fact, working with office volunteers and interns became an integral part of the Human Resources strategy of Movement On The Ground. This strategy is meant to use the organisation's resources as sus-

tainable and effectively as possible, by building on the willingness of individuals to voluntarily support the organisation's mission.

THE GROUND TEAMS

The following people worked on the ground (Lesvos, Samos, Chios and/or Athens) throughout or parts of 2021:

- Abdul
- Ali Shams Eddin
- Anna Mouka
- Anouk Leroy
- Bardis Panagiotis
- Beatrice Azzani

- Christine Hoefnagel
- Christos Tentolouris
- David Koning
- Emily Featherstone
- Herman van der Hel
- Issa Osso
- Kane Daniell
- Konstantina Vougioukalou
- Konstantinos Vougioukas
- Lara Theiss
- Laura De La Sen
- Lisanne Westerkamp
- Mahamadou Tunkara
- Maria Casini

- Maria Giantsidou
- Martijn van Ommen
- Mohammad Khalaf
- Nikianna Kapogianni
- Noah Poole
- Paul Schrijen
- Silke Arets
- Sophie Streeting
- Stratos Stampoulis
- Tawab Khairkhaw
- Tirza van der Linden
- Vassilis Stavrinou



Overall, Movement On The Ground went through a reduction of staff in 2021 to adjust to a new reality on the ground. The number of refugees residing on the Greek islands reduced significantly in 2021. On Lesvos, for example, the refugee population dropped from 10.000 in January, to 2.500 in December.

Consequently, Movement On The Ground reduced the number of field staff and continued with a smaller set up. The organisation ended 2021 with 15 staff members on Lesvos, 3 staff members on Samos, 2 staff members on Chios and 2 staff members in Athens.

VOLUNTEERS

The staff of Movement On The Ground is always supported by groups of international volunteers and community volunteers (residents in the camps). In 2021, around 100 international volunteers travelled to Lesvos, Samos or Chios to volunteer in the camps. They worked alongside approximately 300

community volunteers to execute all programs and activities.

Movement On The Ground started collaborations with Nimeto and De Kleine Consultant to attract volunteers with specific skills. Through Nimeto, Movement On The Ground was able to source 3 long-term technical volunteers, which was a massive help in running the wood workshop on Lesbos. Through De Kleine Consultant, a group of 10 students came to Lesbos for one month to optimize Movement On The Ground's warehouse and supply

of Non-Food Items. These partnerships will continue into 2022!

MARKETING AND COMMUNICATIONS

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



We believe we can contribute to a sustainable solution for people on the move and their host communities. Our Marketing and Communications team is therefore responsible for generating awareness about WHO Movement On The Ground is, WHY we exist, HOW we work and WHAT we do. In 2021, we again saw a considerable growth in our online following and engagement, furthermore our newsletter subscribers and media mentions. This growth meant we were able to reach more people across the Netherlands and wider Europe with our mission and insights into the current situation in Greece.

ONLINE PRESENCE

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

NEWSLETTER

Our newsletter is an important piece of communications that provides insights into work on the Greek islands of Lesbos, Samos and in Athens. Distributed on a quarterly basis, the newsletter consists of information about our most recent projects in the locations in which we work, a general update about the situation on the ground, relevant fundraising and/or campaign updates, an inspiring story from

a resident or volunteers and a call to action. In 2021, 6,761 people out of our 7,351 contacts are subscribed to receive our newsletter.

FACEBOOK

In 2021, the number of followers increased organically by 867, reaching 17,869 followers on the Movement On The Ground page. This is an increase of 5,09% since 2020. This has grown organically (we do not pay to boost any post or promote our page). With our Page, we've reached 156,565 people, which is a decrease of 48.2% since 2019.

INSTAGRAM

2021 marked the fifth year of using Instagram, where we were able to reach a milestone of 17,575 followers organically, increasing our follower count by 1,925 from 2020. Combining projects, human stories and activities using both posts and stories, resulted in a reach of 105,079 users by the end of the year, which is a 67,5% increase since 2019.

LINKEDIN

Our LinkedIn audience differs from our other social networking platforms. LinkedIn is more actively being used to reach entrepreneurs and companies for potential collaborations. We were mostly followed and viewed by a majority of Business Developers and Community Service groups. By the end of the year, we had a following of 3086 users. A considerable increase of 874 follows from 2020.

WEBSITE

Across 2021, we were able to actively use our web-

site. The platform proved an important tool to generate funds, share stories from the ground and outline the development and implementation of new projects. We were able to generate €99,568,43 of donations through our website, allocated towards our emergency response on the Greek islands.

KENTAA

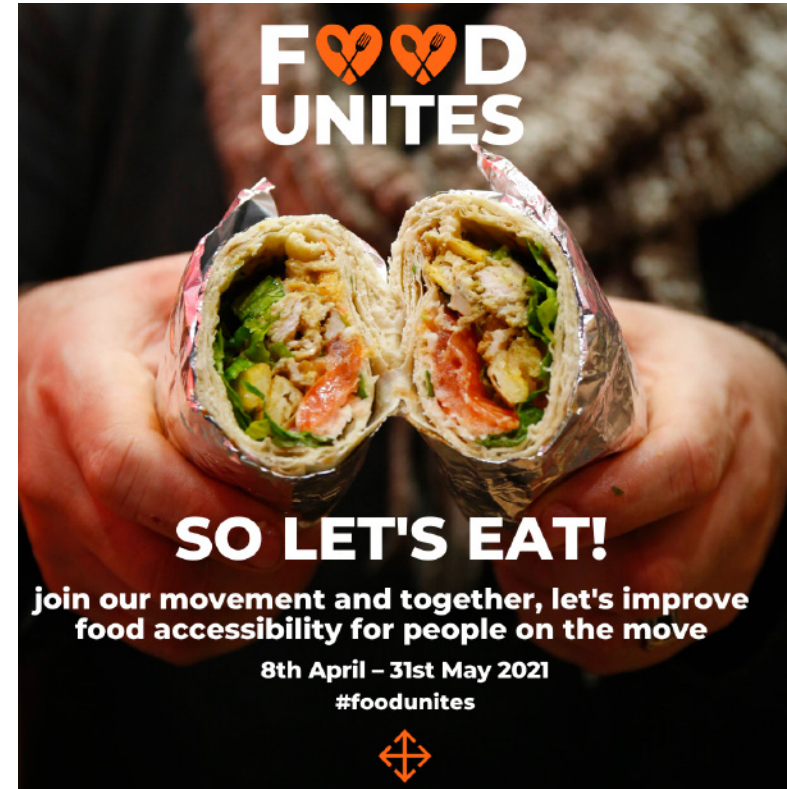
In 2020, we introduced an additional fundraising platform to our website called Kentaa. This platform enables the public to start their own fundraising action for Movement On The Ground. We specifically trialled the platform for use by our volunteers and in 2021, the Kentaa platform generated €77,195.57 of funds.

CAMPAIGNS

In 2021, Movement On The Ground ran three awareness and/or fundraising campaigns alongside five general call to action campaigns. These include:

FOOD UNITES For the months of April and May, Movement On The Ground ran a content and event driven campaign centered around the concept that 'Food Unites'. The ambition of the campaign was to generate needed awareness for the current refugee situation on the Greek islands and raise funds for food related activities and two programs Movement On The Ground operates. The month intended to be as interactive as possible with the idea to get hashtags trending, conversations flowing and cook offs happening both online and offline of people from all different backgrounds.

A calendar filled with events, content and food



related activities were shared with our target audience at the beginning of the campaign. Throughout the months, Movement On The Ground hosted a digital at-the-table event with a household chef that people could attend and cook along. This event was the campaign kickstarter and helped to generate funds for the foodlines of RIC Lesvos, as well as promote the launch of Lots of Lesvos olive oil. For the remainder of the month, we utilised our website and social media to share food-related content from the ground, recipes from the MOTG Melting Pot cookbook (plus promotion), Lots of



Lesvos content, live sessions from the ground with insight into the foodline operations, video content about the importance of food to our residents plus insights into Greek Easter and Ramadan celebrations during COVID-19. We also hosted offline cooking workshops/training on the ground in light of the campaign.

We invited people to attend the events for the month, engage with the content, ask questions, share their own 'Food Unites' meals and recipes, raise funds, start fundraisers etc. We wanted people to connect with those impacted by the refugee crisis through the common unifier, being FOOD!

ONE HUG AWAY 2020 and 2021 have brought a series of unprecedented challenges, the greatest being the COVID-19 pandemic, which has forced people across the globe to isolate from the ones they love. Now, more than ever, we craved human connection. We all wanted to feel and give love. This phenomenon is a fate long experienced by the people we work with and for. People who have had to flee their homes in search of safety, often unsure as to when or if they will be able to hug the ones they love again.

Hugs are a globally recognised action that connect us, human to human. Starting on the 21st January 2021, International Hugging Day, we wanted to create the world's largest virtual hug to connect us all. We wanted people – no matter who they are or where they come from – to feel the warmth and connectivity a hug can bring. Because at the end of the day, we are all still only one hug away!

How does this help? A hug is synonymous with the

feelings of warmth and connectivity. A hug makes you feel loved. A hug makes you feel human. Like a hug, we wanted to bring warmth into the lives of people on the move with hot showers, heating and clothing. Like a hug, we also wanted to bring connectivity into the of people on the move with and phone credit, so they too can send virtual hugs to the ones they love. Last but not least, like a hug, we wanted to provide immediate, on-the-ground solutions with and for people on the move to help them feel human.

WINTER CAMPAIGN Winter is coming. It's the time of year we retreat inside to the warmth of our home. For refugees living in camps on the Greek islands, there is no place to retreat from the cold.

This is no new phenomenon either. Every year, winter proves life-threatening for thousands of displaced people. Living conditions get tougher. Warm clothes are hard to come by. Limited options to heat your shelter. A lack of warm community spaces to gather.

Whilst most of us may never experience winter condition hardship, Movement On The Ground believed its audience can do something about it. In 2021, we invited our audience to join us in action, as we dare to take the cold out of the refugee camps on the Greek islands. How we did that? By challenging people to embrace the cold this winter by taking off their coat during a fundraising campaign, where friends and family supported the efforts with donating money for our cause. In return, we did all we could to winter-proof the camps on Lesvos, Samos and Chios.

05

Where
we
work



THE NETHERLANDS

During 2021, due to the COVID-19 pandemic, the Amsterdam team worked mostly from home. Movement On The Ground's meetings, activities and events took place largely online. Towards the end of year, the team packed up the office in Amsterdam Noord with an anticipated move to The Student Hotel's new office in Amsterdam Oost in 2022.

LESVOS, GREECE

At the start of 2021, Movement On The Ground was active in two refugee camps on Lesbos: Kara Tepe Hospitality Centre and RIC Lesbos.

Kara Tepe Hospitality Centre was located a few kilometres away from the former Olive Grove campUs and was situated next to the new RIC Lesbos. Kara Tepe housed some of the most vulnerable people on the island including; families with young children, people with disabilities and the elderly. Kara Tepe actively implemented our Camp to campUs philosophy. Unfortunately, Kara Tepe was closed by the Greek government at the end of April 2021.

RIC Lesbos is the temporary facility that was built in response to the destruction of Moria camp. The camp has the capacity to house 10,000 residents and at the end of 2021 approximately 2000 residents resided here. Movement On The Ground continues to work in this location to implement programs and services in line with our Camp to campUs philosophy.

CHIOS, GREECE

In February 2021 MOTG started its activities in



the Vial Camp on the island of Chios. At the time, around 1200 refugees resided in Vial camp with very few services available to them. MOTG's first priority in Chios was to tackle the enormous waste problem in the camp which had not been properly addressed for a long time. Over the course of many weeks, MOTG coordinators and Community Volunteers manually removed an average of 20,000 kg of waste per week until the waste problem was better controlled. For the rest of 2021, the waste in the camp was controlled with daily collections and frequent larger clean ups leading to a much cleaner, safer and more hygienic and dignified environment. Since managing the waste in the camp, we have expanded our activities based on the needs of the community, including starting a maintenance team, introducing WASH facility management, building two chai points, and starting a sports program. At

the end of 2021, approximately 450 residents resided in Vial.

SAMOS, GREECE

In 2021, we continued working in the Vathy camp on Samos until September 2021 when it was closed and the residents were transferred to a new camp. In September 2021, a new reception and identification centre named RIC Zervou opened on Samos. After long debate and difficulty, MOTG decided to work inside the camp precisely because it does not live up to the vision we have of dignified refugee reception. Therefore, by being inside the camp, MOTG has the opportunity to transform it from within. Since the opening of RIC Zervou, MOTG has been hard at work to create a more welcoming and dignified environment within the camp including creating a community space, chai point, a Cruyff sports field and more greening in the camp.

ATHENS, GREECE

At the start of 2021, MOTG and The Home Project were managing two unaccompanied minor homes, one for minor girls and minor mothers with their children and one for minor boys. In January 2021, our team in Athens, together with The HOME Project, opened the last of our three homes for unaccompanied minors. 'Nisos' is a home for unaccompanied minor boys, and like our other homes, provides a holistic set of services including; psycho-social care, education, legal support, sports and extracurricular activities. The shelters and programs were co-managed by MOTG and The Home Project for the duration of 2021.

06

Our
Activities



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

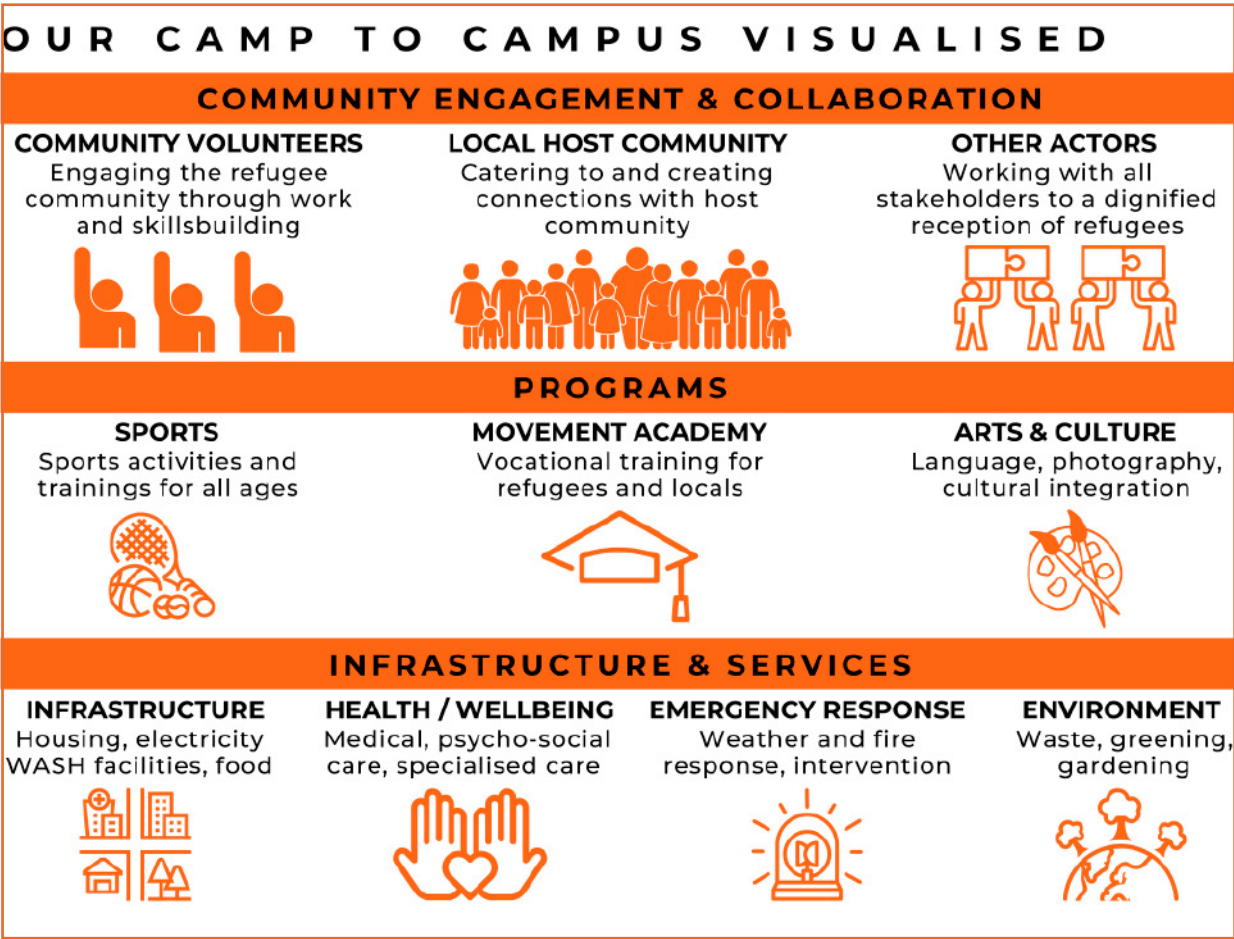
FROM CAMP TO CAMPUS

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

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

COMMUNITY ENGAGEMENT

The Camp to campUs philosophy most impor-



tantly engages the refugee population. This is based on the fact that refugees – or better referred to as residents – should be actively involved in the daily operations of the campUs. From the very first activities of MOTG in 2015, residents approached the organisation to become involved and take part in the building of

a campUs. By giving residents control over their living environment, they feel empowered and can use their time, knowledge, and skills to better the community. The immediate consequence of this is that the community feels more responsible for their living environment and will therefore treat it with care.

In 2021, MOTG worked with over 300 community volunteers (residents from the camps) across its locations, where the community takes up roles in construction, food distribution, translating, teaching, cleaning and sport training.

“I started with Movement On The Ground because back home, I was an electrical power engineer in the automation field. I had the right experience to work with the electricity team on Lesvos. I thought with my knowledge I can really help Movement On The Ground to serve others.”

MOTG COMMUNITY VOLUNTEER

**ENGAGING PROGRAMS AND
ADEQUATE INFRASTRUCTURE**

Page 20 to 30 provide an overview of the various activities that Movement On The Ground ran on each location throughout 2021.

**6.1 LESVOS
PLAYGROUNDS**

During the summer, the technical team of community volunteers managed to build two playgrounds for the children staying in the camp. The moment the playgrounds were put into position the children couldn't wait to start using them!

The story of Osman

Osman (not his real name), a man from Afghanistan in his twenties, used to work as team leader in the special forces, he lived in the Olive Groves of Moria in 2020 and was known for his violent behaviour, alcohol and drugs addiction. One day, Osman came to the office to collect his food card. Some other volunteers were playing chess, and he started watching them. Little did they know, he is a budding chess master. From time to time, he would nudge one of the players and point out the best

move. Soon, he had soundly defeated every player in the office. Chess brought Osman into MOTG, but he quickly began helping around the office, and before long was part of the family. He proved himself diligent, competent and compassionate, and a pleasure to be around. He soon became a team leader for the hot shower project, where he could use the skill set that he was previously using in a destructive way to do good. He used his considerable personal and

leadership skills to recruit, manage and coordinate a new team of volunteers, who keep the showers clean and working. His technical and planning skills are also vital to ensuring the supply of warm water to the showers - so families can experience a hot shower instead of a cold bucket of water. Osman is growing every day in his role, learning but also imparting his knowledge to new volunteers. He hopes to start a chess workshop for the whole community soon.

DIMO

In 2020, Movement On The Ground set up a pilot program centred on the prevention of severe mental health challenges of adult men. The pilot – called DIMO – was built on Movement On The Ground's existing experience working with adult men as community volunteers. Residents that were known as troublemakers, having anger management issues or residents isolated in their mental challenges were changing over time. The change happened through being in a motivating and appreciative environment where they are encouraged to discover and use their individual strength, inner coping mechanism and existing

skills to contribute to the creation of this stimulating environment. Movement On The Ground saw the transformation of residents into leaders via empowerment, giving responsibilities and connecting with fellow residents. A powerful example is the story of Osman.

To run DIMO, Movement On The Ground set up a team with a social worker, caseworker and cultural mediator who connected adult men with educational, recreational, professional activities that they wished to participate in (these activities were existing activities MOTG already ran), and a weekly group session to work on individual and interper-

sonal skills. Every individual received a tailored programme based on their interest.

SPORTS PROGRAM

Movement On The Ground continued to run the FutbolNet program in collaboration with the Barcelona Foundation, enabling the participants to learn valuable life skills and have fun!

Mohammad Khalaf – who used to live in Moria as an unaccompanied minor himself, and grew into one of Movement On The Ground's most valuable sport coordinators – describes the effect of the FutbolNet program:

“The first time I met Hamza was at the FutbolNet sports session and he didn’t know how to count. Now, he can count in three different languages: Greek, English, and Arabic! It is a big thing that we are doing – teachers, coaches and volunteers – helping Hamza and kids like him. You have no idea how many kids have changed through this program, all the important values they have learned about themselves and this life, it is incredible.”

CRUYFF COURTS

In 2021, Movement On The Ground and The Cruyff Foundation finalised the first-ever Cruyff Court in a refugee camp! The court allows residents to play football, basketball and volleyball, and is used by all age groups and nationalities. Movement On The



Ground, as well as other organisations, organize sport activities on the field.

Furthermore, Movement On The Ground and The Cruyff Foundation organised an official Cruyff Coach training on Lesbos – training both residents from the camp, as well as local Greeks to become a Cruyff Coach. The training had a special element to it, being Cultural Awareness. Participants were invited to think about their cultural backgrounds and to be mindful of the differences and similarities in cultural backgrounds when organizing sport activities in

the camp. This unique part of the training, delivered by a Greek Anthropologist, ensures the training fits the circumstances in the camp, and prepares participants for life after the camp in multi-cultural environments.

UNICEF WASH PARTNERSHIP

Going into 2021, Movement On The Ground ran the three warm-water shower units in the camp. The showers were managed by Community Volunteers, who distributed shower tickets, ensured the showers were clean, functioning and safe. This Communi-

ty Volunteer model was picked up by UNICEF, who were preparing to install additional warm-water shower and toilet units across the camp. UNICEF and Movement On The Ground entered into an official partnership to copy the Community Volunteer model to the newly installed shower and toilet units. The Community Volunteers, both male and females, became responsible for keeping the units clean, safe and functioning. Movement On The Ground is proud to see its model being picked up and implemented with other actors!

THE MOVEMENT ACADEMY

Movement On The Ground believes that a CampUs is a place where residents are recognised for their existing skills and experiences, a place where residents can further strengthen their skills and experiences, and a place where residents can acquire new skills and experiences. As such, spending time on CampUs can support the transition from refugee to employee.

Movement On The Ground started the Movement Academy to offer the right tools and accreditation to facilitate this transition and prepare residents for integration into the European job markets.

In 2021, Movement On The Ground continued to run its language courses and SkillsBuild for Community Volunteers. In addition, the team worked hard to open Ergon, a multi-cultural vocational workspace that stimulates personal development and increases employability chances. Ergon is located outside the camp on Lesvos and is Greek for “Business”,

“Employment”, “That which one undertakes to do”, “Something done or made”.

The facility required a lot of renovations, which has been done by our team of technical community volunteers – following the Camp to CampUs philosophy. The building has rooms for (digital) learning, a kitchen, a space for tailoring, and rooms for metal-, electricity-, and wood work. Where the majority of 2021 was used for renovations and preparing the building, Ergon could already be used for the Cruyff Coach Training, a cultural awareness course, cooking activities, SkillsBuild and language classes.

We look forward to 2022 where we will see many more residents participating in technical, cultural, hospitality and creative workshops!

CHAI POINT, TAILOR SPACE AND BARBERSHOP

In an attempt to bring more of the Kara Tepe campUs feeling to the new camp on Lesvos, Movement On The Ground started various community-run projects, including a chai point, a tailoring space and a barbershop. Each of these projects aspire to make the camp more humane and dignified, offering residents an opportunity to come together at the chai point, to repair clothes at the tailors and/or to get a haircut and feel a bit more refreshed. In addition, these projects allow residents to put their skills to use – as tailors, as a barber or as a host of the chai point.

Handing over responsibilities to the authorities Movement On The Ground fills gaps in humanitar-



ian assistance. When we see the services or infrastructure fall short of our definition of humane and dignified support, we step in and seek solutions. When these gaps can be filled by other actors, in a similar humane and dignified manner, we happily handover responsibilities. In 2021, this happened on Lesvos, where Movement On The Ground gradually handed over the responsibility for generator main-

tenance to the technical service of the Greek camp management.

Initially Movement On The Ground held full responsibility for the maintenance of the generators, which was done by very skilled community volunteers. Yet, as camp management prepared for a technical company to enter camp and take full responsibility over all technical matters, Movement On The Ground started handing over the responsibilities. For a couple of months, the technical teams of Movement On The Ground and camp management worked together, preparing for the full handover at a later stage.

A similar handover process was set into motion for the waste program, which was taken over by a contracted cleaning company.

THE CLOSURE OF KARA TEPE

On April 24th, Kara Tepe Hospitality Centre on Lesbos was closed and its residents were moved into RIC Mavrovouni. Movement On The Ground hoped this day would never come. Kara Tepe symbolised how a Camp could turn into a campUs, which was home to the most vulnerable residents; families with many children, people with disabilities, elderly.

Over the years, Kara Tepe truly evolved into an inclusive space where people on the move could feel a real sense of dignity again. Despite being a place of transition – where in many instances, people found themselves in limbo for far too long – Kara Tepe embodied the spirit of humanity and real refugee hos-

pitality. A place where children could attend classes, access sports and even be entertained through cinema, arts and crafts. A place where parents could develop their digital literacy skills, select their own clothing and work in the community garden. A place where all organisations and actors worked in harmony towards a collective vision. Ensuring the safety and wellbeing of the residents came first.

While Kara Tepe in its physical form is soon no more, the spirit of Kara Tepe lives on. It will forever stand for what refugee hospitality should be.

6.2 SAMOS

Over the course of most of 2021, MOTG continued to work in the outskirts of Vathy Camp, on Samos. At the beginning of the year around 4000 people were residing there and we carried out a variety of programs including emergency support, waste management, and lighting. We continued working in Vathy until its closure and the opening of the new camp, RIC Zervou, in September.

EMERGENCY SUPPORT AND WINTERIZATION

At the start of 2021, we began the year with providing emergency support to residents due to the harsh winter conditions and the COVID 19 pandemic on Samos. With the support of our partners, we were able to provide tarpaulins, floor mats, washing bowls, and jerry cans to thousands of people braving a grim winter on the Greek island of Samos. Additionally, in response to the COVID-19 pandemic we provided masks and hand sanitizers to residents of Vathy.

LIGHTING

Due to over crowding in the main camp in Vathy, a jungle outside of the main camp was formed, which is where we mainly operated. Only the official camp had lights therefore residents outside of it would use small solar lights, torches or just light a fire. There was also no electricity in the jungle. Last year, MOTG installed up to 55 solar lights in surrounding areas of Vathy camp on Samos. These lights made a huge difference to safety and accessibility. Residents (especially women and children) would not feel safe to go to the toilets or to get water from





the taps, but the installation of these lights were an effort to help the community move safer around the outskirts of the camp in the evening. When the camp closed and the residents were moved to RIC Zervou, the lights were donated to an NGO working in a refugee camp in Bosnia.

WASTE MANAGEMENT

The waste management program that was start-

ed on Samos in 2019 in order to improve the basic hygiene standards in the camp continued into 2021. Together with, often times, our 50 community volunteers, garbage bags were distributed and waste was collected on a weekly basis in the camp. In the beginning months of 2021, 10,000 bags of waste were collected each month. Over time, the waste collections were reduced as the population in Vathy reduced as well. At the beginning of the summer, the population started rapidly declining and more people were more to the mainland. With the support of our CVs though, we continued waste management until Vathy was closed.

FROM VATHY CAMP TO RIC ZERVOU

At the end of June, the residents of Vathy were told they would soon be moving to the new camp, RIC Zervou, which caused a lot of tension and unrest in the camp. After many months of consideration, Movement on the Ground made the difficult decision to be present in the new camp when it opened. While there are improvements in the infrastructure and facilities in RIC Zervou, it remains a camp in which residents' mobility is controlled and the dignified conditions they deserve do not exist. Upon entering the camp in September 2021, we went to work to bring more color, life, and humanity into the camp.

GREENING AND BRINGING COLOR IN THE CAMP

With the support of the Dutch Embassy in Greece and Favela Painting, we started by bringing more color and greenery into the camp! Favela Painting created a massive colorful mural in the camp which has become the back drop of the sports field. How-

ever, this alone was of course not enough, so we started implementing some programs and built a community space too.

KALOSTEA CHAI POINT

The KalosTea Chai Point was built on Samos to serve as a place for residents to come together, drink a coffee or a tea, and play games like ping pong or cards etc. Amongst the grey of the rest of the camp, the colorful community space provides a little respite to residents in Zervou. It is open every day(?) Ask kane) and is run by our CVs with a little support from our coordinators on the ground.

SPORTS AND SPORTS TOURNAMENT

In the last months of 2021, another Cruyff Court opened in RIC Zervou on Samos. The community and visiting volunteers, coordinators and contractors set up the flooring, fences and goal posts, creating an amazing sports field. Since then, many residents, especially children, have come together



to have fun, connect and train their physical and mental wellbeing while playing sports. This was possible thanks to our partners The Cruyff Foundation and Dutch Postcode Lottery.

In November 2021, a football tournament took place on the newly built Cruyff Court. Eight multinational teams of participants were created in a way to promote inter-communal cooperation and further strengthen connectivity within the community. Over 6 weeks, 78 players from 15 countries took part in matches in the Samos Football League which ended in victory in December for the Dream Boys team.

6.3 CHIOS

Movement on the Ground was asked by the European Commission to start working in the Vial refugee Camp on Chios primarily to tackle the issue of waste. In February 2021 we entered what was an entirely neglected, overcrowded camp where waste was not collected on a regular basis with obvious implications to individual's health and wellbeing. To understand what we found here is a quote from a diary written by staff members in the early days:

"It is disgusting. Never in my life I had to deal with so much pee, poop, waste, rats and spoiled food. I start picking up empty bottles, it feels a little less disgusting if there is no pee inside. After few bottles, I raise my head and I see the guys picking up everything they come across, whether it is empty bottles or still warm yellow bottles. I immediately think that they were not the ones that created this

waste in the same way that neither had I. But yet, they were picking it up with no questions. I take a deep breath (big mistake amidst all this garbage), change my gloves, and start picking up everything I find on my way. We were few people, ten in total including me, Noah and Ali. But we were strong, committed and united."

THE EARLY WEEKS

The waste management program consisted of two phases. In the first phase, MOTG performed a large, general clean-up of the camp and the outskirts. Parts were done by hand, other parts were done in collaboration with a local contractor who used an excavator and bulldozer to get rid of larger piles of waste in the most dirty areas. At this stage, an

average of 20,000 kgs of waste was picked by hand each week, and an additional 225 tons of waste collected by heavy machinery.

SECOND PHASE

After the big clean-up, MOTG shifted towards a general maintenance program, to ensure the camp remained clean and healthy. To start with, the team of community volunteers distributed 100L garbage bins across the camp. Over the course of a few weeks, a total of 161 bins were distributed.

In addition, MOTG partnered with UNHCR to visit each household to inform everyone on how to keep their areas clean. MOTG's community volunteers were part of this to ensure the message came from



them and was delivered in multiple languages. They explained to other residents why they should dispose of their waste in the bins and the positive effect this would have on their health and environment.

COMMUNITY ENGAGEMENT

After one month, 18 community volunteers officially joined the team, 25 after the second month, and a total of 40 community volunteers after the third month. Nationalities include Syria, Congo, Somalia, Afghanistan, Nigeria, Iraq, Sudan, Sierra Leona, Cameroon, Burundi, Burkina Faso and Angola.

The Movement staff could see that the team of Community Volunteers were showing leadership skills and firmly believed they could run the pro-



Quote from the Chios Diaries written by MOTG workers on the ground in the early months: v

"I see the CampToCampUs as the physical and mental space able to provide the tools that would allow people to reveal themselves for who they are, without being labeled or a passive recipient, but on the contrary, a place that would allow people to define themselves for who they are and what they want to be. And at the same time to unlock the talents and potential of these individuals so then within the campUs they can co-create a multitudes of safe places, to share with each other and where to learn new skills from"

ject themselves, further developing their skills and the sustainability of our project. So we transitioned the waste management project so it could run with less support from MOTG. Since July a team of 40 Community Volunteers work 6 days a week now on both waste management as well as cleaning and maintaining the wash and toilet facilities.

IMPACT FROM WASTE MANAGEMENT PROGRAM

By using the Camp to campUs philosophy and working alongside the community our waste management project worked where others previously had not. The immediate effects were that the camp was cleaner and therefore there were happier, healthier people both in terms of Community Volunteers who made it happen and the wider community who could see people cared about them and their living conditions.

The health impact exceeded all expectations. Before MOTG started the work on Chios, the NGO Salvaminto Maritimo Humanitario in Vial reported that:

"The sheer volume of people coming to them seeking medical aid, the infected rat bites which they don't have antibiotics for anymore, the advanced scabies, and the severity of some of the cases that quite clearly should not be treated in a camp clinic". After MOTG cleaned the entire camp, the number of people having to be treated in the clinic due to hygiene issues (such as rat bites and scabies) reduced enormously.

The ongoing impact on Community Volunteers has been immense. Individuals have told us how much their mental health and wellbeing have improved and they have been able to learn and improve practical skills and personal skills such as leadership and teamwork.

OTHER PROJECTS

After 6 months, MOTG was truly part of the camp community and with a positive relationship with Camp Management we were able to develop further projects based on the needs of the camp residents.

A **maintenance and upcycling** team was created which is still one of the most indispensable teams on the ground. Apart from maintaining the ISO boxes where residents live, the upcycling team uses leftover materials from the camp to build various items for example an outside community space called “KalosTea” where volunteers have built a tea bar, a seating area, a table tennis table, and a football table.

At **KalosTea** the wider community comes together to drink tea, talk and now even learn English or work on their CVs. This has been a place where

women and children have in particular been able to come together and has therefore been a way for Movement on the Ground to work with those individuals on arts and crafts projects and other support as required.

A second indoor community space for the winter was created, with additional space for activities and a gym section with everything run by the residents themselves.

A **football pitch** was set up with regular playing and matches further building cohesion in the camp and improving health and wellbeing of residents.

PLANS FOR 2022

All that was developed in 2021 will continue but a new focus is on education and preparing residents for their futures. This includes MOTG developing classes in English, basic IT skills and supporting individual's with their CVs. But as a year has shown us, we want to remain embedded in the community and able to respond to their needs with innovative, effective projects that benefit the whole community.

6.4 ATHENS

By the end of 2020 we managed to find 3 Homes in the Athens suburbs and renovated them to start providing safe shelter and child protection services to 48 unaccompanied minors. This was considering the Covid lockdown a challenging task but we managed relative quickly to open the first house “Daphne” for 16 girls in October 2020 the second one “Thiseas” for 16 boys in December 2020 and the last one “Nisos” also for 16 boys opened in February 2021.

All houses are completely refurbished and facilitated with all the necessary equipment, furniture, leisure tools for teenage children and offices for the staff who are also 24/7 present in each house.

Together with our Greek partner organization The Home Project and our staff we started to provide a holistic child support system and facility management to the Homes.

HOLISTIC CHILD SUPPORT SYSTEM CONSISTS OF:

- **Mental health** Consisting of psychiatric and psychological assessment on the children's biological,





mental, and medical condition as well as continuous support and development of the children through weekly (or more frequent if needed) individual and group sessions. All the staff receives continuous support through weekly supervisions by mental health professionals and monthly

capacity building sessions in child protection in order to be able to best support the children under our care.

- **Education** Including obligatory school attendance for all our children and specialized trainings in order for them to acquire behavioral, social, language, vocational, and general academic skills. With the two innovative educational programs, “Youth to Youth” and “School Project” in partnership with the American Community Schools (ACS Athens) and Hellenic American Educational Foundation – Athens College we offer them educational opportunities customized to their needs.
- **Legal support** All children in our shelters receive comprehensive legal support. Children arrive without legal papers and are often unregistered. Our legal team (comprised of four lawyers) supports asylum application and/or the family reunification procedure or European relocation program.
- **Life Skills & Socialization** Developing relationships in the shelter and the local community, enhancing participation, responsibility as well as commitment in socialization and social inclusion.
- **Digital literacy and ECDL classes** All kids have access to Laptops and are able to follow a course to obtain their ECDL (European Computer Driving License) certificate, which proves that they master the basic skill to operate a computer including Microsoft office software like Word, Excel and Powepoint.
- **Sport program** Implementing the Futbolnet methodology, **HEART** Humility, Effort, Ambition, Respect and Teamwork where our children not only learn



to enjoy sport but at the same time learn some important life values.

- **Excursions** During the last year our children participated in several cultural and recreational excursions in the center of Athens.

6.5 THE NETHERLANDS

FAMILY PORTRAITS

After months of preparation, the exhibit “Reframing The Refugee Experience” finally went live for the public to see! The exhibit showcases family portraits taken by photographer Joey O’Loughlin in the refugee camps on Lesbos (Kara Tepe and former Moria camp).

The photos, which have also been printed out and delivered to the families, document this time in



their histories, the moment when someone decided that a bold escape was the only rational choice. They offer future generations a glimpse of brave ancestors. The portraits serve as a reminder that the refugee crisis, regularly depicted as a mass migration of undesirables, is a collection of individual acts, done for love and preservation of family.

The exhibit first opened in the public libraries of Deventer and Enschede. In 2022, the Family Portraits exposition will be exhibited in different libraries

across The Netherlands, including the one in Venlo, Tiel, Nijmegen and Amsterdam.

LOTS OF LESVOS

In 2021, the Lots of Lesvos olive oil found its way to the Dutch market! Lots of Lesvos works with a local farmer to produce extra-virgin olive oil, thereby generating economic prosperity for the local community. But that's not all! Recognising that Lesvos is an island of diverse communities, Lots of Lesvos is determined to enable positive visibility and prosperity for newcomers. Not only do we use the profits of our products to develop and run refugee-centred activities on the island, but we also create opportunities for newcomers to be directly involved in the creation of our product and featured in the storytelling of our brand.

In 2021, Lots of Lesvos partnered with various retailers, such as the organic store Willicroft and the Dutch online supermarket Picnic. After a successful launch of Lots of Lesvos in their online store, the partnership will continue to grow in 2022.

COOKBOOK – MELTING POT

On the Greek islands, food is not only a vital source of living but a way of connecting people. Over the last year, Sophie Streeting – Movement On The Ground's Education Coordinator - travelled across Lesvos seeking out culinary delights and collecting and cooking recipes from and with the local community and camp residents. From there, the cookbook Melting Pot was born! For every book sold, all profits will go directly towards our mission on Lesvos, Samos and Chios.

HUMMUS MASTERCLASS – YALLA LET'S EAT

Food continues to unite, bringing people together in an online Hummus Masterclass delivered by Syrian chef Zina Abboud. Zina fled conflict-torn Syria in 2015 and found her way to The Netherlands where she started her own cooking enterprise. In addition, she produced a cookbook called Mijn Syrische Keuken. Zina shared her love for the Syrian cuisine and her secret Hummus recipe with the participants of the online masterclass!



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

6.6 INTERNATIONAL

LEBANON

Throughout 2021, Movement On The Ground kept in close contact with Katermaya camp, home to 65 Syrian families who have been able to stay on the land of a local farmer. Together with the local farmer, Movement On The Ground prepared for a Camp to campUs intervention, focusing on improving the self-made shelters and upgrading the school building. Because of the continuous covid lockdowns in Lebanon, as well as the deteriorating situation after the explosion hit Beirut, Movement On The Ground decided to postpone the intervention until 2022.

ADVOCACY – BRUSSELS

Remember our vision? **‘A global Movement of people, organisations and governing bodies ensuring every human being forced from their home receives a dignified reception.’**

Dignifying refugee reception across the globe is not something we can do alone, nor something we want to do alone. A broader Movement of organisations, governing bodies and people is required – only then will we achieve systemic change in the humanitarian sector.



In 2021 Movement On The Ground really kicked off its advocacy efforts in Brussels. The organisation linked with Milos Labovic – a lobby expert who knows the ins and outs of the European Commission in Brussels. Together, Labovic and Movement On The Ground drafted a plan with the ultimate aim of drawing the EU policy makers' attention to the Camp to campUs philosophy. Showing that the response to refugee crisis can be done in a humane way – with the Olive Groves and Kara Tepe campUs as our proof points.

Throughout 2021, Movement On The Ground engaged with various members of the European Parliament (i.e. Sophie in 't Veld, Tineke Strik, Lena Dupont), and members of the European Commis-

sion Migration Taskforce, amongst which the Head of the Taskforce Beate Gminder, and the Taskforce Island Representatives Frans Lamplmeier (Lesvos) and Saskia Schoolland (Chios).

It was Saskia Schoolland from the EC Taskforce who specifically requested Movement On The Ground to become active on Chios and implement the Camp to campUs philosophy from 2021 onwards. The waste issue in the camp had become so dire and even dangerous, yet no organisation nor the authorities succeeded in tackling this issue. Movement On The Ground immediately responded and started its Waste Management Program on Chios (see the Chios section of this Annual Report).

07

Integrity
Policy



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

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

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

partners and funders as to what they can expect from MOTG.

Next to the importance that MOTG needs to have a solid integrity policy for its own employees, partners, funders and volunteers, MOTG also believes it has a responsibility to the people that it works with; the local host community and the residents living in the camps in which MOTG operates. Due to the increasing public interest in the humanitarian field and history of breaches in regards to safeguarding, MOTG has decided to keep this an active discussion, because MOTG wants to make sure that everyone acts in the manner that is desired.

THE POLICY

In the last couple of years, MOTG created a few documents for guidance when it comes to integrity and integrity dilemmas. These documents should also give guidelines to prevent integrity incidents from happening, and in the event of an integrity incident, it could help provide a solution. Which documents did MOTG create? The code of conduct for employees and coordinators, the code of conduct for volunteers, onboarding documents including the core values, mission and vision, contracts, MoU's and agreements. All of the aforementioned documents were discussed with the teams, adjusted based on their feedback, and implemented. MOTG also requests a certificate of good behavior/criminal records before someone starts as a volunteer or employee.

HOW WE ADDRESSED INTEGRITY IN 2021

In 2021, many team sessions were organized in order

to keep the discussion of integrity ongoing and in order to update the aforementioned documents. In the Amsterdam office, two sessions were held with an external actor, The Rainmen, a Dutch consultancy group. In these sessions topics such as team building, integrity, trust, confrontation, transparency, accountability, and exemplary behaviour were discussed.

In Lesvos, a two day team session was organized in order to discuss integrity issues, provide an update on the newly trained Persons of Trust, and discuss and update the Codes of Confidentiality and Conduct. As a result of these discussions, more specifics surrounding child care protection were added to the Code of Conduct and a Code of Confidentiality was created for Community Volunteers. In these meetings other topics such as integrity, trust, transparency, safety, and accountability were discussed. Following the two day session, follow meetings were had between team members and the Head of People. Finally, in the weekly Field Operations Officer meetings, integrity was a recurring agenda topic and feedback was collected by the Head of People.

Further progress was seen in that the Confidentiality Agreement became a permanent part of the onboarding process. Additionally, last year, three colleagues were professionally trained to be a Person of Trust within the organisation. In, 2021, one statement was received by one of the Persons of Trust which was handled to the satisfaction of the employee.

08

Achievements
Goals
Evaluation



MOVEMENT ON THE GROUND'S ACHIEVEMENTS IN 2021

- Movement On The Ground opened the third home for unaccompanied minors in Athens. Throughout the year, the three homes provided safe and nurturing spaces for unaccompanied minor boys and girls.
- The Camp to campUs transformation on Chios, which started as per request of the European Commission representative on Chios.
- The launch of our “Zonder Jas Naar Buiten / Take the Cold out of the Camps” campaign.
- Movement On The Ground kicked off its advocacy efforts in Brussels.
- UNICEF and Movement On The Ground entered into an official partnership to run the WASH facilities on Lesbos.
- The Johan Cruyff Foundation and Movement On The Ground built two Cruyff Courts, one on Lesbos, one on Samos.
- Movement On The Ground professionalized on several organisational aspects, including fundraising and governance.
- Lots of Lesbos, Movement On The Ground's social enterprise, partnered with the Dutch online supermarket Picnic to enter the Dutch market.

MOVEMENT ON THE GROUND'S AMBITIONS FOR 2022

- MOTG steps up its mission in Greece. MOTG is the connector between the community and stakeholders for as long as it's needed. The community runs the campUs increasingly autonomous and in collaboration with other stakeholders. MOTG has



strong partnerships with other actors to enable systemic change.

- MOTG opens one home for unaccompanied minors in The Netherlands.
- MOTG has boots on the ground in Lebanon, transforming Katermaya into a community-run campUs.
- MOTG is at the policy drawing table in Brussels.
- MOTG teams feel connected across locations. Employees feel part of “One Movement”.
- There is a new and transparent financial system in place, and incoming funding streams are diverse. MOTG grows its connection with individual donors.
- The Movement Academy enables residents to learn

and develop on both Samos and Lesbos. Following courses at the Movement Academy helps residents to transition from refugee to employee.

- Our communication channels visualize and represent our Camp to campUs philosophy and our mission. Our communications speak to the hearts of people.

OUTSTANDING RISKS

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

EXTERNAL FACTORS

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

EXTERNAL RISKS

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

INTERNAL RISKS

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

RISK MANAGEMENT

We strive to mitigate risks that pose a threat to our organisational mission and objectives by periodical-

ly assessing and addressing risks and educating and training our team. In 2021, we continued to follow the same safety procedures implemented in 2020, including the COVID protocol, continuous conversations with relevant authorities, psychosocial support to team members, employee satisfaction surveys, holiday allowances for those operating in emergency response to encourage breaks.

In addition, Movement On The Ground implemented a few new procedures in 2021 to address both internal and external risks:

- A buddy system to properly support and train new employees
- An increase in structured interactions across Movement On The Ground's locations to ensure alignment, support and knowledge sharing
- Additional trained persons of trust
- An increase in FTE's focusing on fundraising v(1,5 FTE)
- A revised governance set up, with a clear split between the supervisory board, the executive board and advisors
- A revised Integrity Policy and Safeguarding Policy
- A constant evaluation of the situation on the Greek islands, to ensure Movement On The Ground responds adequately
- A collaboration with an external financial advisor to advise Movement On The Ground on the best set up for an NGO aiming to expand its operations into other locations

FINANCIAL, LEGAL AND FISCAL AFFAIRS

All income and expenditures are administered by

our Financial Controller following a financial procedure. Any payments we make are approved by the Financial Controller and the Head of Mission. We create financial statements annually which will be approved by an auditor along with the annual general meetings of the board of Movement On The Ground. The audit over the 2021 financial year will be performed by De WITH Accountants – an accountant office specialized in working with NGO's.

The expenses of the organization, including the expenses that are made for fundraising, are in reasonable proportions to the grants made in accordance with the purpose of the organisation.

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

09

Financial
overview



For an explanation and insight into the financial justification of the costs and income of Movement on the Ground, we refer you to the financial statements and the corresponding audit which can be found in the next section of this annual report.

FINANCIAL POSITION IN 2021

Movement on the Ground is an NGO driven by its mission. It acts when the mission calls for it, also if the budget is not yet completely in place to cover the to be expected costs. The year 2021 was a hard year for the people in the camps in Greece, especially for the people affected by the burning down of Moria camp and who had to live in dire circumstances at the beginning of the consyruction of Mavrouvouni camp. Movement on the Ground has done its level best to address the many emergencies and challenges that arose there. This despite the fact that the foundation had not been able to raise the necessary funds before stepping in, also during winterization and summerization projects. Recurring donations & grants increased to 30% of the total income.

The statement of income & expenditure shows that 108% of the total income was spent on the mission. In other words, Movement on the Ground invested from its own resources in the work towards its mission in 2021. This resulted in a loss of EUR 314,565 euro appropriated from the continuity reserve, which is now negative, to the amount of EUR 226,754.



This was not foreseen: the foundation had projected an addition to its continuity reserve at year's end, of around EUR 226,000 instead, with spending on the mission projected at 91% of total income. This shows clearly that it is quite challenging to predict events in the world and in the camps affecting the need for and the work of the foundation.

The statement of income & expenditure shows that overall less income was raised than anticipated (EUR 2.6 Mio instead of EUR 4.3 Mio) with corresponding decrease in expenditure from an expected EUR 4.2 Mio to EUR 3.0 Mio. However, not all

of the EUR 1.6 Mio spent on the mission in and for the camps in Greece was covered by funders. As the foundation does not apply fees to its project budget calculations, and in 2021 hardly used any of the available opportunities for covering overhead, all project budgets cover direct costs and costs for wages only. This means that the EUR 228,883 spent on fundraising and management & accounting are fully uncovered. As a result, investment in management & accounting is lower than budgeted: EUR 167,000 (5% of total expenses realised) compared to EUR 295,000 budgeted (7% of total costs budgeted).

As it became clear during the year 2021 that extra funds were needed, investments in fundraising were higher than planned: 2% instead of 1% of total income, at EUR 62,000 more than twice the EUR 25,000 budgeted.



This has helped bring in new project funding as well as much public and private support in the final quarter of 2021. The fact that the team was able to mobilise these resources, builds trust with new donors and maintains trust with existing funding partners and gives the Foundation confidence that whatever will be needed in the future can be realised.

CONTINUITY RESERVE

The continuity reserve has grown from EUR -51,934 at the end of 2019, to EUR +87,811 at the end of 2020, and decreased again to EUR -226,754 at the end of the reporting year, 2021. The goal of Movement on the Ground is to raise the continuity reserve to a solid positive amount in the next 5 years, so that the organisation will keep being able to act in emergencies without concerns about the stability of the other work. Steps taken in 2022 include allocating 8% to 12% of each project budget to covering general costs, including setting up a clear project administration, finetuning other financial policies, and focusing on funders and impact investors who are (more) suitable to the mission and way of working of the foundation, including its emergency response. The successful mobilisation of resources in the final quarter of 2021 when it became clear that Movement on the Ground would face a negative financial balance over the reporting year 2021, shows that the organisation is able to tap into a loyal support network of private donors and companies alike. It has also shown that members of the supervisory board are able and willing to step in if needed. The board therefore has no doubts about the continuity of the organisation in

the coming years, for as long as its mission remains, relevant in the humanitarian world.

PERSPECTIVES

The collaboration with several institutional organisations made the foundation realise the potential for growth of the organisation mission and expansions to outside Greece. At the time of writing this report, collaborations with Unicef in Greece and COA and Nidos in the Netherlands have been established. These are long term partnerships on several locations that validate Movement on the Grounds' innovative "CamptocampUs" approach for the long term. Taking in account the pioneer DNA of the organisation where investments proceed funding, the board realises the importance of multi-annual agreements moving forward and has been focussing on achieving this in 2022 and 2023 by increasing recourse towards fundraising, M&E and reporting. This will secure more long term institutional funding. The forecasted total income for 2022 is estimated at 4.094.000 euro and for the total expenditure 4.014.000 euro.

INVESTMENT POLICY

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

Balance Sheet*(after appropriation of the result)*

	<u>Note</u>	<u>31 December 2021</u>		<u>31 December 2020</u>	
		€	€	€	€
ASSETS					
Fixed assets					
Tangible fixed assets	1	99.218		236.568	
			99.218		236.568
Receivables & prepayments					
Deposits	2	9.450		3.100	
Prepays & receivables	2	77.719		333.998	
Receivable grants	3	31.790		-	
			118.959		337.098
Cash at bank and in hand					
Banks & petty cash	4	<u>219.049</u>		<u>166.572</u>	
			219.049		166.572
TOTAL ASSETS			<u>437.226</u>		<u>740.238</u>
LIABILITIES					
RESERVES & FUNDS					
Continuity reserve	5	(226.754)		87.811	
Funds	5	66.500		193.750	
Total reserves			<u>(160.254)</u>		<u>281.561</u>
Current liabilities					
Creditors	6	211.233		38.260	
Taxes	7	157.959		95.736	
Other payables	8	107.620		82.493	
Grants received in advance	9	120.668		242.189	
Total current liabilities			<u>597.480</u>		<u>458.677</u>
TOTAL LIABILITIES			<u>437.226</u>		<u>740.238</u>

Statement of Income and Expenditure

		actuals 2021	budget 2021	actuals 2020
	notes	€	€	€
INCOME				
Income from governments	1	1.274.360	1.520.000	296.611
Income from other nongovernmental organisations	2	803.804	1.341.000	689.935
Income from companies	3	280.626	620.000	259.803
Income from private individuals	4	278.847	880.000	774.946
total income generated		2.637.636	4.361.000	2.021.294
Income from services	5	1.027	5.000	18.101
Sales	5	470-	5.000	2.078
Income in kind	5	17.830	-	4.011
TOTAL INCOME		2.656.024	4.371.000	2.045.484
EXPENDITURE				
Spent on the mission		2.867.963	3.977.644	1.885.092
- Camps	6	1.612.603	2.905.273	1.588.481
- Shelters	7	1.255.360	1.072.372	296.611
Fundraising costs	8	61.701	24.945	29.681
Management & accounting	9	167.183	294.775	99.889
TOTAL EXPENDITURE		3.096.846	4.297.364	2.014.662
RESULT		(440.822)	73.636	30.822
Bank costs	10	992	-	802
TOTAL RESULT	11	(441.815)	73.636	30.020
Appropriation of the result	12			
Continuity reserve		314.565-	226.849	139.746
Fixed asset fund		127.250-	153.213-	109.726-
total		(441.815)	73.636	30.020
Ratios				
Spent on mission as part of total costs		93%	93%	94%
Spent on mission as part of total income		108%	91%	92%
Spent on generating income as part of total income		2%	1%	1%
Spent on management and accounting costs as part of total costs		5%	7%	5%

Cash Flow Statement	2021 €	2020 €
Cash flow from operations		
result	- 441.815	30.020
depreciations	143.952	124.538
mutations in current assets	218.139	- 240.383
mutations in current liabilities	138.803	223.625
Cash flow from operations uit operationele (A)	59.079	137.800
Cash flow from investments		
<i>Investments in fixed assets</i>	- 6.603	- 32.089
Cash flow from investments (B)	- 6.603	- 32.089
Cash flow from financing activities		
	-	-
Cash flow from financing activities (C)	-	-
Mutations in cash and cash equivalents (A+B+C)	52.477	105.711
Cash at bank and in hand at 1 January	166.572	60.861
Cash at bank and in hand at 31 December	219.049	166.572
Mutation in cash at bank and in hand	52.477	105.711

GENERAL NOTES & ACCOUNTING PRINCIPLES

Activities

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

Business address, legal form and Commercial Register entry number

Movement On The Ground Foundation, with its registered office in Amsterdam, is listed in the Commercial Register under the number 64782719. In 2021, the organisational activities are carried on at Aambeeldstraat 34 in Amsterdam.

GENERAL PRINCIPLES

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

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

Comparison with previous year

The accounting principles applied remain unchanged compared to last year. Comparative data for 2020 have been adjusted to match the presentation of 2021 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.

PRINCIPLES FOR DETERMINING THE RESULT

General

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

Result from sale of goods and services

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

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

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

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
Acquisition price, 01.01.2021	53.996		53.996
Adjustment book value equipment	(7.175)		(7.175)
Mutations 2021	6.603		6.603
Acquisition price after mutations, 31.12.2021	53.424		53.424
Accumulated depreciation, 01.01.2021	(15.227)		(15.227)
Adjustment book value equipment	6.303		6.303
Mutations 2021	(16.703)		(16.703)
Accumulated depreciation mutations, 31.12.2021	(25.627)		(25.627)
Book value, 01.01.2021	38.769		38.769
Adjustment book value equipment	(872)		(872)
Additions 2021	6.603		6.603
Depreciation 2021	(16.703)		(16.703)
Book value, 31.12.2021	27.797		27.797

Tangible fixed assets for objectives	Energy supply	Washing units MSF	
Acquisition price, 01.01.2021	293.715	112.493	406.208
Adjustment book value donated equipment	(175.574)	-	(175.574)
Mutations 2021	-	-	-
Acquisition price after mutations, 31.12.2021	118.141	112.493	230.634
Accumulated depreciation, 01.01.2021	(166.537)	(41.873)	(208.410)
Adjustment book value donated equipment	126.075	-	126.075
Mutations 2021	(39.380)	(37.498)	(76.878)
Accumulated depreciation mutations, 31.12.2021	(79.842)	(79.371)	(159.213)
Book value, 01.01.2021	127.179	70.620	197.799
Adjustments donated equipment	(49.499)	-	(49.499)
Additions 2021	-	-	-
Depreciation 2021	(39.380)	(37.498)	(76.878)
Book value, 31.12.2021	38.299	33.122	71.421

Total tangible fixed assets for objectives at 31.12.2021			99.218
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In 2019 the Foundation received in kind energy supply units (generators) and WASH units from MSF and IRC.

The total estimated monetary value was set at EUR 406,208. To properly reflect the importance of these donations they have been capitalized in the annual financial statements, where the depreciation incurred was to be covered from the special fixed assets fund created by and for these donations. In the preparations for the annual financial statement 2021 it was decided to adjust the value of the energy supply units to reflect that not all documents of the earliest donations provided sufficient basis for a revaluation.

Depreciations are calculated annually based on the below percentages:

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

NOTE 2

Receivables & prepayments		31 December 2021	31 December 2020
		€	€
Deposits	1	9.450	3.100
Debtors	2	4.666	4.905
<u>Prepays & receivables</u>			
- receivable VAT			104
- receivable management fee	3	8.002	32.002
- current account Greece		-	930
- advance to local partner (THP)		-	232.094
- receivable donations	4	10.703	42.800
- prepaid expenses	5	54.348	21.163
total receivables & prepayments		77.719	333.998

- ¹ The Foundations rents several apartments on Lesbos, Samos, and Chios and in Athens, to house its volunteers, staff and in the case of Athens, the unaccompanied minor refugees it provides shelter to. Most of these locations require a deposit at the start of the rental period.
- ² Ace Agency pledged a donation that was paid in 2022.
- ³ Management fee due is caused by a retro-active change in contracting of a current employee who was initially hired as an independent contractor.
- ⁴ The Foundation uses several external processors for receiving donations. Many of these pay out monthly and have paid out the receipts for December 2021 in January 2022.
- ⁵ These concern prepayments for expenses for activities and obligations ongoing in 2022.

NOTE 3

	31 December 2021	31 December 2020
	€	€
Receivable grants		
Receivable grants from other NGOs	31.790	-
total receivable grants	31.790	-

Receivables from other NGOs include accounts receivable from two closed projects and one ongoing project that is reported on annually.

NOTE 4

	<u>31 December 2021</u>	<u>31 December 2020</u>
	€	€
Cash at bank and in hand		
Rabobank current account	215.625	121.459
Rabobank savings account	1.229	33.627
Paypal	2.195	11.486
Petty cash	-	-
total cash at bank and in hand	219.049	166.572

All liquid assets are freely accessible.

NOTE 5

	<u>31 December 2021</u>	<u>31 December 2020</u>
	€	€
Reserves & Funds		
Continuity reserve		
Balance 01.01	87.811	(51.934)
Mutations	(314.565)	139.745
Balance 31.12	(226.754)	87.811
total continuity reserve	(226.754)	87.811
Funds		
Balance 01.01	193.750	303.476
Mutations	(127.250)	(109.726)
Balance 31.12	66.500	193.750
total funds	66.500	193.750

The funds equal the book value of tangible fixed assets that have been donated in 2019.

NOTE 6

		<u>31 December 2021</u>	<u>31 December 2020</u>
		€	€
Creditors			
Local partners (THP)	1	131.787	-
Creditors	2	79.442	38.260
total		211.229	38.260

¹ For the implementation of the project to provide shelter to unaccompanied minor refugees, funded by the Netherlands Ministry of Justice & Security, the Foundation has a partnership with the Greek NGO The Home Project.

² Debts to creditors include mainly invoices for December that have all been paid in 2022.

NOTE 7

		<u>31 December 2021</u>	<u>31 December 2020</u>
		€	€
Taxes			
Payroll and social insurance	1	156.937	95.736
VAT	2	1.022	-
total		157.959	95.736

¹ Taxes include wage taxes and social insurance for December, paid in January 2022, as well as wage taxes and social insurance for three months in 2021 and wage taxes and social insurance for one staff member for the period 2019 and 2020. The Foundation has an arrangement with the tax office for repayment in instalments, starting October 2022.

² VAT concerns the payable balance for Q4, 2021.

NOTE 8

		<u>31 December 2021</u>	<u>31 December 2020</u>
		€	€
Other payables			
- audit costs	1	25.000	13.424
- holiday allowance & unused leave days		56.092	20.288
- net salary		152	598
- repayment NOW	2	-	32.400
- other payables		26.376	15.782
total other payables		107.620	82.493

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

² Movement On The Ground received COVID-19 relief for staff costs (NOW) in 2020. This was repaid in 2021.

NOTE 9

	<u>31 December 2021</u>	<u>31 December 2020</u>
	€	€
Grants received in advance		
Received in advance from J&V	16.830	242.189
Received in advance from governments	-	-
Received in advance from other NGOs	103.839	-
total grants received in advance	120.668	242.189

All amounts received in advance are part of projects that are ongoing in 2022.

NOTE 10**Contingent liabilities**

The foundation does not have any contingent liabilities for its operations.

However, the foundation has entered into three multi-year rent agreements for the shelters it supports in Athens, Greece. These rent agreements end on 1 September 2023, 31 December 2023 and 11 January 2024. Rent is paid per month, and all costs are covered by the project grant for this project as provided by the Dutch Ministry of Justice & Security. In total, rent due for the remaining period 1 January 2022 to 11 January 2024 amounts to EUR 100,000.

NOTE 1

		Actuals 2021	Budget 2021	Actuals 2020
		€	€	€
Income from governments				
- Netherlands Ministry of Justice & Security	1	1.255.360		296.611
- Netherlands Ministry of Foreign Affairs (EKN)	2	19.000		-
total income from governments		1.274.360	1.520.000	296.611

- 1 In 2020, the Foundation received a multi-year project grant from the Netherlands Ministry of Justice & Security, running from 1 August 2020 to 31 December 2023. The objective of the project is to provide decent shelter and support to unaccompanied minor refugees. The Foundation implements the project together with a local partner in Greece.
- 2 The Netherlands Ministry of Foreign Affairs commissioned the Foundation to improve livelihood and the quality of the reception in Zervou, Samos. This was a short-term commission that has been finalized in 2021.

Income from governments is not structural but project-based.

NOTE 2

		Actuals 2021	Budget 2021	Actuals 2020
		€	€	€
Income from other nongovernmental organisations				
<u>project grants</u>				
- Caritas Austria	1	103.012		-
- Caritas Poland	2	50.500		-
- Choose Love	3	264.270		-
- Fundacio Barca	4	167.000		28.000
- Johan Cruyff Foundation	5	83.785		12.500
- Stichting Pieter Bastiaan	6	25.000		-
- Unicef	7	50.815		-
<u>donations</u>		59.421		649.435
total income from other nongovernmental organisations		803.804	1.341.000	689.935

Overall, grant income from other NGOs is lower than foreseen in the budget.

- 1 Caritas Austria supported two projects with a focus on waste management, on Samos and on Chios.
- 2 Caritas Poland supported two projects focusing on security and on community building & participation. These projects were implemented on Samos and Lesvos. One project supporting the investments in an educational centre is ongoing.
- 3 Choose Love supported the Foundation throughout the year with in all 10 project grants covering both core costs and specific activity costs. All Choose Love projects have been finalized in the year and projects have been approved.

- 4 Fundacio Barca has supported sports activities for children in the camps.
- 5 Johan Cruyff Foundation and Movement On The Ground collaborated to create Cruyff Courts in Lesvos and Samos with support from the NPL. This collaboration is foreseen to last 5 years, ending in 2026.
- 6 Stichting Pieter Bastiaan provided a grant to develop the Ergon educational space in Lesvos and to support the mission on Samos.
- 7 After one short term grant from Unicef for a WASH-focused project activity in Lesvos, Unicef and the Foundation signed a framework agreement and started collaboration on another project, running to the end of April 2022.

NOTE 3

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
Income from companies	280.626	620.000	259.803

Companies that supported Movement On The Ground include Nike, Aqua Sprinklersystemen, Investrand, Mill property and Ace Agency.

NOTE 4

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
Income from private individuals	278.847	880.000	
- door-to-door collections & campaigns	1 91.689		
- contributions	2 4.622		774.946
- donations and gifts	3 182.499		
- other income from private individuals	36		

- 1 Kinderboerderij t Brinkie and Preek van de Leek organised collections for Movement On The Ground.

Also, individuals set up campaigns via Facebook and Kentaa.

- 2 Contributions were made by staff members and by and for volunteers.
- 3 The Foundation received many donations, both monthly or annual fixed donations and one-off donations via different platforms including Global Giving, Tikkie and UK Online Giving (Benevity).

NOTE 5

		Actuals 2021	Budget 2021	Actuals 2020
		€	€	€
Income from services & sales				
Contributions from volunteers		1.027	5.000	18.101
Income in kind				
Contributions in kind (from companies)	1	12.000		4.011
Contributions in kind (from other NGOs)		5.830		
		17.830	-	4.011
Sales				
Income from Lots of Lesvos		2.362	5.000	4.500
Storage costs		(2.832)		(2.422)
balance		(470)	5.000	2.078

1 The Foundation has an office at The Student Hotel's main office in Amsterdam. The Student Hotel provides this space free of charge.

NOTE 6

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Spent on the mission - camps in Greece</u>			
staff	227.175	554.550	619.913
housing, travel team, training, supplies, etc.	225.112	959.985	122.768
community volunteers	61.837	326.390	302.195
programme costs	954.527	1.064.348	419.067
depreciations	143.952	-	124.538
total other	1.612.603	2.905.273	1.588.481

NOTE 7

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Spent on the mission - Shelters in Greece</u>			
Shelter staff	554.772	582.713	67.529
Shelter operating costs	217.144	229.802	23.632
Shelter refurbishment	51.345	36.878	140.379
Coordination	41.675	118.778	8.952
Programme costs	8.112	47.531	-
Project management	305.843	21.621	51.179
Project support	58.399	15.000	4.628
Travel and accommodation	18.070	20.049	311
total spent on mission	1.255.360	1.072.372	296.611

The Foundation collaborates with The Home Project, Greece, to provide three shelters for unaccompanied minors refugees. These activities are supported by the Dutch Ministry for Justice and Security. The current programme ends on 31 December 2023.

NOTE 8

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Spent on generating income</u>			
Staff costs	32.249	-	-
Communication & advertising	20.314	12.945	24.795
Payment processor costs	(6.557)	-	4.886
Social enterprise	15.695	12.000	-
total generating income	61.701	24.945	29.681

NOTE 9

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Management and accounting costs</u>			
Staff costs & payroll	66.511	155.345	-
Housing	12.000	9.300	-
Office supplies	19.225	4.200	12.449
IT costs	14.076	15.655	10.307
Telecommunication	-	-	4.398
Memberships & subscriptions	4.119	-	-
Car costs	-	-	19.742
Administration & accountancy costs	40.697	24.790	35.938
Costs of advisors/ legal advice	2.223	3.630	7.514
Travel expenses	1.177	-	1.198
Other general costs	7.155	81.855	8.343
total management and accounting	167.183	294.775	99.889

NOTE 10

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Bank costs</u>			
bank costs and interests	992	-	802

Costs for payment processors for receiving donations are presented under Fundraising costs.

NOTE 11

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Balance of income and expenditure</u>			
	(426.815)	73.636	30.020

The balance of income and expenditure is negative, while a small positive balance was foreseen.

This is caused by the fact that a significant share of the cost was not covered by external funders, through grants or donations. The Foundation decided to keep its mission on the islands going, despite lack of coverage for it. In the autumn of 2021 it became clear that costs for the work in the camps on Chios, Lesbos and Samos were not fully funded. The Foundation started intensifying its private donation campaigns to help minimize the gap and to maintain sufficient capital to run winterisation campaigns and continue its basic work in the camps.

Depreciations for donated energy supplies and WASH units, received in kind in 2019, are included under management & accounting expenses. These expenses are covered through the fixed assets fund. Therefore, EUR 127,250 of the negative balance is covered, through the fund that was set up to reflect the value of the in kind donations.

NOTE 12

	Actuals 2021	Budget 2021	Actuals 2020
	€	€	€
<u>Appropriation of result</u>			
Continuity reserve	1 (314.565)		139.745
Fund	2 (127.250)		(109.726)
total appropriations	(441.815)	-	30.019

- 1 The negative balance of income & expenditure is withdrawn from the continuity reserve.
- 2 Depreciations for donated energy and WASH units are withdrawn from the fixed asset fund that was created to reflect the book value of tangible fixed assets that have been donated in 2019.

NOTE 13

		Actuals 2021	Budget 2021	Actuals 2020
		€	€	€
<u>Personnel costs</u>				
gross salaries		455.125		462.895
social insurance		101.509		102.729
holiday allowance and unused leave days		78.261		32.051
pensions	1	-		-
ziekengelden ontvangen	2	(20.697)		-
other personnel costs		27.212		-
total personnel costs		641.410	-	597.675
allocations to projects	3	(315.785)		-
total		325.625		597.675

In 2021, Movement On The Ground employed in total 21 staff throughout the year for 10.96 fte, compared to a total of 20 in 2020 (9.79 fte).

- 1 Movement On The Ground does not provide a pension plan to its employees.
- 2 In 2021, the Foundation received reimbursement for maternity leave from Uvw and the insurance covered part of the salary costs of one ill employee.
- 3 Movement On The Ground allocated staff costs to the shelter project, funded by the ministry of Justice & Security, as well as to the Unicef WASH project and the project supported by Caritas Poland to create a new educational centre in RIC Lesvos. Movement On The Ground does not apply fees. All allocations concern only full salary costs of employees concerned, no overhead contribution is included.

Annex C - Statement of division of expenditures

Objectives	Objectives		Generating income	Management & Accounting	Total 2021	Budget 2021	Total 2020
<i>Costs of implementation</i>	Camp to CampUS camps in Greece	Camp to CampUS shelters for minors					
Grants and contributions	1.016.363	778.652	-	-	1.795.016	2.418.302	789.103
Obtaining funds / governmental grants	-	-	-	-	-	12.945	12.000
Publicity and Communication	-	-	20.314	-	20.314	12.000	24.795
Personnel Costs	227.175	271.598	32.249	66.511	597.532	694.949	680.044
Housing costs	110.266	162.787	-	12.000	285.053	275.980	286.779
Office- and General costs	114.846	42.322	9.138	88.672	254.978	883.188	97.403
Depreciation and Interest	143.952	-	-	-	143.952	-	124.538
Total	1.612.603	1.255.360	61.701	167.183	3.096.846	4.297.364	2.014.662

Remuneration of the Head of Mission

The amounts and composition of the remuneration of the Head of Mission are shown in the table below.

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

The annual income of each individual employed as Head of Mission is well within the maximum of EUR 127,511 (1 fte/12 months) as per the directive Remuneration of directors of charity organisations.

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

Therefore, the annual income including taxable allowances, and any pension-related payments or compensations and any other future remunerations, remains well within the maximum of EUR 127,511 per year.

The remuneration of the Head of Mission, for the fiscal year of 2021 was as follows:

Name Title	A. Izemrane Head of Mission	L. Noteboom Head of Mission
Employment		
Type of contract (duration)	indefinite	temporary
hours	40	40
part-time percentage	100,00%	100,00%
period	1/1-30/06	1/7-31/12
Remuneration (EUR)		
Annual income		
gross wages/salary	38.400	27.000
holiday allowance	3.072	2.160
end-of-year bonus, 13th/14th month	-	-
variable annual income	-	-
Total	41.472	29.160
Social security charges (employer's contribution)	5.111	5.817
Taxable allowances/additions	-	-
Pension charges (employer's contribution)	-	-
Other future remuneration	-	-
End-of-employment payments	-	-
Total remuneration for 2021	47.783	34.871
Total remuneration for 2020	95.726	-

The WNT is not applicable to the Foundation in 2021.

Members of the Supervisory Board are not remunerated. In 2021 they have not submitted any expense claims and have not received any payment.

Amsterdam, 08 February 2023

The board of Foundation Movement on the Ground

Charles Douglas MacGregor
Supervisory board

Jessica Heutink
Supervisory board

Adil Izemrane
Executive board

10

Audit
opinion



INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and Executive Board of Stichting Movement on the Ground

Report on the audit of the financial statements 2021 included in the annual report

Our opinion

We have audited the financial statements 2021 (page 39-56) 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 2021 and of its result for the period 1 January 2021 until 31 December 2021 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 2021;
2. the statement of income and expenditure for the period 1 January 2021 until 31 December 2021; 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 Executive Board is responsible for the preparation of the management report and other information in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

Description of responsibilities regarding the financial statements

Responsibilities of the Executive Board and the Supervisory Board for the financial statements

The Executive 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 Executive Board is responsible for such internal control as the Executive 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 Executive Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Executive Board should prepare the financial statements using the going concern basis of accounting unless the Executive Board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. The Executive 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 Executive Board;
- concluding on the appropriateness of the Executive 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 Executive Board and 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, 16 March 2023.

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

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Thank
You



Movement On The Ground is very grateful for the trust, commitment and support so many individuals, organisations, corporates and institutes have given us in 2021. We would like to hereby mention our gratitude for these collaborations.

LESVOS

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

SAMOS

Municipality of Samos, Camp Management of Vathy, Camp Management of Zervou, UNHCR, Samos Volunteers, Mediciens Sans Frontier, Mediqualliteam, Choose Love, Selfm.Aid, EuroRelief, Dutch Embassy, Caritas Poland, Favela Paintings, all volunteers

CHIOS

Municipality of Chios, Camp Management of Vial, UNHCR, Access to Education, Choose Love, The Bar-



ca Foundation, Caritas Austria, Saskia Schoolland, all volunteers

ATHENS

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

THE NETHERLANDS

The Municipality of Amsterdam, The Student

Hotel, The Johan Cruyff Foundation, ViacomCBS, Nyenrode Business University, IBM, Heutink Foundation, Moco Museum, Aqua+, ULC, Soul Water, GDI, Rijnbrink, Joey O'Loughlin, Erin Groot, Avance, The Brand Department, Modus, Toon Muntenactie, Soroptimist Club, VOLT, Distribute Aid, Christian Refugee Relief, Kinder, QO Hotel, Remonstranten, Global Giving, Transfourmers, Ben & Jerry's, Pinch, Tyrssday, Athalos, Picnic, Willicroft, Wim Hof, Milos Labovic, De Kleine Consultant, Nimeto, all office volunteers

