



**Boat Refugee
Foundation**



STRATEGIC PLAN 2021





TABLE OF CONTENTS

1. Foreword	3
2. Mission and vision	5
<i>a. Mission 2021</i>	5
<i>b. Vision 2021</i>	5
3. Current situation	6
4. Projects and goals	8
<i>a. General introduction</i>	8
<i>b. Medical mission</i>	8
<i>c. Psychosocial mission</i>	9
<i>d. Advocacy</i>	10
5. Risks and threats	13
6. Corporate Sustainability and Responsibility (CSR)	14
7. Organisation and board	17
8. Afterword	18



FOREWORD

This document is the Boat Refugee Foundation’s strategic plan for 2021. On the cusp of a new year, we look forward to the year ahead and back to the previous one. 2020 was an incredibly hectic year for our organisation. In Greece, political unrest made for a dangerous work environment, a fire burned down camp Moria, and the arrival of COVID-19 meant that our work was continually changing. It has meant that we have had to switch between possibilities and impossibilities. We have had to take the time to establish our position in the political minefield, consciously reviewing where we stand in all of this.

Since 1st November 2020, we have been working in a new context; a new camp. We must and want to be close to the people who need us. We provide medical and psychological emergency support from our mobile clinic. Although the camp may be new, the dire circumstances in which people are forced to survive, have unfortunately remained the same, if not worsened. As we carry out our work, we are daily witnesses of the inhumane situation in the camp. We must bring this to the attention of policymakers and other influential individuals.

Amid a completely unsuitable situation, we continue our work: providing medical and psychosocial assistance to vulnerable people in need. It is in this area that we see the greatest need and have developed our expertise over the years. Access to medical and psychosocial care is a fundamental human right. In a situation, where so many human rights have been violated, we are happy to facilitate access to medical support. We are aware that the situation in Lesvos is not an exception to the rule. The similarly disturbing cases all across Europe have compelled us to expand our field sites to multiple locations, in the coming years. In this strategic plan, we would like to take you through our strategy to scale up our organisation.



MISSION AND VISION

MISSION 2021

The Boat Refugee Foundation offers (emergency) medical and psychosocial assistance to people who would otherwise be forgotten. We transform our outrage at their situation into a practical form of solidarity, which lies at the foundation of our organisation. Where systems become inhumane, we take action. Compassion is what drives everything we do. Where systems create distance, we come closer.

We are there for people in need who are not seen. We assist them; mentally and physically, by standing up for them and supporting them, by always treating them as people and as equals. We see it as an essential part of our work to bear witness to the degrading practices that we, and the people we help, encounter. We collect field-data, share testimonials and personal experience to draw attention to their plight, and in so doing, promote their interests.

Our work requires trust. Trust in ourselves, in our own strength, knowledge and skill. It also requires trust in each other, in our teams and in the people, we meet along the way. In doing so, we ignore mistrust and are never the source of polarisation, instead meeting others with an outstretched hand. It is because of this confidence and trust that we can act quickly and decisively.

VISION 2021

Our work is subject to many uncertain factors. Yet, it is precisely because our work is uncertain that we are motivated to take action. Working in an environment that is constantly changing does not hinder us from carrying out our work; it merely demands a flexible attitude. By focusing on mobility, we can respond to unexpected situations. Our clinic on wheels, with which we can move to locations where we are most needed, is an excellent example of this. In 2021 we will be expanding our activities on Lesbos to include another mission at a different location. In the next three years, the Boat Refugee Foundation aims to increase our presence across Europe with a minimum of three projects. Thus, we can provide access to medical and psychosocial support to a more significant number of people. The Foundation can directly apply our method of working in Lesbos to new locations. In the coming period, we will be preparing for this scaling up. One way we are doing this is by creating a flexible organisational structure that allows us to work even more flexibly and decisively and to respond rapidly to changing situations. To help us achieve this, we are hiring new employees who are experts in their field.

In addition, we want to continue with, and increase our denouncement of the inadequate living conditions and the violation of human rights that we see and hear in the field. We understand the impact of our current circle of influence and how we can continue to address the injustice that we see.



CURRENT SITUATION

It is not easy to work proactively within the humanitarian field. We are conscious of this fact more than ever before after the hectic, eventful year we have had. We have often had to respond in an ad hoc manner. As a result of the incidents that took place this year, safety and the embedding of a safety protocol into our missions, has become our highest priority.

Also, COVID-19 asks for an entirely new way of working, and we have had to completely scale down certain parts of our missions. The devastating fire that took place in camp Moria on 8th September 2020 utterly wiped out the field-site where we were working at the time. This situation presented us with several complicated political and moral dilemmas that have led to our operations in Lesvos becoming more efficient and efficacious.

The events of the last year have put enormous pressure on our employees. The well-being of our employees and volunteers is vital to ensuring the success of our missions. We have, therefore, started to incorporate the theme of 'well-being' within the organisation. In 2021, we will continue to develop a sustainable and healthy way of working. One of the primary ways we will achieve this is by professionalising our HR department. In the coming years, we will continue to build on the experience we have gained during 2020.

Furthermore, based on our strategic plan for the next three years, we will continue professionalise our organisation. We are expanding our organisation because we see that our expertise and presence are needed throughout many regions in Europe. Finally, the stabilisation of our financial situation that took place in 2020 will continue in 2021.







PROJECTS AND GOALS

GENERAL INTRODUCTION

While many Greeks still showed solidarity with refugees in 2015, the country's current situation has become increasingly hostile. Displaced individuals are increasingly seen as illegal migrants instead of vulnerable refugees. Meanwhile, the EU has still not offered a structural solution, which means that the crisis continues.

More than 22,000 people lived in Camp Moria in January 2020- six times its intended capacity. There was a significant lack of amenities, and the situation was grimmer than ever. As political tensions between the EU and Turkey increased, many boat landings led to violent right-wing extremist protests and attacks on employees from our teams and other NGOs. Camp Moria became a ticking time bomb.

The arrival of COVID-19 in March 2020 led to a complete lockdown of the island and the camp. On 8th September 2020, one week after the confirmation of the first COVID infection, Camp Moria burned down completely. Whilst there was enormous despair, there was also hope; hope for relocation and the opportunity for the EU to take political responsibility. However, a new camp was set up with painful speed, bringing us to a critical moment of reflection and insight regarding our future as an organisation. It is precisely where the system has become inhumane that we must and want to continue to provide emergency psychological and medical assistance.

In this chapter, we set out the goals for the coming year for each project. Our motto in everything we do is: people above borders.

MEDICAL MISSION

Preface

In 2020, the demand for care in Camp Moria far exceeded the capacity of our medical team. The situation in the camp reached new, tragic lows as tensions caused explosions of violence. People were attacked for possessing a single mobile phone. In addition, the cold winter weather caused daily (carbon monoxide) poisonings because people heated their tents with gas heaters and fires lit from rubbish.

Unexpectedly, our medical missions were primarily devoted to COVID-19. Other (psychological) care was suspended. We became a pivotal point in the set-up of the COVID-19 response. Between March and September 2020, this was aimed at keeping the virus out of the camp. The World Health Organisation (WHO) and EODY took over this task after the fire, and the first infections occurred.

While the fire in Moria burned down our medical clinic, we were able to purchase a mobile clinic thanks to our donors' numerous donations. By placing our clinic on wheels, we can focus on a flexible way of working, allowing us to adapt to our work context.

Focus 2021

Our medical mission's primary purpose is to provide emergency medical care to the refugees who arrive in Europe. 2020 placed enormous pressure on our ability to provide emergency care to those who needed it. To reach as many people as possible, we are taking action. In the next three years, we will be strengthening our medical missions and expanding to multiple locations. Potential new locations are thoroughly investigated first to allow us to determine demand and



need. The sites that receive priority will be those where the need and demand are highest.

Goals

1. By 2021, our medical team on Lesbos will provide quality and effective emergency care, seven days a week. In doing so, we fill a gap in the care for refugees and support the local hospital in Mytilini. This is especially important as the COVID-19 crisis has placed enormous pressure on the hospital, which is working at overcapacity.
2. We are expanding the care we offer to fully utilise our mobile clinic whilst working independently of other NGOs and governmental organisations. All our health care programs are related to (psychological) emergency aid and fill a demonstrably unmet need.
3. By providing first aid training to the camp community, we have given people control over their health and mortality, which has resulted in the falling of disease rates.
4. In 2021, we want to explore which locations in Europe will benefit most from our emergency medical aid programs. We will have expanded our medical mission to at least one additional location. In doing so, we double our capacity to provide medical care and double the number of people we help.

Conclusion

In summary, by the end of 2021 our goal is to expand our medical delivery, both qualitatively and quantitatively. We want to provide an increased capacity and a better standard of medical care on several fronts, not limiting ourselves to Lesbos. In responding to and meeting the needs that have not yet been met, we help relieve the local healthcare system.

PSYCHOSOCIAL MISSION

Preface

The need for psychosocial support (PSS) continues to be great on Lesbos. In the last year, our ability to provide this care came under severe pressure. The tension on the island, COVID measures and the fire led us to pause work twice and to wholly revise the PSS program several times.

The events of 2020 clearly showed how unstable the situation on Lesbos has become and how adaptable our PSS program needs to be. Our PSS programs have previously offered education for children and adults and various forms of psychological support. Due to current circumstances a broad PSS program is no longer feasible.

Focus 2021

In the fall of 2020, we completed an in-depth assessment to determine a new focus for the PSS program. Based on the findings presented therein, our focus in 2021 will be on helping adults. Mental health care will become particularly central to our work. In this context, we started to carry out follow-up consultations with patients with psychological problems, e.g., severe anxiety and panic attacks, that we have previously seen at our medical clinic. We have also started stress relief groups at a shelter for vulnerable women, where we conduct relaxation exercises and provide mindfulness sessions.

Goals

1. At the end of 2021, we have a flexible PSS program ready to respond to the field's continually changing circumstances. We carry out work both inside and outside the camp. We choose a simple, accessible location for our PSS activities with a flexible, terminable contracts.
2. At the end of 2021, our psychosocial support will be brought further in line with the medical mission. We offer fifteen weekly follow-up consultations to adults with severe anxiety and panic attacks. In addition, fifty people participate in our METS Open Groups (based on the



Method for the Empowerment of Trauma and Torture Survivors) and stress relief groups every week. Furthermore, we continue with our social rounds. These consist of rounds walked through the camp, which allows us to be accessible, contact people, offer a listening ear and provide information about the available social services. The program is carried out exclusively by trained volunteers from the camp (our ground team) and long-term external volunteers.

3. By the end of 2021 we will offer adult education to 75 students per week. The education program is supported by our ground team and a Greek teacher. In addition to English lessons, we offer Greek language and culture lessons to promote integration into Greek society.

Conclusion

In 2021, our focus is on improving the mental health and well-being of adults in the camp. In addition to offering psychological care, we also aim to provide low threshold activities such as language lessons, which positively affect mental health. In doing so, we can meet the high demand for adult education and offer people a chance for further development. To gain better insight into our PSS program's impact, we will also improve the monitoring and evaluation of this mission.

ADVOCACY

Preface

The violent events that took place in 2020 have made the situation in Lesvos more precarious. This comes against a backdrop of years of inhumane treatment; overcrowded camps with major human rights violations, pushbacks from arriving boats and the formation of a new inhumane migration pact. These circumstances mean that, in addition to offering practical (emergency) help, we feel increasingly compelled to testify more than ever before about the situation on Lesvos. Our teams in the field see and hear what is happening in the camp every day. We feel it is our responsibility to inform the world of the inhumanity and human rights violations that we encounter in our work.

To further expand on our role as witnesses, we established the Advocacy workgroup in early 2020. Working within our organisation structure, the working group aims to increase awareness and advocate for refugees. Within our circle of influence, we exert as much pressure as possible to change the situation. To achieve this, we focus on policy-driven advocacy and educating and informing the public.

In the past year, we have worked on various (lobby) campaigns (such as #500kinderen, #SOSMoria, Europe Must Act and We Gaan Ze Halen), media appearances, articles in publications, letters of petition addressed to politicians and collected and analysed data from the field. We also worked on setting up a Dutch advocacy network with the Dutch Council for Refugees.

Focus 2021

In solidarity with refugees, we have committed ourselves to act as witnesses to human rights violations through the means of advocacy. We advocate for relocation to other European countries, humane reception on arrival, fair asylum procedures and a structural solution to the problem. We aim to influence the situation; through our circle of influence, by utilising data and testimonials from the field and working together with other organisations that advocate for the plight of refugees.

Goals

In 2021, we will be focusing on goals that align with our mission and activities in 2020.

1. Recording and raising awareness of human rights violations in healthcare.



Based on data that we collect, we identify shortcomings and or violations of human rights in relations to (psychological) health care, in the places where we work. We publish these findings and advocate for change.

2. Advocating for the relocation of refugees to other European countries.

We believe that every refugee has the right to a fair asylum procedure where people await their trial at a humane reception center. In advocating for a fair trial, we highlight the need for relocation and the shared responsibility that other European member states have in bringing this into fruition.

3. Influencing perception and reporting on refugees.

We influence the (narrative and distribution of) stories that are told about and by refugees. We do this by collecting and sharing refugees' stories, presenting an image that is human and honest.







RISKS AND THREATS

Proper risk management is of great importance for an organisation to be effective and efficient. It is crucial to have a clear picture of the likelihood of these risks occurring and analyse and clarify the possible impact these risks could have.

MEASURES

The organisation implemented the following internal controls:

- Monthly review by the board and an annual review carried out by an external accountant to check and demonstrate that its financial and administrative policies are followed.
- Utilisation of a budget cycle that maps and sets the new year budget before starting a new fiscal year.
- Accurate monitoring of financial progress through structured, monthly and quarterly internal finance reports.
- An annual report that includes audit findings by the accountant which provided an overview of work carried out and the goals that have been achieved.
- As part of a sound financial policy, we are moving ahead with the formalisation of a continuity and reserve policy
- We have established clear financial agreements that include transparent processes mandating who is accountable for what.
- Compliance with our mandatory codes of conduct.
- Utilisation of the four-eyes principle (a.k.a. two-person rule or segregation of duties) by our active and formalised supervisory board means we have a low susceptibility to fraud.
- Guaranteed compliance of laws and regulations applicable to our organisation, through the use of third-party advice concerning specific areas of legislation and regulation.

The Boat Refugee Foundation will implement the following control measures within the organisation in 2021:

RISK	LIKELIHOOD	IMPACT	MEASURES
Safety threats at our work locations	● ● ● ○ ○	● ● ● ● ○	<ul style="list-style-type: none"> • We use an extensive safety protocol. • Potential safety risks are identified • We have an action plan ready for the most likely and impactful risks.
Decreased number of donors	● ● ○ ○ ○	● ● ● ● ○	<ul style="list-style-type: none"> • The fundraising department will be expanded in 2021. • The commitment to various fundraising channels (private, funds, companies) will be increased in 2021.
Not enough volunteers	● ● ○ ○ ○	● ● ● ○ ○	<ul style="list-style-type: none"> • The network for recruiting volunteers in 2021 will be expanded. • We are committed to increasing our brand awareness.
Reputational damage	● ● ○ ○ ○	● ● ● ○ ○	<ul style="list-style-type: none"> • Report by the external auditor shows a thorough financial administration. • The organization is further professionalized, so that knowledge of applicable laws and regulations is in house. • Processes are refined and described so that no misunderstandings arise about this internally.



CORPORATE SUSTAINABILITY AND RESPONSIBILITY (CSR)

As an organisation, we have a responsibility to work in a socially sustainable and responsible manner. Our focus in the coming years will be on two themes: Sustainability and Diversity.

SUSTAINABILITY

We believe that climate change and geopolitics affect migration. That is why we, as an organisation, want to work in as environmentally conscious way as possible. The changing climate requires different measures and methods of working from us. Do we still want to fly? And if we do, how do we compensate for this? Whom do we want to ally ourselves with regarding corporate clothing, medications and banking? And how can we improve and reduce our CO2 emissions to a minimum?

Current annual co2 Emissions:

TYPE OF EMISSIONS	AMOUNT	CO2	PERCENTAGE	COMPENSATION**
Fossil fuel energy*	3,744 kWh	2,081 kg	5.74%	€ 124.90
Natural gas*	2,640 m3	4,989 kg	13.77%	€ 299.38
Fuel oil*	1,000 m3	3,185 kg	8.79%	€ 191.10
Gasoline	2,184 l	5,984 kg	16.51%	€ 359.05
Air travel Europe	100,000 km	20,000 kg	55.19%	€ 1,200.00
TOTAL		36,240 kg	100%	€ 2,174.43

*Used in our volunteer houses on Lesvos.

** Source: Compensation of CO2 emissions by planting trees via Trees for All

GOALS

We will be CO2 neutral by 31st December 2023. This means that by December 2021, we will have a working sustainability policy and have reduced our ecological footprint by 33.3%.

To do this, we will:

- Compensate for any necessary air travel.
- Travel by public transport whenever possible.
- Establish logistical collaborations to keep the environmental impact as low as possible.
- Establish collaboration with suppliers who run their business in a sustainable and slave-free manner.
- Stop consuming meat and consume as little dairy as possible in our working environment.
- Purchase sustainable, organic and animal-friendly goods, second-hand wherever possible.
- Limit the number of international volunteers travelling by air as much as possible by forming stable long-term teams.



For advice and assistance in achieving our goals, we have used the Greenhouse Gas Protocol as described here and the National Institute for Public health's CO2 calculator.

DIVERSITY

We are committed to becoming a more diverse and inclusive organisation. We want everyone to feel welcome and be able to come into their own. To achieve this, we want to make positive use of personal difference and expertise in their (cultural) background, profession, or life experience.

Our office team in the Netherlands lacks diversity. We believe that a better balance can enrich our organisation. That is why we strive for change in this area. Good cooperation is required between the HR manager (who will be starting in January 2021) and the Communications Officer to tap into the right networks and develop suitable recruitment procedures. We will also investigate whether (and how) we can offer a work experience placement to hard-to-employ individuals. Furthermore, we are exploring whether we can contribute to labour integration programs for newly arrived refugees.

On a positive note, our teams within our mission on Lesbos are well balanced as we already work together with local (Greek) residents and camp residents. We will be continuing to work this way in 2021 and may further expand on this.







ORGANISATION AND BOARD

The Boat Refugee Foundation has nine permanent employees in the Netherlands. On Lesvos, we have a rotating team of four paid coordinators who hand over the baton to a successor approximately every six months.

Employees in the Netherlands

Director:	<i>Annerieke Berg</i>
Head of Fundraising and Operations:	<i>Johanna van der Meer</i>
Office manager:	<i>Anky Hartmanns</i>
Finance & Advocacy:	<i>Annet Storm</i>
Project manager:	<i>Beitske Kooistra</i>
Project manager:	<i>Caroline van Kooten</i>
Project employee:	<i>Myrna van der Veen</i>
Human Resources:	<i>Simone van der Velde</i>
Communication & PR:	<i>Rebecca van de Kar</i>

In addition to our permanent employees, we work with many volunteers. In the Netherlands, we have on average thirty permanent volunteers, who screen, plan, translate, advise, coach and maintain contact with customers.

On Lesvos, we have an average of 300 volunteers every year whose functions range from doctors, nurses and support crew for the medical team to psychologists and social workers in the PSS team. We also have a host for the volunteer houses, and a regular media volunteer on Lesvos. Finally, we have our indispensable ground team: volunteers from the camp who support us as interpreters (and before the fire also taught as teachers at our school).

BOARD

The board of the Foundation consists of the following people:

Chairman:	<i>René Berg</i>
Treasurer:	<i>Merien Fortuijn</i>
Secretary:	<i>Iris van Irsel</i>
Board member:	<i>Pieter van Essen</i>

The board is unpaid and does not receive any remuneration for its duties. The board can claim travel expenses to/from meetings. Spontaneous trips (maximum once a year) to our field site are also reimbursed. The committee monitors the organisation's progress and has final (financial) responsibility and, if necessary, advises the management team.

ORGANISATION

Chamber of Commerce number: 63274337

Fiscal Code: 855164621

ANBI: Boat Refugee Foundation is registered as an ANBI (Public Benefit Organisation).

This means that donations in the Netherlands are tax-deductible.

CONTACT DETAILS

Boat Refugee Foundation

P.O. Box 8036

6710 AA Ede

The Netherlands

info@bootvluchteling.nl



AFTERWORD

You could summarize our goals for 2021 as ambitious but necessary. We realise that our plans are significant, but we have no other choice. Unfortunately, the need that we see is far greater than our ambitions, and as such, we feel the need to respond.

In the coming year, we will be expanding the number of locations where we assist, growing our organisation. This way we can be present in even more places where our help is needed and so spread compassion.

We will speak out more forcefully against the violation of human rights and the inhumane systems that we see in the places where we work and push for change more than ever. We realise that every donor, volunteer, employee and ambassador is a vital link in the process.

Only together can we provide the help we need and make a difference. Thank you for wanting to be a part of this with us!



WE WANT Freedom
حرية



Boat Refugee
Foundation

www.bootvluchteling.nl