

JUSTICE & PEACE<sup>®</sup>

ANNUAL REPORT  
2020



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This is the annual report of 2020  
of Justice & Peace.

## Redaction

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## Donations

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PHOTO COVER

In 2020 Justice & Peace unveiled the graffiti Mural of Change on the building of The Hague University of Applied Sciences in tribute of human rights defenders and change makers worldwide. The large mural is featuring Greta Thunberg, late Berta Caceres and late Vitali Safarov.

*Graffiti artists: Karski & Beyond.*

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**// The ultimate measure of a man is not where he  
stands in moments of comfort and convenience,  
but where he stands at times of challenge and  
controversy. //**

 **DR. MARTIN** LUTHER KING JR.  
American minister and activist







2020 turned out to be a different year than any of us expected. Early in the year, a renewed energy was felt within our organisation, as new staff members joined the team and the programmes were successful. From March onwards, COVID-19 undeniably had its influence on the activities of Justice & Peace, as explained throughout this annual report. We had to postpone or cancel planned activities, and adapt to new ways of working and create alternative plans. And that is exactly what we did.

While all of our staff worked from home for a good part of the year, we found new and innovative ways to do our work. We exchanged ideas with all Samen Hier participants to keep Welcome Groups and refugees engaged. We organised online trainings to ensure human rights defenders could still be trained even if they – at first – could not travel to their Shelter City. With the help of the Dutch Ministry of Foreign Affairs and the Immigration and Naturalisation Service (IND), we were able to safely temporarily relocate human rights defenders in the fall. Furthermore, we reached wide and new audiences through a multitude of virtual events.

This year has taught and reminded us of how resilient we can be, how there is more than one way of reaching our goals and that finding those other ways strengthens the organisation in the long run. We are proud to present you with this annual report, which shows the many achievements of 2020, as a result of the creativity and flexibility of our team.

We thank our donors for their flexibility in these times. We are grateful for the way human rights defenders, refugees, partners and others contributed to and participated in the activities we organised. Last but certainly not least, we thank and congratulate our colleagues, interns, volunteers, board and advisory committee for going above and beyond to transform difficult times into opportunities to learn and grow, both individually and as an organisation.

**Jan Henneman**  
Chairman of the Board

**Sebastiaan van der Zwaan**  
Executive Director

# HUMAN RIGHTS DEFENDERS AND SECURITY



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The overall objective of the Human Rights Defenders and Security programme is to enable human rights defenders worldwide to protect and promote human rights in a safer and more effective manner, thereby contributing to a **safer and more enabling environment for all human rights work**. Our goal is that after a period of temporary relocation the defenders will return and continue their work in their own country, with new energy, skills and contacts. Security and wellbeing will remain the main focus of our training offer, combined with personalised accompaniment.

To meet the growing demand for temporary relocation, Justice & Peace continuously works on extending the network of Shelter City to other cities in Europe and worldwide. We stimulate participating cities and partners to work in alliance with each other to exchange lessons learned, to organise joint public events and to strengthen support for human rights defenders.

An important element of Shelter City is to raise awareness about human rights defenders and their work and to mobilise people to actively support them, contributing to a critical mass that demands policymakers to take action.



## Shelter City Temporary Relocation

COVID-19 posed several challenges to our temporary relocation programme. In mid-March 2020 we decided to cancel the arrival of the Shelter City guests. After successful negotiations with the Dutch Ministry of Foreign Affairs with regard to the visa procedure, Justice & Peace was able to invite the group of Shelter City guests that was planned to arrive in March to the Netherlands in September. In 2020, we were able to host a group of ten Shelter City guests from Burundi, the DRC, the Philippines, Russia, Uganda, Colombia, Egypt, Venezuela (2) and Mauritania. We developed a COVID-19 protocol and all human rights defenders were tested before departure to the Netherlands if possible, and self-quarantined for ten days upon arrival.

Despite the challenges this has posed to the Shelter City guests and our partners, the defenders have evaluated their stay in the Netherlands positively and underlined the importance of providing safe spaces in these challenging times. Both our partners and the defenders showed great flexibility and creativity in adapting the programme throughout the stay. The Shelter City guests were able to get valuable rest and respite, as well as opportunities to extend their network and engage with local allies, speak about their work, and receive tailormade and psychological support. Many defenders appreciated the rest during their time in the Netherlands as a result of the COVID-19 restricted measures. The positive feedback from both the human rights defenders and the partners encouraged us to open a new call for applications in December 2020 for Spring 2021.

Justice & Peace believes that Shelter City can be relevant for human rights defenders in the European context as well. Due to the continuous travel restrictions as a result of COVID-19 and the challenges this poses on intercontinental travel, the Dutch Ministry of Foreign Affairs agreed with us to open Shelter City to defenders from Hungary and Poland. Additionally, with financial support from the Dutch Ministry of Foreign Affairs, we will extend our support via Shelter City from 2021 onwards with two additional places per year for the next five years for journalists at risk from around the world, who will be hosted in The Hague.

## Trainings and resilience

In May, a series of online digital security trainings were conducted for two defenders who were already in the Netherlands. They expressed great appreciation for the trainings' relevance and practical nature. A more comprehensive training series for those defenders unable to travel to the Netherlands was rolled out in June and July, consisting of a total of 14 two- or three-hour sessions, covering a range of topics: international advocacy, policy influencing, security management, digital security, emergency funding mechanisms, and self-care/wellbeing. Trainings were provided over secure online channels and we collaborated with several external trainers. Digital security was deemed particularly relevant with many defenders now restricted in their movement and relying on digital channels. Those who expressed a need also received additional sessions with our cultural coach/wellbeing counsellor. The participants were very positive about the trainings; not only were they satisfied with the content, methodology and facilitation, they also very much appreciated the fact that these trainings had been developed for them in these often difficult times of lockdown and isolation, making them feel part of a small community. Convening these trainings online also provided Justice & Peace with many valuable lessons learned and mostly encouraged us in planning future online trainings, including for Shelter City alumni.

In the second half of the year we were fortunate to be able to invite the group of Shelter City guests to take part in trainings at our regular training venue in the Nutshuis in The Hague, where three trainings were held from October to December. When the final training had to be postponed because of tightened COVID-19 restrictions, with a couple of weeks left of their three-month stay, we instead organised three additional short online digital security sessions. On top of the holistic security (physical, digital and self-care), bodywork/tai chi, international advocacy and policy-influencing sessions, we also organised two city walks, including to the Peace Palace (International Court of Justice). All trainings and social activities were held observing COVID-19 regulations.





In 2021, we will continue to develop and improve our training programme by working with new and existing external trainers and finding new courses to match the needs of defenders, such as investigative journalism and open source investigation trainings. To help Shelter City alumni stay connected and increase our long term impact and support, we are developing an alumni community with and for alumni.

### **External training Stichting Bootvluchteling**

Stichting Bootvluchteling is a Dutch human rights and humanitarian organisation which provides medical support and training to refugees in the overcrowded Moria refugee camp on Lesbos, Greece. In March 2020, they fell victim to violent attacks by right-wing extremists whereupon they asked Justice & Peace to provide support in stepping up their security. In June, we provided a two-day training to help the organisation review and improve their security plans and protocols. While the collaboration was fruitful and yielded a long list of action points, the September fires that destroyed most of the camp, forced the organisation to put plans on hold and tend to more urgent needs.

### **International collaboration and growth of Shelter City**

To meet the ever increasing demand of support to human rights defenders, our approach is to expand and strengthen the international network of Shelter City, as close as possible to the home countries of the human rights defenders that continuously seek support and protection in the region. Following the 2019 scoping mission to Nepal, Justice & Peace has supported the local partner in Kathmandu to organise stakeholders meetings and secure funding for a pilot Shelter City project. In 2021, we will continue to support them with our expertise to set up this pilot project to relocate two defenders from the region to Nepal.

It is crucial to complement those efforts by creating more safe spaces in Europe for the defenders that for various reasons cannot be hosted close to home. Justice & Peace remains in close communication with German temporary relocation initiatives and cities to discuss potential collaboration. Additionally, Justice & Peace remains in frequent contact with a Norwegian NGO with the aim to start a pilot temporary relocation project later in 2021. In January 2021, we signed a Memorandum of Understanding with the Centre for Applied Human Rights in York. The collaboration will focus on exchanging information, referring cases, meeting regularly with other partners, and exploring the possibility of setting up a joint online training programme.



In June, an online strategic meeting took place with the international Shelter City partners to discuss the current situation and COVID-19 related challenges of each Shelter City, including the cancellation of the stay of the defenders, adjustment of the programme, and/or postponement of return. Alternative strategies such as internal relocation and virtual accompaniment were discussed, as well as the challenges human rights defenders are facing in terms of increased repression, psychological pressure and humanitarian needs.

As a result of this online meeting, a [joint reaffirmation statement](#) from the international network of Shelter City to respond to the situation and needs of human rights defenders in times of COVID-19 was published.

Justice & Peace, together with the international Shelter City partners, decided that the International Shelter City Workshop (ISCW) 2020 would take place online because of the continuous travel restrictions as a result of COVID-19. The ISCW took place in November and December and was divided into three short online sessions, each covering a different topic: COVID-19 implications and scenarios and strategies for 2021 to continue our work; Shelter City network structure: Guidelines and protocols (including a mental health protocol developed by Shelter City Costa Rica following the 2019 ISCW); and international Shelter City strategic communications, in light of the new website and branding process. Justice & Peace staff and representatives from Shelter City Georgia, Costa Rica, Tanzania, Benin, and York (the UK) attended.

During the 2020 online gatherings with the Shelter City partners, it became clear that more frequent gatherings are needed for 2021, including more one-on-one strategic planning consultations with the partners. We will be facilitating plenary meetings with all Shelter City partners every three months, and in between, one-on-one strategic planning consultations. The purpose of these are to:

- facilitate the sharing of experiences, strengthen synergies and provide tailor-made support to local hubs when needed on dealing with COVID-19 related limitations, developing flexible solutions to identified challenges and implementing alternative strategies;
- advance the strategic plans of the network in accommodating the increasing global need for support and protection of human rights defenders;
- develop a joint communication plan to increase awareness on the shrinking space of human rights defenders and emphasize the need for more safe spaces and solidarity with defenders.

In December 2020, ProtectDefenders.eu invited Justice & Peace to collaborate on supporting the new shelter initiatives that will be funded by ProtectDefenders.eu. In 2021, we will support these new initiatives by sharing our experience and expertise during several workshops and events.

### **Expand the public support for human rights defenders**

Providing support to human rights defenders, ensuring they feel part of a larger network of solidarity, and offering them a platform to share their stories is an important part of Shelter City. Throughout 2020, we have continued to regularly share resources, urgent funds, and other materials relevant for human rights defenders via our online channels. We published interviews with former Shelter City guests showcasing their experiences during the pandemic, created inspiring stories of current and former guests, and showcased the current guests and their stories in a series of social media posts.

Throughout the year, we developed creative ways to spread awareness and educate general audiences across the Netherlands about the situation of human rights and human rights defenders. We have hosted multiple online and hybrid events together with current and former guests. Furthermore, we organised lectures with various schools in the Netherlands together with defenders to educate and inspire younger generations, online or in-person where possible.



On and around Human Rights Defenders Day and Human Rights Day, we co-organised online events together with various Shelter Cities in the Netherlands and Shelter City guests. Through these events, we have been able to broaden our audiences to a diverse group of people in the Shelter Cities and internationally, while providing an important platform for the Shelter City guests to share their stories. It has grown our supporter network, from policymakers such as local politicians and national policymakers paying more attention to Shelter City, to volunteers and students donating their time and skills to our work, and financially from general audiences.

The process to develop a new Shelter City branding began at the start of 2020, with the aim of strengthening the international network of Shelter City. The branding is led by the Justice & Peace Communications team, together with a partner committee consisting of both Dutch and international partners. The project has so far proven to be a successful way of collaborating together to build useful tools and a branding that represents the network and the programme. In addition, a Communications Working Group was created which will contribute to more collaboration on online communications and outreach amongst the international network. We have also focused on increasing outreach about Shelter City by working together with partners on sharing updates from the Dutch and international Shelter Cities. These have included sharing key achievements and milestones, statements, and informational posts about Shelter City.

In 2021, we will be launching the new branding together with our Shelter City partners. We will also pay more attention to the situation of women human rights defenders, given the unique threats and challenges they face and their importance in the human rights movement. In addition, we will pay more attention to the work and importance of journalists and press freedom. We will be working with our partners in the Netherlands to host local exhibitions and events, and working with funders to help bring attention to our work.



## Human Rights Tulip

Justice & Peace supported the Human Rights Tulip, an award of the Dutch government annually allocated to courageous and innovative human rights defenders. The Human Rights Tulip is a prestigious state prize. It aims to not just highlight and help advance the work of individuals or organisations on one of the Dutch government's priority areas (human rights defenders, rights of women and girls, freedom of expression, freedom of religion/belief, equality of LGBTIQ+ people, promotion of international justice and the fight against impunity), it is also geared towards providing sustainability to their work, often carried out in very challenging circumstances.

This year, Justice & Peace's role was mostly limited to the front-end part of the process: filtering the 100 nominations to create a longlist of 30 candidates and facilitate an Advisory Group (formed by Justice & Peace and consisting of prominent human rights practitioners from all over the world) to select a final shortlist of 13 candidates. In addition, Justice & Peace would be physically accompanying the prize winner and helping them formulate a proposal to the Foreign Ministry to illustrate what they will be using the 100 thousand euro prize money for, around a quarter of which should be spent on training and capacity building activities.

Due to COVID-19, the nomination period was extended and the projected date for the ceremony postponed from June 20 to December 10. The ceremony was moved online and likewise, accompaniment and support of the candidate took place in virtual meetings and over email and extended into the new year. Justice & Peace congratulates the [2020 Tulip winner Lilit Martirosyan](#) and her NGO Right Side Human Rights who fight for the rights of transpeople and others from the LGBTIQ+ community in Armenia.

Justice & Peace's decades-long experience working with human rights defenders from all corners of the world, has proven very valuable in contributing to the Tulip nomination selection process. Knowledge of regions and human rights issues but especially the challenges that defenders face have helped assess and filter nominations into a longlist with strong and worthy candidates. We have documented a number of learning points to smoothen future processes for the convening of this important State prize for courageous human rights defenders. Justice & Peace is ready to support the Ministry of Foreign Affairs in future years to ensure the continuation of the Human Rights Tulip.



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The overall objective of the Migration and Human Rights Programme is to ensure that respect for human rights is the leading principle for refugee and migration policies and their implementation. In the context of this overall objective, Justice & Peace initiated through Samen Hier the development of a community sponsorship model for refugees in the Netherlands, with the ultimate objective of **creating safe pathways for refugees and supporting their successful integration.**

As stated in our Strategic Multi-annual Plan 2019 – 2021, the experience gained in the Welkom Hier project during the years 2016-2019 showed that the key to successful integration of refugees is the dynamic cooperation between the refugee and the receiving community. Based on this experience at the grassroots level, Justice & Peace is committed to making this local solidarity visible and to further strengthening it for the humane reception of refugees and their successful integration. As of mid-2018, the follow-up programme Samen Hier was therefore developed as a first community-based approach to stimulate evidence-based and innovative approaches for the protection and integration of refugees.

## Samen Hier

Learning from examples of international community sponsorship models, the Samen Hier approach is designed around groups of five citizens. Through sustainable social network matching, Samen Hier aims to improve refugee integration outcomes while simultaneously changing the existing narrative on refugee reception in the Netherlands into a more positive direction.

Implementation of the programme started in 2019 as a pilot for the community-based approach towards the integration of refugees, the implementation of which continued throughout 2020. By testing its approach and underlying hypotheses whilst learning from the first experiences and feedback of participants, Justice & Peace has built a solid basis for the future development of Samen Hier as a community sponsorship model.

The pilot was developed in collaboration with researchers from the University of Toronto based on evidence gained with the Canadian “Together Here” programme. In addition, with the aim of future programme development, in 2020 independent consultants from Avance Impact developed a Theory of Change and M&E framework for Samen Hier. Lastly, in line with the aim to ensure that the programme continues to be evidence-based, Justice & Peace has initiated conversations with Dutch research institutes to explore potential collaborations.

An initial assessment of the pilot was completed in February 2020 using data collected through intake surveys, internal evaluation, training evaluations, and monthly check-in-calls. Midterm surveys and semi-structured interviews were designed and administered in July and August 2020. A midterm evaluation report was written in December 2020.

Based on its results, adjustments to the set-up and methodology of Samen Hier have been made, as well as preparations to create the necessary infrastructure (formats, handbooks, customer relations management system) that will allow new implementing partners to start Samen Hier in additional cities. Finally, a partner strategy and new branding document were developed to support the building of a national network for community sponsorship.

Evaluations with cultural ambassadors took place during an online event. The outcomes of the initial assessment and the findings of the midterm report have informed further adjustments to the Samen Hier approach.



At the end of 2020, Samen Hier was operational in The Hague, Haarlem, Almere and Rotterdam. During the reporting period, the objective of Samen Hier evolved as a result of the assessment and evaluation in further strategy development, directing more specific focus towards the importance of creating safe pathways through community sponsorship. The aim is to build a nationwide movement of community sponsorship that will advocate for human rights-based governance of migration, and ultimately, create more space for complementary safe pathways of refugees to the Netherlands. Conversations to explore the establishment of new Samen Hier communities took place in Groningen, Amsterdam, Amersfoort, Arnhem, Maastricht, Utrecht, Den Bosch, Breda, Tilburg, Eindhoven, Leidschendam, and Peel en Maas.

### **Findings of the initial assessment and evaluation of the pilot phase**

Throughout 2020, the implementation of the programme was closely followed. Justice & Peace made adjustments in line with the findings of the initial assessment and likewise towards the end of the year in line with the evaluation exercise. Further adjustments were made to address the restrictions related to the COVID-19 situation.

A total of 42 Welcome Groups started the Samen Hier trajectory, of which 34 remained active throughout the entire reporting period. Drop-outs occurred for various reasons: change of personal circumstances, time constraints, different expectations, severe vulnerability of the refugee or difficulty with the shift to online communication due to COVID-19.

The midterm evaluation completed in December 2020 focused on the experiences and impact of Samen Hier on Welcome Groups and refugees. The report looked at employment, language acquisition, the development of relationships, intercultural contact, and social capital.



More than 80% of 23 refugees interviewed for the evaluation indicated that the Welcome Groups significantly contributed to an improvement in their Dutch language skills. In spite of the COVID-19 restrictions, Welcome Groups actively made use of their time and networks, both for goal-oriented and social purposes. Multiple refugees reported that the Welcome Group and its network of contacts had helped them gain access to an educational institution or find a new job or internship. Moreover, the vast majority of participants reported that their sense of cultural distance had reduced during the project and felt they understood the culture of their matched community participants better. Over 80% of all participants indicated having established an informal relationship with their matched participants based on mutual trust and reciprocity. For 80% of the refugees and 45% of the Welcome Group participants, this had led to friendship. Furthermore, 65% of the Welcome Group participants and 86% of the participating refugees recount that Samen Hier has had a lasting impact on their lives.

These results are promising and form a solid foundation for the continuation of Samen Hier. In the future, specific focus will be placed on the following areas:

- Cultural ambassadors (CA) have proven invaluable to Samen Hier and experienced as most effective when groups are aware of when and how they can make use of their appointed CAs, and when CAs themselves have a clear understanding of their own roles. Consequently, in the following period, we will be giving more tools and trainings to foster a more proactive role.
- A number of groups dropped out prematurely due to differing expectations. In order to ease the path for interaction between Welcome Groups and refugees, Samen Hier will invest in managing expectations of participants during the initial training sessions, develop a specific training approach for refugees, and encourage the explicit discussion of expectations during the first encounter after matching.
- During the first period of evaluation, Welcome Groups demonstrated their ingenuity in organising activities and their ability to find creative solutions to achieve shared goals. The relationship of trust they built in this period facilitated these interactions. Welcome Groups indicated that they prefer carrying out concrete objectives and practical tasks. Herein lies an untapped potential of the involvement of citizens to facilitate integration. When combined with more direct contact between groups and the municipality and more active engagement of the networks of Welcome Groups, this could lead to the realisation of more targeted goals, such as finding employment.

## Scaling up

Justice & Peace aims to achieve a sustainable scaling up of Samen Hier by building a national network, in which local partners take the lead in their respective cities, building the necessary social infrastructure for community-based sponsorship, and fostering inclusive communities, whilst collaborating at a national level to advocate for safe pathways and inclusive policies. To achieve this, we began the creation of local coalitions in different cities in the Netherlands, despite the impediment to the establishment of partnerships caused, to some extent, by COVID-19.

During the reporting period, based on a partner strategy, (online) meetings took place with potential coalition partners in new municipalities: Groningen, Amsterdam, Amersfoort, Arnhem, Maastricht, Utrecht, Den Bosch, Breda, Tilburg, Eindhoven, Leidschendam, and Peel en Maas. In the existing pilot cities of Haarlem, Almere, The Hague and Rotterdam, new local partners have been engaged to form broad coalitions and safeguard the continuation of Samen Hier. The municipalities of Haarlem and Rotterdam have explicitly expressed their interest in the continuation of Samen Hier.

Pilot participants (Welcome Groups, refugees and cultural ambassadors) have been actively involved in the development of Samen Hier in their cities. Local coalitions have been established in Leidschendam-Voorburg and Amsterdam, where citizens co-created local action plans to begin the implementation of Samen Hier in their cities.

Despite the challenges created by COVID-19, the implementation of Samen Hier continues in The Hague and Rotterdam, which enrolled nine new Welcome Groups during the reporting period. A new branding document was developed to support the online recruitment of new Welcome Groups.

## Strengthening the community approach

Samen Hier is a community-based approach, aiming to co-create inclusive, integrated communities in which refugees and Dutch people build equal relationships and help create safe pathways for refugees. Both at the local and national levels, the Samen Hier community consists of participants, volunteers, supporters and implementing partners. Strengthening the community of Samen Hier is an important step towards the creation of a community sponsorship model for safe pathways: participants who identify themselves as part of a Samen Hier community (rather than as volunteers) and endorse its underlying message, are more likely to contribute to the programme after their match, engage their broader social and professional network, and invest their time, knowledge, skills and other resources in the context of public-private collaborations.

To strengthen the sense of community, social outings were planned to take place during the reporting period. However, due to COVID-19 regulations, not all of these could take place. As an alternative, Justice & Peace organised four online events for the Samen Hier community, in which Samen Hier participants played an active role (e.g. organising a virtual city tour or preparing a cooking workshop). A total number of 85 Samen Hier participants attended the online meetings. In the summer of 2020, three offline gatherings took place for local Samen Hier communities in Almere, The Hague, and Haarlem.





During the monthly check-in calls, participants expressed a clear interest in additional (offline) community activities and provided us with ample suggestions for local community events.

Moreover, in addition to its bi-monthly newsletters, Justice & Peace sent out weekly 'community messages' through WhatsApp, exchanging tips and ideas between participants and supporting them with hands-on advice on local outings, online events, and language instruction exercises.

One of the Welcome Groups actively sought the help of other Samen Hier participants in finding new housing for a newcomer in their group. Although their search has remained unsuccessful thus far due to the extremely tight housing market in their city (Haarlem), the strength and potential of the Samen Hier community became evident: within a week, many participants reached out to share ideas and phone numbers.

Joint training sessions for Welcome Groups have also contributed to a sense of community. As one participant from Almere explained: "When we started our participation, I thought I would volunteer for one refugee family. But over the past months, I suddenly realised we've actually become part of a larger community."

### **Soliciting support for safe pathways**

When recruiting new Welcome Groups, as well as during meetings with potential partners, Justice & Peace has found that the concept of community sponsorship was largely unknown in the Netherlands. At the local level, there is a specific tendency for civil society actors to focus on integration support for so-called '*statushouders*' who are settling in their municipality. Active involvement in promoting safe pathways for refugees is scarce, either because civil society actors are unfamiliar with the concept or - in some instances - deliberately choosing to refrain from what is considered political activism.

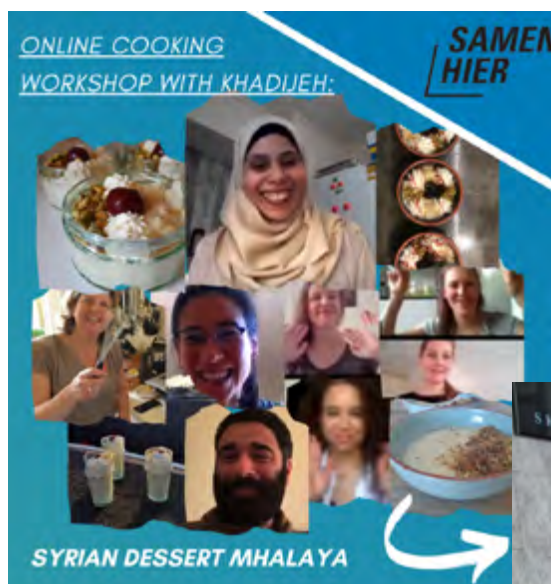
To mobilise broader support for community sponsorship and safe pathways, during the reporting period, Justice & Peace created a new branding document to guide its communication towards different audiences. On the Samen Hier website and its social media channels, we began explicitly connecting Samen Hier to community sponsorship and safe pathways, inter alia through active support of the '500 children campaign' to relocate 500 children from Greek refugee camps, the #SOSMORIA campaign, and its own '*Prinsjesdagactie*'. Moreover, we organised an online streaming event on safe pathways and community sponsorship with speakers from Canada, Italy, and the Netherlands. The event received ample attention on social media and was actively followed online by more than 100 people.

To convince civil society partners about the need for and potential of community sponsorship, factsheets on Samen Hier and community sponsorship were developed. Additionally, a partner strategy was formulated to support the identification of partners and the formation of local coalitions. New national audiences and partners were found through participation in a seminar on 'university corridors' organised by the Asser Institute, as well as participation in the resettlement network meetings organised by the Ministry of Justice.

In Rotterdam, one of the Welcome Groups has actively participated in the increased promotion of safe pathways through the development of a resettlement model for Samen Hier. Based on the enthusiasm of this group, Justice & Peace set up a partnership with the Central Agency for the Reception of Asylum Seekers (COA) and the municipality. By the end of 2020, two refugees were resettled in Rotterdam and matched with Samen Hier groups.

The promotion of safe pathways for refugees through community sponsorship has been on the agenda of all meetings between Justice & Peace and (potential) partners. In Amsterdam and Leidschendam-Voorburg, local partner coalitions have written action plans to promote a sponsorship scheme for resettlement in their municipalities.













Communications has been a valuable asset for Justice & Peace during this year with the COVID-19 pandemic. Despite activities, projects, and plans being put on hold or being implemented with restrictions, the Communications team was able to continue maintaining and increasing awareness and support with various target audiences, raising awareness about human rights issues, and implementing a strong Justice & Peace brand identity while ensuring that the goals of the two programmes are achieved.

In 2020, the Communications team focused on two aspects: the brand identity of Justice & Peace and raising and maintaining our supporters.

## **Brand awareness**

In 2020, Justice & Peace further enhanced and implemented its brand identity Justice & Peace to become more recognisable as a professional human rights organisation based in The Hague, with an inspiring vision and impactful initiatives. We continued to apply a hope-based approach to our Justice & Peace communications, which entails showcasing human rights issues and spreading awareness, but also providing solutions to these issues and showing how things can be, rather than just how they are. This also included the Change Maker Story series. Together with the input from a new team of journalists, three new story formats were created including formats and guidelines for the Justice & Peace Change Maker Story series, Impact Stories for the programmes, and Partner/Team stories. 13 new Change Maker stories were created and shared and promoted on our online channels.

Due to COVID-19, we shifted our focus to online communications. The first Justice & Peace magazine and other printed communication tools, originally planned for 2020, were postponed to 2021. The implementation of the branding across all online channels of Justice & Peace has greatly improved. This year in particular was used to further develop the social media content of Justice & Peace by incorporating the branding. More attention has also been paid to ensuring Justice & Peace is recognisable as the coordinator and initiator of its initiatives such as Shelter City and Samen Hier, using repetition, emphasis on the vision, mission and impact of the initiatives.

### **Public outreach and raising support**

In 2020, Justice & Peace continued developing effective ways of interaction with our audiences and strengthened our outreach and engagement by building a community of supporters and change makers, involving more demographics and people across the Netherlands and activating people worldwide to make a change for human rights.

In this challenging period our online channels played a major role in our public outreach. Online, we managed to reach a large amount of people across the world. The launch of the graffiti Mural of Change resulted in an enormous peak in our outreach of over 350,000 people/accounts in May. Throughout the year we invested in creating our own authentic content, working together with our large networks and strategically using advertisements (Instagram, Twitter, LinkedIn, Facebook). This resulted in a large growth of our social media outreach from 700,000 to 1.3 million, which, according to experts, is an achievement in this lockdown period. Within this growth, we saw Facebook and Twitter shrink a little, while LinkedIn grew and Instagram was added to our channel palette.

In 2020, 59,000 people visited our corporate website. We further developed the website's set-up, its design and the content of our monthly e-newsletters, adding special thematic e-newsletters. The amount of subscribers to our newsletter is now 2,077.

## Events

Aside from Justice & Peace's online presence, public meetings and events are an important part of our outreach. As a result of COVID-19, there were limited opportunities to host events in The Hague. One significant event however continued: the realisation of the Mural of Change, a large graffiti mural on The Hague University of Applied Sciences paying tribute to all those around the world defending and standing up for human rights. This new landmark of peace and justice created a huge public outreach in the Netherlands and internationally, as further detailed below under 'Mural of Change campaign'.

In January, the My Human Rights Hero exhibition was held at various law firms in Amsterdam and Rotterdam. Together, the exhibitions had approximately 2,000 visitors. In mid-March two exhibitions were built, but unfortunately had to be closed earlier because of the lockdown. At the Atrium of The Hague municipality building, we created the 'Beyond the bounds' exhibition, featuring pictures and videos of Shelter City participants. At the National Postcode Lottery building, the My Human Rights Hero exhibition was built in combination with the Shelter City photo exhibition. In the second half of 2020, Justice & Peace continued to host events in The Hague and online together with other organisations, including the Night of Dictatorship and the Just Peace festival of The Hague.

## Martin Luther King

On the International Human Rights Day, together with VU University Amsterdam, The Hague University of Applied Sciences, Student Association Tribes, and Sound & Vision Museum The Hague, we organised the Martin Luther King Lecture and Spoken Word competition. With this annual event we promoted Martin Luther King's legacy, which contributed to a just society. The 2020 lecture was broadcasted live from The Hague and consisted of a spoken word competition, performances, a lecture and Q&A session by Dr. Wes Bellamy, former Deputy Mayor of Charlottesville USA and author of 'Monumental: it was never about a statue'. The theme of the lecture was "We cannot walk alone", a quote from the famous 'I have a dream' speech by Martin Luther King in 1963. 325 people attended the online event. The event can be watched online [via this link](#).



## Press

2020 was a very successful year in terms of press outreach, with 91 press and media items about Justice & Peace, Shelter City, Samen Hier, the Mural of Change and the Martin Luther King lecture. Our work has been shown in 50 local channels, 24 national channels and 18 international channels. Amongst others in: Oneworld Magazine, AD, Wakker Nederland (TV), NRC and two spreads about Shelter City and Samen Hier in The Hague Stadskrant.

## Mural of Change campaign

In May 2020, Justice & Peace together with The Hague University of Applied Sciences, local graffiti artist duo, Karski & Beyond, and support from The Hague Municipality, unveiled the Mural of Change. The Mural of Change is a 15-meter high mural on the building of The Hague University of Applied Sciences featuring three human rights defenders: Swedish climate activist Greta Thunberg, late Honduran indigenous defender, Berta Cáceres, and late Georgian human rights defender and Shelter City partner, Vitali Safarov. The mural was a project in the making for one and a half years. The mural was originally scheduled to be unveiled in March 2020, but as a result of COVID-19, this was put on hold. The decision to continue the mural was made at the end of April 2020 and it was finalised by the second week of May 2020.

The decision to unveil the mural was driven by the need to bring attention to the inequalities and human rights violations ever more noticeable during this challenging period. The mural intends to inspire, pay tribute to human rights defenders, bring attention to the importance of local human rights defenders, and is a call to action for everyone to stand up for a more just and sustainable world.

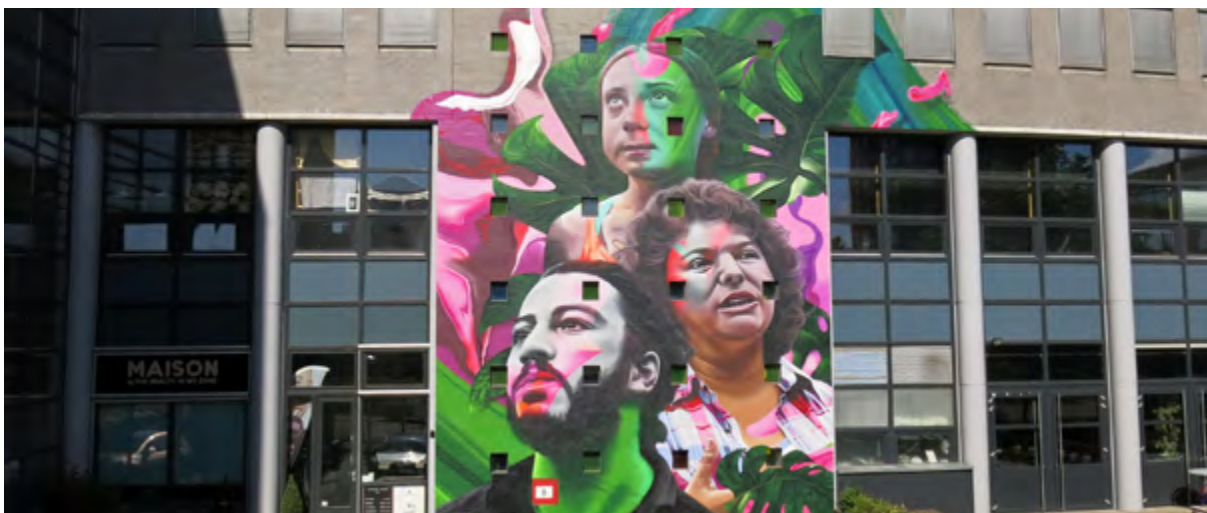
In line with the mural, a campaign page was created on the Justice & Peace website. The page included three stories of the three human rights defenders portrayed, a Change Maker Story of the artists Karski & Beyond, and information about how the mural began.



A video was also created with interviews featuring the Director of Justice & Peace, a student from The Hague University of Applied Sciences, the artists Karski & Beyond, and a Shelter City guest from Venezuela. The posts relating to the mural have garnered huge attention on social media from supporters internationally, with a majority in Europe, Honduras, and Georgia. A virtual event ‘Standing side by side with human rights defenders’ was hosted with three Shelter City guests from India, Venezuela, and Uganda. The event was held online, and had 88 attendees and over 20 replays. The event, which was connected to the Mural of Change campaign, looked into the situation of human rights defenders during COVID-19 and the recommendations that different parties could take to support grassroots human rights defenders.



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## Human rights campaigns

To raise awareness for human rights and human rights defenders, we organised online campaigns around International Women Human Rights Defenders Day (29 November) and Human Rights Defenders (9 December) and Human Rights Days (10 December), sharing interviews with (women) human rights defenders and highlighting the work and impact of change makers of all backgrounds.

### #500Kinderen campaign

Justice & Peace has also been active in the #SOSMoria campaign and the #500Kinderen campaign in the Netherlands, which serve to convince the Dutch government to welcome 500 unaccompanied refugees from the refugee camps on the Greek islands. We supported this joint campaign and ultimately joined the coalition to seek attention for the rights and needs of refugees to have access to safe places where they can build a new life.

## Fundraising

The multi-annual strategy of the Human Rights Defenders programme has been successfully implemented with 100% of the necessary funds for 2020 being raised with three multi-annual applications and one annual application being approved in 2019 and early 2020, respectively. Necessary funds for Shelter City (including training and communications) were raised, and implications of COVID-19 on the budgets were discussed with the donors not only to maintain support but to also convert annual support into multi-annual commitments.

At the beginning of 2020, the strategic decision was taken to stop investing on the development of the Human Rights Defenders Indicator Framework (HRDIF) due to capacity issues and prioritisation of other programmatic aspects. The project for temporary relocation of journalists was developed and funded successfully in 2020, while the programme took up the implementation of the Human Rights Tulip with full financial coverage, as well as the development of a Shelter City alumni support initiative, coverage of which is included in the annual renewal of an existing donor for 2021.

The multi-annual fundraising strategy of the Migration and Human Rights programme was developed at the end of 2019, and implementation of the strategy initiated shortly after reflecting the two-fold scaling vision. The strategy was re-evaluated twice in 2020 (early 2020 and before the end of 2020) for the incorporation of new plans and adjustments due to COVID-19. A revised multi-annual budget was created at the end of 2020 and planned to be finalized at the beginning of 2021, reflecting the new realities of the programme.



**We work with many**



TO BUILD AND EMPOWER COMMUNITIES OF CHANGE MAKERS. LOCALLY, NATIONALLY AND GLOBALLY.

## Personnel

Justice & Peace's staff spent a large part of 2020 working from home as a result of government policy in response to COVID-19. All staff were given as much flexibility as possible to adjust to working from home and finding a new work-life balance. Wellbeing was discussed at length with all staff and priorities were set on how to improve work conditions.

2020 also saw a number of staff changes. Several new colleagues joined the Justice & Peace staff, including a Financial Expert, Head of Programmes, and Programme and Communications Officers. Several staff members decided to pursue exciting career opportunities at other organisations. We are very grateful for their contribution to the work of Justice & Peace over the last years and look forward to working with them in different capacities in the future.

Justice & Peace also offers frequent internship opportunities. Due to COVID-19, these opportunities were more limited than last year, but in total we were able to work with 11 interns. In addition, several volunteers supported the activities in our programmes and communications.

## Office

In March 2020, Justice & Peace was informed that its rent contract would be cancelled in 2021. Renewal of the contract would have resulted in a steep increase of the rent and service costs. By late 2020, early 2021, it was decided that Justice & Peace would start renting one floor in the neighbouring building as of 1 April. Together with the Netherlands Helsinki Committee and the Human Security Collective, we will create a new Human Rights Space for rights defenders, rights advocates and their supporters.

## Quality management

In 2020, the internal and external audit once again led to a positive result and continuation of our ISO 9001:2015 certification. Our main focus in 2020 was on creating a customer relationship management (CRM) system for the organisation, to allow us to map out and analyse our contacts with third parties. After careful consideration of different suppliers, we have decided to create our CRM system with AFAS software. As we already use this software for financial purposes and hour registration, this offers us the opportunity to integrate these with our CRM system, while also using their Intranet solution and creating a portal for Samen Hier partners. As of September 2020, an AFAS consultant is working on creating these possibilities for us, which are expected to be used from early 2021 onwards.

## In control statement by the board

Justice & Peace has made an overview of risks it faces and their priority as a result of the estimated likelihood of their occurrence and potential impact. The management team regularly uses and updates this risk analysis to ensure measures are taken to minimise the occurrence and impact of those risks. The board of Justice & Peace expresses its confidence that Justice & Peace's staff have sufficient control over the risks identified in its risk analysis. In 2020, the board and the management team frequently discussed the new risks as a result of the COVID-19 pandemic. The board has played an active role in discussing scenarios to ensure that the organisation's goals can be reached despite the pandemic.

## Legal advice

Justice & Peace has been provided with pro bono legal advice by NautaDutilh with the help of Pro Bono Connect. We would like to express our gratitude to both NautaDutilh and Pro Bono Connect for kindly offering their services to us free of charge.



## Financial management

With the arrival of our new financial expert and a swift and speedy transition, we were able to automatise part of our financial management within our administrative system from AFAS. This led to more efficiency and is expected to be developed even further in the near future.

## Security-risk management

As COVID-19 led to more work being done digitally, online security was once again emphasised amongst our staff. All staff were given access to VPNs and online trainings on digital security. All organisational laptops were updated with safety measures.

## Integrity

Integrity is an important pillar to Justice & Peace's work. A number of policy documents are in place to ensure this, including a code of conduct, a whistleblower policy and a policy on unacceptable behaviour. The management team is responsible for the implementation of this integrity policy.

Justice & Peace has a reporting system through which reports on any kind of issues can be made, including matters relating to integrity. Reports will be examined and if possible, resolved informally. Formal procedures are in place in case an informal solution cannot be found. In 2020, no reports concerning integrity issues were made. While there are no indications of integrity issues, we will set up an additional reporting point where (suspected) integrity violations can be safely and confidentially reported to, as required by the Netherlands Fundraising Regulator (CBF). We will also make integrity a more explicit part of other documents and procedures, for example by making an explicit reference to our code of conduct in future staff contracts.

Since mid-2020, all new interns and colleagues for Justice & Peace have to submit a Certificate of Conduct (*Verklaring omtrent Gedrag*) in order to perform activities for our organisation. In addition, volunteers who carry out activities in direct contact with the human rights defenders and participants in Samen Hier are also asked to submit a Certificate of Conduct.

**From all of us at Justice & Peace, we want to thank our partners, friends, supporters, and funders for your continuous support and contribution to a just, sustainable, and peaceful world.**





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