

JUSTICE & PEACE.
EMPOWERING CHANGE MAKERS

ANNUAL REPORT
2021

This is the annual report of 2021 of Justice & Peace.

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PHOTO COVER

In 2021 the Shelter City outdoor photo exhibition started to travel through the Netherlands via Zwolle, Tilburg, Maastricht and Utrecht. This photo exhibition shows six portraits of human rights defenders that have participated in Shelter City.

Photographer: Daniella van Bergen.

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2021 marked the final year of our multi-annual strategy 2019-2021. When developing that strategy several years ago, there was no way of knowing that a pandemic would heavily influence the world and our work the way COVID-19 did. But despite the new challenges, we were able to further realise our goals. If there is one thing the pandemic has taught us, it is how flexible and adapting our staff, our partners and financing contributors have been. We therefore look back on a successful three years. In 2021, we developed a new multi-annual strategy 2022-2024, which clarifies and further expands our ambitions for the next three years. This new strategy can be found on our website: www.justiceandpeace.nl.

Despite the ongoing COVID-19 pandemic and related measures, we were able to continue many of our activities in line with our organisational and programme goals. Our Human rights defenders & security programme made it overly clear that human rights defenders at risk from all over the world are experiencing even more challenges due to the pandemic. In 2021, this resulted in hundreds of applications for our Shelter City initiative in the Netherlands. We were able to invite 22 human rights defenders as our guests in one of the 12 Dutch Shelter Cities. Among them were two journalists who were able to participate in our Journalists' Safe Haven initiative, launched in 2021. The pandemic undeniably influenced the programme, as lockdowns and other measures limited activities for human rights defenders. However, the guests were still very positive about their stay. In addition, we were pleased to welcome York in the United Kingdom and Kathmandu in Nepal as Shelter Cities in 2021, bringing the number of Shelter Cities to 20 cities worldwide.

Our Migration & human rights programme continued to match recognised refugees with groups of five Dutch citizens as part of the Samen Hier movement. The pilot groups finished their full year of support to their counterparts; the results of the pilot are being analysed by the University of Toronto, to further improve the initiative in coming years. We also joined forces with UNICEF Student Team The Hague, enabling student groups to be matched to refugees. And we started preparations for a new student sponsorship initiative, through which we will be able to welcome and host refugee students in the Netherlands. This initiative will officially start in 2022 as part of a European coalition of organisations working towards more safe pathways for refugees coming to the Netherlands.

In 2021 we also moved our office to the Human Rights Space building in the centre of The Hague, together with Netherlands Helsinki Committee and Human Security Collective. Our staff showed its adaptability as we all had to work from home for a significant part of the year. Thankfully, we were still able to get together in our new office building when the circumstances allowed it again. We saw some of our colleagues venture on to exciting challenges with other organisations and were very pleased to welcome new colleagues to our team. We continued the professionalisation of our organisation, which was recognised through the renewed certification of our quality management.

Overall, we are proud to have again made a positive contribution to the work and lives of a group of human rights defenders worldwide and recognised refugees in the Netherlands. We are grateful for the financial support of the many organisations which have made this possible. Likewise, we are grateful for the involvement of those Dutch citizens and international partners who actively participated in our activities.

At the moment of writing this annual report, in early 2022, war has broken out in Ukraine. The war affects millions of people as they lose their homes and loved ones. As Justice & Peace, we will do what we can to support those affected by the war. We aim to continue and expand our work in the years to come, in order to contribute to a world in which everyone can enjoy their human rights.

Jan Henneman
Chairman of the Board

Sebastiaan van der Zwaan
Executive Director



The overall objective of the Human Rights Defenders & 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. The Shelter City initiative is a key part of this programme. In 2021 the activities continued to be carried out in a similar way as in previous years, offering temporary relocation, rest and respite and capacity building to human rights defenders at risk for a period of maximum 3 months in one of the 12 Dutch Shelter Cities¹. Our international network expanded as both York (United Kingdom) and Kathmandu (Nepal) joined, bringing the total number of Shelter Cities worldwide to 20². While COVID-19 continued to pose challenges to the programme, we have seen that the participating human rights defenders benefit at least as much from it as in earlier years.

// Our goal is that the defenders will return and continue their work in their own country, with new energy, skills and contacts while empowering their colleagues and peers. //

¹ Shelter Cities in the Netherlands: Amsterdam, Deventer, Groningen, Haarlem, Maastricht, Middelburg, Nijmegen, Rotterdam, The Hague, Tilburg, Utrecht and Zwolle. In 2022, Eindhoven will join Shelter City.

² Including Shelter Cities in Benin, Costa Rica, Georgia (Batumi, Tbilisi and Telavi), Nepal (Kathmandu), Tanzania, and United Kingdom (York)

1. Human rights defenders feel protected, recognised, and part of a larger community during their temporary relocation in the Dutch Shelter Cities

In 2021, 22 human rights defenders were selected by the independent selection committee for participation in Shelter City in the Netherlands. The human rights defenders came from Egypt, Kyrgyzstan, Mexico, Pakistan, Zimbabwe, Belarus, Russia, India, Iraq, DRC, Venezuela, Uganda (3), Colombia (2), Turkey (2), Yemen, Kenya, Peru and Gaza.



During their stay in the Netherlands, the defenders were able to take time for rest and respite in a safe environment and receive **psychological or medical support** where needed. Cities also offered the human rights defenders a range of other **well-being activities**, such as sports and a network of volunteers to engage with for social activities.

Furthermore, the human rights defenders were able to strengthen their network through (online and offline) meetings with important stakeholders, such as NGOs and representatives of the Ministry of Foreign Affairs. Shelter Cities organised a broad range of activities and events with students and the general public, the human rights defenders also received attention via (social) media platforms. The human rights defenders indicated that these **network meetings and events** were very important for them in feeling supported, recognised and part of the international human rights community, as well as providing them with new avenues, useful connections and ideas for their future human rights work.

The cities and Justice & Peace also focused on the capacity development of the human rights defenders by providing language classes and academic courses where suitable, and by organising **two training weeks in The Hague** (more information on the trainings is provided below).

Lastly, in its role as national coordinator, **Justice & Peace supported the Shelter City partners with advice on security, as well as logistics, communications, events and the impact of the COVID-19 requirements on the programme.** To increase the exchange between our partners and ensure a continuous exchange of best practices, we also organised two online meetings with the network of Shelter City partners, as well as several webinars for members new to the network, as further detailed below. In 2022, we will welcome Shelter City Eindhoven to our network and provide them with the necessary support for their pilot project.

2. Human rights defenders returning home from temporary relocation continue their work more safely and effectively

Between May and July 2021, due to the loosening of COVID-19 restrictions, a series of in-person security and protection **trainings** were held for the human rights defenders staying in the Netherlands. The training covered topics such as **policy influencing, international advocacy, digital and holistic security, selfcare, and bodywork**, which were facilitated by Justice & Peace’s training coordinator, as well as several external trainers that Justice & Peace has worked with in the past. During this period, the defenders were especially enthusiastic about policy influencing, through which they formed a deeper appreciation and understanding for their work and developed new tools for communicating with various actors in the field. For the guests who stayed in the summer period, we facilitated several small group sessions and individual sessions on security, including some social activities.

In the second half of 2021, we were fortunate to be able to continue in-person security and protection trainings for the defenders. Although certain adjustments had to be made due to the rapid changes in COVID-19 restrictions, we were able to retain many similar elements from the previous training round with a focus on digital and holistic security, policy influencing, and selfcare. The defenders greatly appreciated the selfcare sessions led by the professional counsellor and therapist, who taught them how to understand their own personalities and manoeuvre different emotions that may arise in the course of their work. Being able to return to in-person trainings afforded the defenders the opportunity to actively engage and build human connection after a difficult period of lockdowns and isolation. The trainings allowed defenders to take valuable lessons from the experiences and work of others, while group dinners and city walks led them to form a tight-knit bond.

In 2022, we will continue to enhance our training programme by working with current and new external trainers and implementing new courses to match the growing needs of defenders, such as creative media, art for wellbeing, and expanding our range of bodywork sessions. Following the launch of the **alumni community platform** and a dedicated page for resources on the Shelter City website in 2021 (more on this below), we have continued promoting capacity-building and resilience through sharing **resources** even after the defenders have returned to their home countries.



3. The safety of women human rights defenders is supported and promoted by further enhancing the gender perspective of the temporary relocation programme

Justice & Peace has been lobbying to provide the option of **family relocation** (temporary shelter for participants together with their dependents) within the Shelter City initiative, to enhance our accessibility and inclusiveness towards human rights defenders - specifically women - with dependents. In June 2021, we were informed that this has been approved by the Ministry of Foreign Affairs, which will enable us to start our pilot family relocation project in 2022. In the second half of 2021 we have started with logistical preparations for this.

4. More human rights defenders have access to temporary relocation in the Netherlands, elsewhere in Europe, or in the region in which they work.

In the past years, **Justice & Peace has been lobbying for more flexible visa for human rights defenders. In November 2020, the Dutch House of Representatives adopted a motion to provide Shelter City guests with the possibility of extending their visa for a period of up to one year in case of emergency.** Justice & Peace has been actively lobbying for this motion to be put into practice.

In 2021, **the city of Eindhoven agreed to start a pilot Shelter City project in 2022.** Justice & Peace has played an active role in this together with the local partner in Tilburg, and will support Shelter City Eindhoven in the coming months.

In April and June, **Justice & Peace organised online meetings with the international Shelter City partners.** Representatives from all the international Shelter Cities attended and gave an update on their activities and challenges during the last months. In the past months, regular one-on-one meetings took place with the partners. Together with partners from the University of Applied Sciences in York, who joined Shelter City in January 2021, and the University of Dundee, we have been planning an exciting series of joint trainings for both current Shelter City guests and alumni. Furthermore, mutual learning exchanges have taken place with trainers from the Shelter Cities in Tanzania and Benin in the area of digital security, peer-reviewing each other's materials and curricula. Also, referrals of human rights defenders have taken place with both Shelter City partners as well as external partners.

Over the past months, Justice & Peace has been providing support to COCAP in Nepal to set up the pilot Shelter City Kathmandu project, which is due to start in March 2022. In 2021, frequent exchanges took place with local partners in Norway, Venezuela, Belgium, Luxembourg, Scotland, France and Germany to establish Shelter Cities there. Justice & Peace visited Pakistan to explore possibilities for collaboration to support Afghan human rights defenders there. We also paid a visit to Georgia to exchange with our partner there.

Empowered and facilitated potential and current Shelter City partners in Norway, Venezuela, Belgium, Luxembourg, Scotland, France, Germany, Afghanistan and Georgia.



In January 2021, **Justice & Peace co-facilitated several workshops together with ProtectDefenders.eu** for the organisations that were selected to conduct a feasibility research for the setting up of a local temporary relocation project, as they aim to create such a project with the support of ProtectDefenders.eu. Also, Justice & Peace participated in several online conferences and workshops relevant to temporary relocation programmes.

5. Shelter City alumni support their human rights organisation and broader network using their newly acquired skills, knowledge and network(s), and continue to feel part of a larger human rights defenders' community.

Following up on our plans to create an online alumni community, taking into account alumni wishes expressed in the November 2020 survey, **we launched the online Shelter City alumni community** on the open source platform Mattermost, similar in functionality to Slack, with an informal gathering on April 8th. To date, 70 (out of 120) alumni have signed up to join the platform and we have hosted a number of **training sessions and events**, including six security trainings by external partner Open Briefing (in English, French and Spanish) and a webinar on identifying fake news by an alumni, founder of the Tech4Peace organisation. The events have been attended by alumni from different regions and cohorts, but in most instances time restraints and technical issues have hampered participation by some who had expressed interest prior to the training or event.

To ensure the community is driven by the alumni themselves we formed the Shelter City Alumni Working Group, consisting of seven alumni representing different cohorts, working areas and regions whom we have met with twice and who will help to keep the community vibrant, providing inputs and ideas as well as other contributions. While we have been greatly encouraged by the number of sign-ups to the platform, we are exploring strategies to have more engagement on the platform, besides participation in the events.

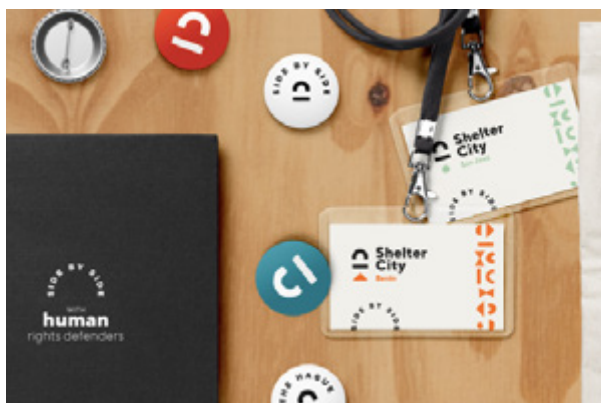
6. Youth and the general public in the Netherlands are increasingly aware of human rights defenders and feel motivated to support and contribute to their work.

Although the COVID-19 pandemic has presented many obstacles to hosting events and gatherings, **Justice & Peace was able to find alternative ways to continue connecting with and inspiring students and the general public** on the work of human rights defenders. The Shelter City tour, through which the **Dutch Human Rights Ambassador, Bahia Tahzib-Lie**, visited **Shelter City The Hague, Zwolle, Utrecht, Tilburg, and Maastricht** in the first half of the year, elevated the importance of Shelter City in the eyes of the public. To complement this, we hosted the Shelter City Outdoor Exhibition, which displayed the stories of six human rights defenders in five Shelter Cities across the Netherlands and attracted more than 70,000 people throughout the year. Furthermore, 19 online and offline lectures, film screenings, a pop-up exhibition and other interactive events all provided the defenders opportunities to engage with members of the public, including students and local inhabitants. This included our participation as keynote speakers in the Press Freedom Day event in The Hague with our Director and a Shelter City guest and journalist. The online event was an opportunity for Justice & Peace to speak about Shelter City and the importance of journalists. Furthermore, Justice & Peace collaborated with Slot Loevestein, a medieval castle turned museum, for the 'Human Rights Defenders in Residence' event as part of the 400th anniversary of Hugo de Groot, one of the founding fathers of international law. This included a public event and workshop with students. These events have helped to expand our supporter network significantly, from policymakers and organisations recognising the benefits of Shelter City and focusing their attention to the plight of human rights defenders, to volunteers and students feeling inspired to donate their time and skills to our work.

Connecting with and inspiring students and general public. Shelter City tour, outdoor exhibition seen by 70.000 people, events and publications.



We also connected with young people and supporters via new content and press. In 2021, **two short documentaries** were created and shared with the public³, **new stories** were published on our online channels, and **Shelter City was featured in 28 news articles in national and local Dutch press** throughout the year. We ended the year with **the launch of the new Shelter City branding** and website on International Human Rights Defenders Day, 9 December 2021. The launch marks a significant step for Shelter City towards strengthening the network of Shelter City, increasing awareness of the initiative, and the importance of protecting human rights defenders. In 2022, we will continue to organise more events focused on outreach and education, whilst also focusing on developing materials and content to further promote Shelter City, motivate support, and increase awareness amongst a greater part of the general public.



Fotograaf: Paul van Baardwijk

³ See the short documentaries of Shelter City guests David and Caroline here: <https://www.youtube.com/watch?v=jeicREMdg0I> and <https://www.youtube.com/watch?v=hN6IGzTRJbQ>





The availability of safe and legal pathways to reach countries of asylum plays a pivotal role in the protection of refugees' rights. Currently, however, refugees have limited possibilities to enter Dutch or EU territory through legal and safe channels. As a result, they often resort to smugglers to undertake hazardous journeys, risking severe human rights violations or even death. Others are stuck in refugee camps without perspective for a durable solution.

Justice & Peace's Samen Hier initiative aims to set up the first community sponsorship model in the Netherlands. Active citizenship is at the core of the programme as Justice & Peace strongly believes that local solidarity and connection with receiving communities is crucial to offer recognised refugees a better opportunity to build a new life and to strengthen the social cohesion in the Netherlands. Samen Hier therefore mobilises the support base and the capacity of Dutch participants to give refugee newcomers a place that enables them to realise a sustainable future perspective.

Our goal is to further develop Samen Hier as the first community sponsorship model in the Netherlands to contribute to fairer, more balanced and comprehensive national refugee policies alongside the creation of additional space for safe migration and early integration of persons in need of international protection in the Netherlands.

1. Expansion of the Samen Hier movement and community

In 2021 almost all partners and interested organisations were confronted with uncertainty about their programmes and activities as a result of COVID-19, which made it harder for Justice & Peace to develop Samen Hier in new cities. **Long-term commitment was necessary and has led to a successful collaboration with partners in Rotterdam, Amsterdam, Leidschendam-Voorburg, Groningen and Zaanstreek.** In The Hague and Rotterdam we have been already implementing Samen Hier, by matching groups of five with newcomers.

In Amsterdam and Leidschendam-Voorburg a local action plan has been prepared by our partners, with the intention to receive resettled refugees⁴ through Samen Hier from May 2022 onwards. It is important to note, however, that its feasibility is partly dictated by the number of resettlement refugees to the Netherlands.

We have also established a collaboration with local partners in Groningen and the region of Zaanstreek. The first is advocating for Samen Hier with its municipality, the latter already has experience with resettlement in Zaanstad and support from the municipality. Furthermore, we are in ongoing talks with **interested organisations in Nijmegen, Zwolle and Utrecht** to explore future collaborations.

Next to the challenges that COVID-19 posed to all of us, we have experienced the general lack of housing possibilities in the Netherlands as a practical issue for municipalities to be able to host refugees in their city or village. Therefore **Justice & Peace has signed a Memorandum of Understanding with Takecarebnb**, an organisation facilitating temporary housing at host families for status holders who are still waiting for their permanent housing. Together with Takecarebnb we have agreed to **set up a settlement scheme in Zwolle in 2022**. We also saw interest from housing associations to support Samen Hier. Two housing associations in Amsterdam and Zaanstreek have expressed their willingness to contribute to the resettlement of refugees, once their municipality joins the Samen Hier network.

Despite the COVID-19 restrictions and their impact on recruitment of new groups, 102 new persons joined the Samen Hier community in 2021, mostly from The Hague. In total 70 people have formed so-called Welcome Groups and they were matched to 32 status holders (families). Eight persons await matching in The Hague.

All participants in the Samen Hier community have shown great creativity last year. Despite the limited possibilities to meet each other in person, many groups have managed to meet at least once a fortnight in smaller groups. **We have organised a number of training sessions and social outings, both online and offline.** The participants expressed that they were happy to meet each other. Especially the online meeting organised to exchange ideas and experiences as to what was still possible to do in light of the COVID-19 measures at that time, was extra valued. That meeting gave new energy to the community. Examples of other events we have organised for the community are a 'scavenger hunt' throughout The Hague, a film screening and the Talent Event to explore job opportunities for newcomers in the Samen Hier community.

⁴ Resettlement is the transfer of refugees from an asylum country to another State that has agreed to admit them, and ultimately grant them permanent residence. The UN Refugee Agency UNHCR identifies refugees that need to be resettled, and supports their resettlement.

Matched groups mention that Samen Hier made a lasting impact on their lives. During regular check-in calls groups have shared that they not only support each other with requests for help, but that they build equal relationships characterised by friendship and trust. Some groups even describe their group as a 'small family'. In addition, the added value of Samen Hier in both directions was recognised. The newcomers all indicated that the group enabled them to participate more actively in Dutch society and that the group made a significant contribution to improved language skills, helped to find jobs or internships and expand their social network. At the same time many welcome groups indicated they gained a better understanding of the lives of refugee newcomers and the challenges associated with settlement.

Due to the limitations on meeting each other in person, Justice & Peace provided additional guidance to the groups. Not only to support groups in these exceptional times but also because matched groups indicated difficulties in making their expectations and goals explicit. Therefore, a **roadmap** was developed to support matched groups in articulating their expectations and goals and to agree on concrete activities they can undertake together. In addition to this roadmap, we developed e-learning materials for welcome groups to replace the physical training.

In The Hague, we collaborated with the UNICEF Student Team The Hague in setting up a COVID-19 proof variant of Samen Hier specifically targeting students. During the pilot in April, the Samen Hier student community took place online. Students and young refugee newcomers joined forces during ten weeks and became part of each other's networks through various specific online assignments. In total, 28 people participated (14 students and 14 young status holders). The ten weeks ended with an informative event about the opportunities of community sponsorship and the role of students in it, and an informal picknick. All parties were pleased with this refugee-student network; the students and newcomers involved have formed close relationships. We therefore continued collaboration with the UNICEF Student Team to create plans for a more long-term project. Instead of 10 weeks, the Samen Hier student community will match groups of students and young newcomers per semester for a minimum of five months (the duration of one semester in the Netherlands). From February 2022 onwards we will engage a broader group of students in the reception of refugees in the Netherlands.

UNICEF Student Team Samen Hier student community first edition.



2. Strengthening Samen Hier as a model of community sponsorship

As outlined in the previous section various local partners have been working on setting up Samen Hier in their city or municipality. A number of these partners see the most added value of Samen Hier in the so-called **resettlement variant, in which the groups of five – called ‘sponsor groups’ – enable refugees to come to their city via safe and legal pathways**. This variant is suitable as a ‘clean slate model’: the sponsor groups make a difference from the first moment the refugees arrive in the Netherlands. In addition, our partners emphasise the lack of citizen initiatives for resettled refugees. The global situation in which 1.4 million refugees need resettlement while there is a lack of legal and safe pathways play an important factor in the partners’ aim to make a difference in resettlement. This focus does require more preparation time for partners compared to Samen Hier for status holders. To prepare partners for resettlement, Justice & Peace has **adapted training materials, communication and support manuals to the specific needs for resettled refugees**.

In 2021 **Rotterdam was the first city to implement Samen Hier for the reception of resettled refugees**. Two sponsor groups were active for one year in welcoming resettled refugees in the city. It turned out to be an intense but above all valuable experience for all concerned. The municipality of Rotterdam, the Central Agency for Reception of Asylum Seekers (COA) and the Dutch Council for Refugees (VluchtelingenWerk) also assess the experience as positive and they have already announced their wish to continue this collaboration to support future refugees coming to Rotterdam via resettlement. An extensive evaluation took place with all stakeholders in Rotterdam, which will be finalised and published in April 2022. Based on this evaluation we expect to inspire more cities to embrace community sponsorship for resettled refugees and become part of the Samen Hier movement. Based on the experience in Rotterdam, Justice & Peace developed a **checklist for partners** on how to create a division of tasks and responsibilities for each stakeholder involved with community sponsorship. Amsterdam has used that checklist to set up their local strategy for Samen Hier.

In 2021, Justice & Peace has **built up a good network of contacts with relevant stakeholders on the national level**, such as COA, the United Nations High Commissioner for Refugees (UNHCR) and the ministry of Justice and Security. In the coming months Justice & Peace will continue to **collaborate** with these organisations **to set up a national community sponsorship model**. In addition, VluchtelingenWerk Nederland has asked Justice & Peace to collaborate on a joint monitoring project to measure the impact of community sponsorship. VluchtelingenWerk will work together with us in Amsterdam and the Zaanstreek towards further consolidating Samen Hier’s methodology. We see great added value in this collaboration to **strengthen advocacy for community sponsorship in the Netherlands**.

Finally, we are pleased to report that the **Asylum, Migration and Integration Fund (AMIF) will support Justice & Peace – as part of a European coalition – to set up an additional safe pathway to the Netherlands specifically for refugee students from outside the EU**. Justice & Peace has built its network of European organisations having experience with this model, to learn from them and to work together towards additional safe pathways. In the Netherlands we will collaborate with the UNICEF student team and Rotaract The Hague to develop this student pathway.

Students from University College Maastricht have researched the willingness of Dutch universities to receive refugee students via Samen Hier. This resulted in collaboration with two universities willing to collaborate on safe pathways enabling refugee students to join the universities' masters programmes.

3. Samen Hier is a strong and visible movement

In 2021 we showcased Samen Hier at different platforms and on several occasions. We presented community sponsorship and its opportunities in the Netherlands during the **online Just Peace Festival**, in which over 100 people participated. Together with the ministry of Justice and Security and COA we presented Samen Hier and community sponsorship to several **Dutch municipalities and other stakeholders**. We also gave presentations on the potential of sponsorship to the youth section of GroenLinks The Hague and during meetings of NL Must Act. We were part of an episode of **BBC's podcast 'People Fixing the World'**. The Present Movement organised a brainstorm session in which we pitched sponsorship to a group of entrepreneurs who provided us with their network and ideas on how to improve Samen Hier. We also organised a **film screening** of 'Shadow Game' to show Samen Hier's solidarity with refugees who are stuck at the borders of Europe.

In February 2021 we **participated in an online campaign to call on EU policymakers and country leaders to act on the situation in Moria** and provide solutions to safely relocate people to EU countries. Using our online channels, we shared solidarity action posts and statements. In December 2021, we joined the **Green Light campaign** to show our solidarity with refugees stuck at EU borders and called on the Dutch government to allow more spaces for refugees to be relocated to a Dutch city. In line with the campaign, we lit up our office and homes in green lights and talked with people passing by and online about the situation at EU borders.



Due to COVID-19 we organised fewer events than planned. This posed a challenge to building up brand awareness and to motivate people to join Samen Hier. Therefore, we joined forces with an external marketing manager to explore ways on how to create more brand awareness for Samen Hier. Based on those meetings, we have developed a new communications plan and **branding strategy**. These strategies helped us to adjust the Samen Hier website to inform our audiences about community sponsorship and ways in which people can join Samen Hier.

Recruitment of new groups required a new approach during the COVID-19 pandemic. As groups could not meet with all participants at the same time, fewer images of groups became available for use in guidelines, flyers, press releases or on social media. However, we were able to create new flyers with pictures of The Hague groups, and created a **video advertisement** with one of the Samen Hier groups that is shown in the city centre of The Hague. We continue to see growth in the reach of our social media channels, thanks to advertisements, appealing content and our presence at events like mentioned in the section above.





In 2021, communications and fundraising have been hugely valuable assets for Justice & Peace in connecting with and inspiring our community to take positive action for human rights during another year amidst the COVID-19 pandemic. Despite many activities being put on hold or being implemented with restrictions, we have been able to strengthen awareness and create actions for greater attention to human rights topics important to us and for reaching our goals through our online channels, newsletters, events, and campaigns. In addition, we have created a fundraising & communications plan for 2021, allowing us to further align our activities with our goals.

1. Awareness of Justice & Peace and its work

The **awareness and outreach of Justice & Peace is key to continue growing a movement of change makers.** As part of our community getting to know who we are as an organisation, in May 2021, we shared our move to our new **Human Rights Space building** in The Hague via our online channels. In 2022, we plan to further build this space as a platform for youth and citizens in The Hague. Furthermore, over the year, **we have frequently featured our team members and their work** on our online channels to show who we are as Justice & Peace. Throughout the year, six **Change Maker stories** were developed and published focusing on local change makers in the Netherlands, human rights defenders in Shelter City, and participants in Samen Hier, including an illustrative story focused on a journalist as part of our additional support to journalists at risk. This was also paired with posts and content featuring these stories as well as other stories of change makers locally and from around the world. Our outreach was further strengthened by press, as we were featured in **32 articles in national and local news in the Netherlands.**

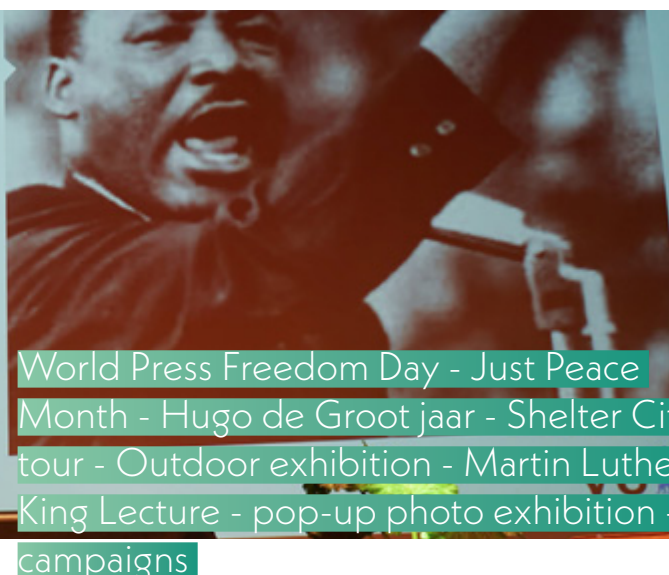
One of the highlights of 2021 was **the publication of our first Justice & Peace magazine**. The magazine showcases the diverse and innovative work of Justice & Peace, as well as the people we work for and with. It was sent out to our audience in June 2021, and further disseminated via an **online campaign** created to bring attention to our work. Press, the magazine, and our presence online has also supported our fundraising efforts. These contributions allow us to continue our work in supporting more change makers for human rights.

Alongside our organisational communications, our main focus of 2021 has been also on **developing the communications and outreach of our initiatives, Samen Hier and Shelter City**. This has included new brandings and branding strategies to support us, our partners, and our beneficiaries in achieving our goals. These activities are explained in more detail above in the chapters of the two programmes.

2. Awareness of human rights

Despite the continued restrictions to meet with fellow change makers in person, **we were able to host and co-host interactive and inspiring in-person and online events in cities across the Netherlands**. This included – as further detailed above in the chapters of the programmes – our participation during World Press Freedom Day in May 2021, the Just Peace month in The Hague in September with a Samen Hier film screening and discussion, a two-day event with students, the public, and human rights defenders at Loevestein Castle in celebration of Hugo de Groot year, and the Shelter City tour with the Dutch Human Rights Ambassador and traveling Outdoor Shelter City exhibition.

People reached: 70.000 offline & 500.000 online



World Press Freedom Day - Just Peace Month - Hugo de Groot jaar - Shelter City tour - Outdoor exhibition - Martin Luther King Lecture - pop-up photo exhibition - campaigns

In 2021, we were involved in the Martin Luther King lecture. Justice & Peace is part of the Martin Luther King Lecture Foundation and bi-annually organises the lecture, and plans to host it in 2022. In 2021, the lecture was organised by VU Amsterdam.

Furthermore, in November 2021, we welcomed 100 people safely to our Human Rights Space for a pop-up photo exhibition to bring attention to the situation of police violence in Peru. All events resulted in the attendance of 677 people hosted by Justice & Peace and an additional estimated 70,000 people came into contact with our Shelter City outdoor exhibition co-created with our partners.

Our awareness raising efforts also include taking part in campaigns, such as an online campaign on the situation in Moria and the Green Light campaign. More details about these campaigns can be found in the chapter on the migration & human rights programme.

All of our activities were paired with online content and engagement as well as e-newsletters. In 2021, we sent out 10 special feature and programme specific newsletters to our Justice & Peace audience and **reached an average of 46,000 people online per month**.

3. Business model innovation

Justice & Peace collaborated with the Business Model Innovation course of Hotel School The Hague (The Hague and Amsterdam locations) to explore how to further innovate its current portfolio by creating, developing and executing new business propositions that will attract new partners and create new revenue streams. This process led to many new ideas, some of which were initiated in 2021, such as the development of new merchandise, while others will be taken up in the coming years.

4. Human Rights Defenders & Security programme fundraising

Fundraising efforts within the Human Rights Defenders & Security programme in 2021 focused on maintaining the support of current donors as well as exploring further diversification of income for the upcoming years. Justice & Peace managed to renew the annual support of one of its donors with a 15% increase to the amount contributed annually to the programme, for the development of the Shelter City alumni community. During the first half of 2021 we spoke with existing multi-annual and annual donors regarding the underspending that took place in 2020 due to COVID-19 and the reallocation of funds or extension of grant periods. The conversations were successful, as **all donors continued their support, adjustments to the budget were accepted, and requested extensions for implementation purposes were granted**. Regarding the further diversification of income, during the first half of 2021 the fundraising team identified three new donors, with ongoing conversations, and explored the possibilities of growing both outreach and income.

5. Migration & Human Rights programme fundraising

Fundraising efforts for the Migration & Human Rights programme in 2021 came with many challenges but also successes. The postponement of activities due to COVID-19 restrictions had implications on the total budget and the amount that needed to be raised. At the beginning of 2021 during the re-evaluation process the total budget of the programme dropped 17%, cutting mainly costs, and the fundraising strategy was readjusted. 100% of the necessary funds for 2021 were raised halfway into the year, with efforts focusing thereafter on covering 2022 onwards. **2021 has been successful in retaining the commitment of existing donors, as well as the exploration of additional and new commitments, including European funds**.





1. Organisation, Board & Staff

As in 2020, Justice & Peace's staff spent a large part of 2021 working from home as a result of government policy in response to COVID-19. **Wellbeing was an important topic during the annual planning days**, to ensure all staff experience a good work-life balance. All staff discussed the topic only amongst each other and with management, ensuring that even in times of COVID-19 and working from home, everyone could feel and do their best.

A few colleagues left Justice & Peace to pursue exciting career opportunities at other organisations. We are very grateful for their contribution to the work of Justice & Peace over the years. We welcomed new colleagues to our team: **four new (junior) programme officers will dedicate their experience and skills to the realisation of our programme goals.**

Justice & Peace also continued to provide internship opportunities. **Throughout 2021, 24 interns and trainees were active for our organisation**, two with financial support from the European Solidarity Corps. In addition, **various volunteers** dedicated their time, energy and skills to the activities in our programmes and communications. We had planned an event to celebrate and thank these (former) interns and volunteers, but due to COVID-19 restrictions we had to postpone the event to 2022.

The board requested the director to investigate the extent to which Justice & Peace's statutes are in line with the current legislation and charities regulations. Its results are expected in 2022.

At the end of 2021, two of Justice & Peace's board members – Monique Frank and Piet Kuijper – finished their final terms. We are very grateful for their contribution to Justice & Peace over the years, as well as for their willingness to continue advising our board in the future.

2. New office

As of 1 April, our office moved to Riviervismarkt 4 in The Hague. Together with Netherlands Helsinki Committee and Human Security Collective, we have created the **Human Rights Space** where rights defenders, rights advocates and their supporters and general (young) audiences interested in human rights in practice can meet and exchange. The Human Rights Space allows us to collaborate with likeminded organisations and combine forces in our common goals.

3. Quality management

In 2021 our quality management certification (ISO 9001:2015) had to be renewed. Internal audits focused on procurement and quality management in general. In addition, we audited the selection procedure of the Shelter City initiative. These audits resulted in several action points, which were then either directly implemented, or integrated into an action list that is being monitored monthly by the management team.

The external audit was extensive in 2021, due to the renewal of the multiannual certification. During a two-day audit, the external auditor looked into various processes and procedures and gave useful insight into ways this could be further improved or made more efficient. **The multiannual quality management certificate was granted for the next three years**, with interim audits being performed annually.

4. In control statement by the board

Justice & Peace has made an overview of risks it faces, their estimated likelihood of 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 have expressed its confidence that Justice & Peace's staff have sufficient control over the risks identified in its risk analysis.** The board has played an active role in discussing scenarios to ensure that the organisation's goals can be reached despite the pandemic and potential financial challenges.

5. Legal advice

Justice & Peace has been provided with pro bono legal advice with the help of Pro Bono Connect. **We would like to express our gratitude for these professional and high-quality services to us free of charge.**

6. Financial management

Our financial expert further **digitalised the financial processes** as planned, ensuring higher quality and more efficiency. **The four-eyes principle is applied throughout all payments.** Our financial report 2021 will be published in the format designed by the Netherlands Fundraising Regulator (CBF).

7. Remuneration of the Director

The Board has established the remuneration policy and amount for the Executive Director in accordance with the Dutch Charities Association (Goede Doelen Nederland) regulation regarding remuneration for Executive Directors. The regulation determines a maximum for annual income based on a number of criteria. The Board applied the criteria to Justice & Peace, which resulted in a so-called BSD-score of 405. The related maximum annual income is €111,345 (1 FTE/12 months). The actual annual income (as relevant to the Dutch Charities Association Regulation) of the Executive Director of Justice & Peace, Sebastiaan B. van der Zwaan, was €91,739 and stayed within the applicable maximum of €111,345. The annual income, taxable allowances, employer's contribution to pension and other postponed income contributions totalled €102,843 and stayed well below the applicable maximum of €201,000. Further details can be found in the 2021 financial report.

8. Security-risk management

Justice & Peace invested greatly in security risk management over the last few years. The arrival in 2021 of a new colleague with ample expertise on (digital) security measures meant that we can once again focus on internal security risks and ways to mitigate them. We intend to make this part of our internal audit in 2022.

9. Integrity

Integrity is an important pillar to Justice & Peace's work. Several policy documents are in place to ensure it in our operations, including a **code of conduct, a whistle-blower policy and a policy on unacceptable behaviour**.

The management team is responsible for the implementation of this integrity policy and reflected on its application in 2021. With the support of one of our volunteers, we updated and incorporated the various policies into one comprehensive policy document and expect to finalise this document early 2022. Furthermore, integrity was made a more explicit part of several of our official documents and procedures. For example, a clause was added to all new staff contracts, ensuring employees endorse and commit to comply with the code of conduct.

In 2021, Justice & Peace created a new e-mail address integrity@justiceandpeace.nl, which external stakeholders can use to report integrity related incidents. The e-mail address is only accessible by Justice & Peace's director. This e-mail address and possibilities to report were made public on our website. No reports were received in 2021. Any future reports will be examined and if possible, resolved informally. Formal procedures are in place in case an informal solution cannot be found.

All new staff, interns and volunteers - insofar as they have access to sensitive information or are in direct contact with our target audiences - submitted a **Certificate of Conduct (Verklaring omtrent gedrag)**.



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