



Justice &
Peace



ANNUAL REPORT

2022

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PHOTO COVER

The Hague Highlights festival 2022, The Hague

From 14 – 18 December, Justice & Peace participated in The Hague Highlights 2022. The annual light art festival is telling stories of the rich history of The Hague, using light and projection. On the Hofvijver we presented the artwork Voyage – Safe Haven to advocate for a welcoming society and communities that create safe havens for people who were forced to flee their homes.

Photographer: Arjan de Jager

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Human Rights Space Open Day, interactive event at Justice & Peace.

2022 is the first year of our new multi-annual strategy 2022-2024¹. By applying the Theory of Change method, we have identified the key points of our work in these years. 2022 was a year in which we built upon our extensive and well-established experience supporting **human rights defenders and newcomers**, and further expanded our programmes through new initiatives.

While the Netherlands was still in a partial lockdown at the beginning of 2022 due to the COVID-19 pandemic, society opened up again enabling us to carry out our activities, to host more human rights defenders and to support more newcomers in **finding a safe haven in the Netherlands**.

The year 2022 marked the **10-year anniversary of Shelter City**, and of Shelter City The Hague as the first city participating in the initiative. This was celebrated with a festive event, a travelling outdoor exhibition and a study showing the impact of ten years Shelter City on its participants. This year **we relocated 29 human rights defenders** to the Netherlands. For the first time, some of them brought their dependents. We were able to relocate a number of human rights defenders affected by the war in **Ukraine**, providing them with a safe space.

1

https://justiceandpeace.nl/wp-content/uploads/2022/07/202206_JP_Multi-Annual-Report-2022-2024.pdf

We have also been preparing the selection of the first artists who will be staying in the **Artists' Safe Haven** from 2023 onwards, a new initiative within our Human Rights Defenders & Security Programme. Our Migration & Human Rights Programme also expanded, as **new Samen Hier variants** were developed in 2022: the student pathway variant, the ad hoc variant – responding to situations such as the war in Ukraine, and **the student community** in The Hague. Expansion of the Samen Hier network in the Netherlands was set back by the COVID-19 pandemic and the war in Ukraine, which led to a shift in priorities within municipalities. However, we also experienced that various municipalities and relevant stakeholders such as the Central Agency for the Reception of Asylum Seekers (COA) and VluchtelingenWerk Nederland showed interest in Samen Hier and in collaborating with Justice & Peace. We therefore expect more municipalities will be joining the movement in 2023.

In 2022 we merged our communications and fundraising teams, further aligning our strategies towards a more effective approach. The focus on press relations resulted in more articles about Justice & Peace and our work being published. As the pandemic related measures were being lifted during the year, we could host more in-person events and reach and engage a large number of the public. As 2022 was a year in which several multi-annual grants ended, we submitted new project proposals to secure funding for our activities, resulting in various multi-annual grants being awarded from mid-2022 and 2023 onwards.

As an organisation, we are happy to work together again at our office. We are happy to have found new, enthusiastic and knowledgeable colleagues to join our team, and to have welcomed Rien van der Velden as the new vice-chair of our board. We thank our board and advisory board, our staff, all of our interns and volunteers for their continued commitment and efforts towards reaching our goals in 2022.

Jan Henneman
Chairman of the Board

Sebastiaan van der Zwaan
Director

HUMAN RIGHTS DEFENDERS & SECURITY



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. Shelter City is a key part of this programme. Shelter City is being carried out in a similar way as in previous years, offering temporary relocation, rest and respite and capacity building to human rights defenders for a period of maximum three months. Our goal is for the human rights defenders to return and continue their work in their own country, with new energy, skills and contacts.



Multi-annual goal 1: Shelter Cities provide temporary safe and inspiring spaces for human rights defenders where they re-energise, receive tailor-made support, and engage with local allies.

21

Shelter Cities worldwide

29

Human rights defenders supported in NL

2.4mln

People reached with events, press & online

+2

Growth of new Shelter Cities

With a total of **more than 1,000 applications**, Justice & Peace received an all-time high number of applications to its Shelter City calls for application in 2022 in the Netherlands. Noting that our global call has managed to reach human rights defenders from all parts of the world, we have to recognise that the huge number of applications indicates the growing need for temporary relocation for human rights defenders at risk. **Human rights defenders worldwide are increasingly under great pressure.**



The year 2022 marked another milestone for Shelter City. Justice & Peace celebrated **the 10th anniversary of Shelter City** as an initiative and Shelter City The Hague as the first Shelter City. In light of this 10th anniversary, we published the **Shelter City Impact Study**, showcasing the real impact Shelter City in the Netherlands has had on human rights defenders and their communities. The study showed that of all those taking part in the study continued

or restarted their human rights work after being part of Shelter City. Their stay in Shelter City allowed them the opportunity to re-energise away from threats, network with other defenders, and acquire more confidence and recognition for their efforts. Participants were able to develop new mechanisms around their advocacy and activism, apply improved strategies and wellbeing practices in their work, and feel safer as a result of the increased security measures and a newly established worldwide network. **The impact of Shelter City does not only have a positive impact on the participants, but also on their local communities and organisations.** The study found that they too benefit from Shelter City as participants share their knowledge, skills and networks with them upon return.

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

In 2022 numerous opportunities to build new and strengthen existing partnerships for the establishment of more Shelter Cities were fostered with a strong emphasis on Latin America. This region has been a focus of Justice & Peace to establish new Shelter Cities due to the ever increasing demand for temporary relocation for human rights defenders at risk from Latin American countries. **The international Shelter City partners met** in Brussels for the annual meeting of the European Union Temporary Relocation Platform and additional strategy meetings were held in the Netherlands and Costa Rica. A strategy meeting for international partners took place on 6 June in The Hague and focused on improving

access to temporary relocation for human rights defenders in Europe and elsewhere. By exchanging best practices and lessons learned, the partners managed to map out common strategies for 2022 and identified priority areas for collaboration. The meeting set a date for the International Shelter City Meeting. That meeting that took place from 11-17 September in Costa Rica. Justice & Peace together with Fundación Acceso (Shelter City Costa Rica) co-hosted the meeting. The focus of the meeting was on expansion of Shelter City in the Central and South American region. Collaborations with potential partners in Uruguay, Brazil and Colombia were extensively discussed during the meeting and will be further explored in its follow-up.

In Europe, different organisations continue to express interest in setting up Shelter Cities. From Stockholm to the Greek island Lesbos, from Oslo to Lyon. The latter two have successfully secured funding and are launching their initiatives in 2023. Justice & Peace remains closely involved in **supporting new temporary relocation initiatives** and continues to build its referral pathway with its core partner and its broader network.

Our collaboration efforts in Asia are moving steadily as the **first temporary relocations have been piloted in Nepal**. Justice & Peace continues to strengthen its referral pathway and review possible expansion opportunities in the region.

With partners everywhere in the world, Justice & Peace, continues to strategize and structure its lobby efforts to build new temporary relocation initiatives.

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

In the Netherlands, we hosted a total of 29 human rights defenders in 2022. The first group consisted of human rights defenders from

Not only was I able to continue my work, I noticed I was also better able to cope with the stress of being an activist under our repressive regime.



FORMER SHELTER CITY
GUEST

Mexico, Malaysia, Kazakhstan, Kenya, Nigeria, Turkey, Uganda, Venezuela (2), Russia, Kyrgyzstan and Algeria. The human rights defenders hosted work in a range of human rights areas, from freedom of speech and expression, civil and political rights, environmental rights, and women's rights to LGBTIQ+ rights. Their stay from April to July was festively launched with the [Shelter City 10-year anniversary event](#) attended by local partners from the Dutch Shelter Cities, supporters, the Dutch Human Rights Ambassador, Bahia Tahzib-Lie, and the UN Special Rapporteur on the situation of human rights defenders, Mary Lawlor.

Temporary relocation initiatives, like Shelter City, remain as important as ever. They provide a vital lifeline for human rights defenders to take a step back, recharge, and focus on themselves.

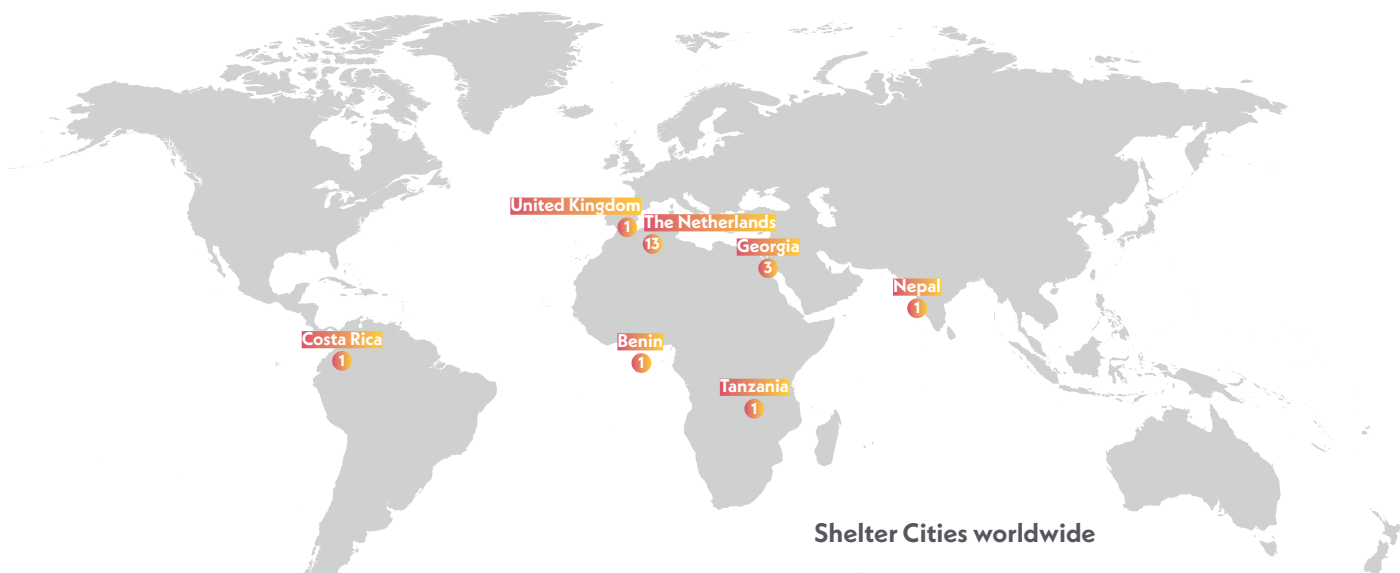


MARY LAWLOR

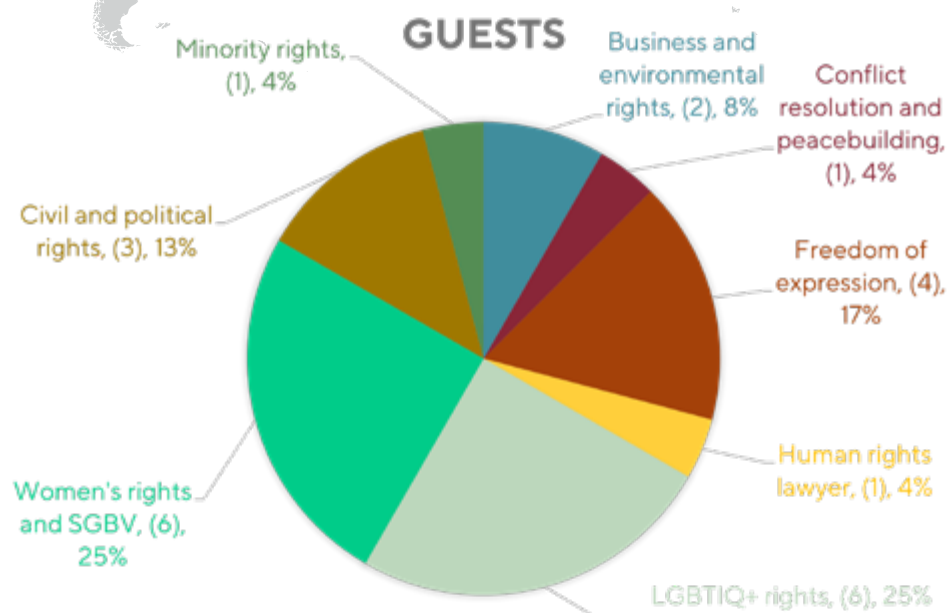
UN Special Rapporteur on the situation of human rights defenders

During the summer, Shelter City hosted 3 additional human rights defenders from Poland, Mexico and Egypt in Utrecht, Amsterdam and Rotterdam. Though the nature of the summer programme is usually focused on rest and respite, two of the human rights defenders utilised their time in the Netherlands for networking and to attend various events. The team, together with the local partners, managed to provide a more active programme than usual during this period by organising network opportunities and a joint training session for these human rights defenders.

In the fall, the group of human rights defenders travelling to the Netherlands came from Venezuela, Yemen, the Philippines, Zimbabwe (2), South Sudan, the Democratic Republic of the Congo, Turkey, and Rwanda. Throughout their stay, with support from local partners, all participating human rights defenders were able to rest in a safe space and receive the support they needed. Shelter Cities across the Netherlands organised a range of events, such as a film screening, a storytelling afternoon, and a panel discussion to connect human rights defenders with local communities.



Shelter Cities worldwide



Work topics of 24 guests of Shelter City in the Netherlands in 2022.

In addition to the 24 human rights defenders staying in our regular programmes, we hosted five more human rights defenders who needed to be relocated more flexibly. Their situation did not allow them to wait for a regular call for applications. These human rights defenders were relocated as soon as possible after their request.

During their stay, the human rights defenders expanded their network through meetings with NGOs such as MamaCash and Lawyers for Lawyers, and representatives of the Dutch Ministry of Foreign Affairs. During the fall, Justice & Peace organised a group visit to Brussels to allow the human rights defenders to network more extensively with international human rights organisations and stakeholders. The networking meetings brought them significant value as they were able to not only share their work and story but also gain insight on how to sustain their human rights work upon return.

In 2022, **the Shelter City network welcomed Eindhoven as the thirteenth Shelter City in the Netherlands** and provided them the support needed for their pilot project. To strengthen the network in the Netherlands further, Justice & Peace organised two online meetings with local partners in the Netherlands to share ideas, experiences, and make suggestions for improvements. For example, to encourage interaction between Shelter Cities, local partners suggested using a central platform to share events and activities hosted in other cities, for human rights defenders to participate in.

Additionally, local partners were enthusiastic about the suggestion for an upcoming network meeting to include interaction with Shelter City guests hosted in other cities. This meeting will be organised by Justice & Peace and will take place on 29 March 2023.

Justice & Peace also successfully launched its Artists' Safe Haven pilot initiative, to host and empower international artists at risk in the Netherlands and kicked off the selection for this initiative at the end of 2022.



Shelter City guest speaking at the Freedom meal in The Hague.
Photo by Anne Reitsma Photography

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

In order to enhance our inclusiveness towards human rights defenders (specifically women) with dependents, we continue to reflect and redesign our approach. In 2022 our focus was on family relocation, as **two family relocations took place under the flexible relocation programming for human rights defenders** who need urgent relocation. In 2023 we'll be drawing lessons learned from hosting human rights defenders with dependents and mapping out best practices as we engage with these families.



International Shelter City partner meeting in Costa Rica.

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.

In 2022, the **Shelter City Alumni network** continued to provide a platform for protection and engagement. We stayed in close contact with alumni in need of support and made necessary protection arrangements. For continued engagement, we also facilitated **regional webinars for alumni** to exchange contacts and share their work since returning home. **Capacity building and funding**

opportunities, as well as other useful resources, were regularly shared through the online alumni platform to support alumni's work. We continue to search for innovative formats to keep our alumni engaged and to make our platform as useful as possible for our alumni.

Multi-annual goal 2: Human rights defenders ensure the wellbeing and safety of themselves and others and the effectiveness of their work.

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

Improving security and well-being practices remains an essential part of the 3-month temporary relocation period. Building capacity during relocation was facilitated through **group trainings in The Hague**, as well as networking and public engagement activities.

For the 2022 Shelter City spring group, two training periods took place in May and June. For the fall group, the team decided to organise three training periods instead of two. The number of training days stayed the same while creating more opportunities for



Shelter City holistic security training.

peer-learning and closer bonding between the entire group during their 3-month stay.

The training sessions cover the basics of human rights advocacy, self-care, strategic planning, communications and digital security. Changes to the training format (three shorter training sessions instead of two longer ones) and the addition of self-organised session in 2022 were evaluated positively by the human rights defenders and the team.

With our partners in Georgia and Tanzania, Justice & Peace launched its activities for **the Activist Lab**. This initiative, a collaboration consortium led together with Oxfam, PAX and Oxfam Peru, focuses on **empowering the next generation of international activists**.



Shelter City photo exhibition in The Hague.

I want every person to be a little activist for themselves, for their families, for their street.



GULIAIM (KYRGYSTAN)

Former Shelter City guest

Multi-annual goal 3: Shelter Cities contribute to strengthening recognition, building allies and generating respect for human rights defenders in the Netherlands and abroad.

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.

The **10 year anniversary of Shelter City** was celebrated on a large scale, involving partners, stakeholders and human rights defenders as well as general audiences in the Netherlands. The celebrations included an internal event in April 2022 with 75 Shelter City partners, policymakers, embassy representatives, human rights defenders and special guest speakers, including the UN Special Rapporteur on the situation of human rights defenders, Mary Lawlor, and the Dutch Human Rights Ambassador, Bahia Tahzib-Lie. We hosted a public outdoor exhibition in The Hague in-front of The Hague Central Station, which reached an estimated 300,000 people. The exhibition later went on display in Shelter City Zwolle, with an estimated 30,000 people coming into contact with the exhibition.

In 2022, Shelter City was featured in 49 press articles, with an estimated potential reach of 2 million people across the Netherlands. This is largely because of local press articles in the individual Shelter Cities announcing their new guests, as well as articles associated with the 10-year anniversary, our events, and exhibitions.

With the lifting of most COVID-19 restrictions in 2022, Justice & Peace had a successful year connecting with and inspiring both youth and the general public in The Hague and across the Netherlands on the topic of human rights and human rights defenders.

In 2022, we created spaces and multiple moments for the public and professionals throughout the Netherlands to meet and connect with the visiting human rights defenders. This resulted in **47 events** with an attendance of 4,237 people. This includes events such as the Freedom Meal (Vrijheidsmaaltijd) on Liberation Day where Kazakh civil rights activist, Asya, gave an empowering speech in front of nearly 500 people, and the Party4Peace event during Just Peace Month in The Hague, where two human rights defenders were in touch with approximately 500 people attending in-person and online, talking about their work and what peace means to them. In the fall, we also provided support in the selection and organisation of the Ministry of Foreign Affairs' **Human Rights Tulip award**.



World Class panel discussion.

Bringing the stories and work of human rights defenders to students and youth is a key part of our outreach. In 2022, **Justice & Peace and our Shelter City partners hosted 21 lectures and interactive events attended by 1,720 students in the Netherlands**. For example, on 29 November, International Women Human Rights Defenders Day, Justice & Peace collaborated with the municipality of The Hague in a World Class Lecture in honour of this day, featuring three women human rights defenders and a non-binary LGBTIQ+ rights defender. The lecture was attended by roughly 100 World Class students, and by the Deputy Mayor of The Hague, Mariëlle Vavier. She welcomed

the students and human rights defenders and opened the lecture at the InHolland University of Applied Sciences. Shelter City guests also spoke about their work and interacted with students at numerous lectures at various high schools, universities, and colleges in the Netherlands. In 2023, Justice & Peace will continue and expand this type of collaboration to inspire and connect young people with human rights defenders.

This year marked the **first year using the new Shelter City branding**, launched in 2021. With our Shelter City **social media** channels (Facebook and Instagram), we had a **57% increase** in our overall outreach in comparison to 2021, reaching an audience of potentially 90,000 people. This result can be attributed to new styles of content, including reels, stories, and more engaging content that better targets our audiences. Due to the restarting of our website search engine optimisation (SEO) and Google Analytics in light of the new branding, our website outreach has not yet grown over 2021 levels. However this is set to improve in 2023. Through these various channels and platforms, we have not only increased our outreach and inspired thousands across the Netherlands in 2022, but also provided space for human rights defenders to share their stories and expand their networks.

// **Now, after Shelter City, I feel seen by the international community.** //



FORMER SHELTER CITY
GUEST



MIGRATION & HUMAN RIGHTS

With its Migration & Human Rights programme, Justice & Peace works towards improving refugees access in the Netherlands to long-term durable protection and facilitating inclusive communities where refugees' participation and integration is enhanced. It is our long-term goal to develop the first Dutch community sponsorship model, Samen Hier, as a nationwide movement of citizens and organisations that can share responsibilities with state, regional and local authorities to expand the safe admission and inclusion of refugees in the country. Working in a society facing a housing crisis and polarisation, and noting that adjustments to current policies are necessary, the development of Samen Hier requires flexibility, creativity and resilience. Therefore, Justice & Peace opts for a multi-annual strategy, in which support for community sponsorship is being mobilised by starting with what is already possible, thus showing in practice what community sponsorship for safe pathways for refugees in the Netherlands entails. In 2022 various developments, especially the war in Ukraine, have had a great impact on the activities.



Multi-annual goal 1: Samen Hier partners work together to create safe pathways to and safe havens across the Netherlands.

More municipalities, implementing partners and other interested citizens will participate in Samen Hier.

In 2022 it was our initial strategy to establish more partnerships with municipalities and local organisations to expand the resettlement variant of Samen Hier. Unfortunately **almost no resettlement missions to the Netherlands** were carried out, because of the war in Ukraine. The Dutch government was unable to arrange sufficient support for resettled refugees, alongside dealing with the so-called reception crises in Ter Apel, and the sudden influx of Ukrainian refugees to the Netherlands. Also, the war in Ukraine directly negatively impacted some of our established collaborations. Many municipalities, local organisations and donors gave priority to invest in initiatives that fulfil the urgent needs of Ukrainians in the Netherlands.

Because of both developments, Justice & Peace decided to **shift its focus from expanding its resettlement variant to the development of a new variant of Samen Hier: the ad hoc variant**. With this variant, we aim to respond to emergency situations, such as the recent conflicts in Afghanistan and Ukraine. With its contacts and expertise, the Samen Hier network can offer a helping hand where other organisations and governments are often preoccupied by the increased demand for practical help. Initially, the ad hoc variant of Samen Hier will focus specifically on **supporting Ukrainians** who came to the Netherlands in 2022.



In the second half of 2022, Justice & Peace invested in partnerships with Opora Foundation and The Hague municipality to gain a better understanding of the needs of Ukrainians in the Netherlands and The Hague. It became clear that Samen Hier groups could play a crucial role in language support and creating sustainable social

relationships. Based on the needs assessment, Justice & Peace will start recruiting groups in The Hague in 2023.

In addition to this development, we continued to support **seven Samen Hier groups in The Hague**, that are part of our 'status holders' – i.e., refugees having been officially recognised as such by the Dutch government and having received a residence status – variant. They have all been successfully matched, and we provided them with Samen Hier support documents, introductory training, and intercultural communication training. All groups were matched with a **community builder** who is available throughout the year to answer any questions and supports newcomers and groups with periodic guidance through check-in calls. In addition, we continued our partnership with the UNICEF Student Team The Hague, implementing the **Samen Hier student community**. In February 2022 20 students and 15 young refugees have been matched for five months. The impact of the student community has been analysed and a concise **impact report** has been published on our website, revealing that the Samen Hier student community results in broadened networks, new friends with different backgrounds and better integration.

Based on the positive results, the UNICEF Student Team and Justice & Peace decided to continue this collaboration. In 2022 we have supported the Student Team with the recruitment of newcomers for a new edition of the Samen Hier student community starting in the first quarter of 2023. This is a good way for Justice & Peace to involve students with our mission to create more safe havens and safe pathways for refugees. We aim to expand the Samen Hier student community to other cities, and had our first positive meetings with UNICEF teams in Leiden and Middelburg discussing potential collaborations in 2023.

// It works to ask the city and the people: 'who is joining?' Of course reactions and opinions differ, but as people we have a lot in common. From this viewpoint, we must try to approach and mobilise citizens. //



JUAN HEINSOHN

Samen Hier partner

Stichting Rotterdam Verwelkomt Vluchtelingen

[Read more](#)

In Rotterdam, Samen Hier groups guided Syrian families who came to the Netherlands through **resettlement** in May 2022. In addition, a Samen Hier group was formed that welcomed a couple in November 2022, who came to Rotterdam via resettlement. Special about this last Samen Hier group is that its members have participated in Samen Hier before: the person who came to Rotterdam via resettlement is now a member of the sponsor group himself, which shows the importance and the impact of the personal support he had received. His first hand experience with resettlement and community sponsorship offers a great learning experience for us and current and future local partners in further refining the community based guidance given to this target group.

Another variant of Samen Hier is **the student pathway variant of Samen Hier** which we set up with the support of the European COMplementary pathways nETwork (COMET). Although our initial aim was to already identify and possibly match students in 2022, it took longer than expected to get the relevant information about the possible beneficiaries from the local office of the UN Refugee Agency (UNHCR) in Niger. Language played a role: for Dutch universities, students are required to speak English, whereas Niger itself is largely Francophone. In November, we received information confirming that there are indeed Anglophone students based in the refugee camps in Niger, so we could continue our talks with Dutch



Samen Hier partner meeting.

universities. We aim to have established partnerships with Dutch universities before May 2023, to ensure enrolment of students in a master's programme and Samen Hier student communities, starting in September 2023.

On 30 March, we organised a successful **partner meeting** for current and potential Samen Hier partners in Nijmegen, Leidschendam-Voorburg and Rotterdam. We discussed the progress per municipality and exchanged information about mobilising support for community sponsorship. What stood out was the involvement of each partner in finding solutions for the other participating partners. We extensively discussed strategies to convince municipalities to resettle refugees. Through the network, partners can call on each other's knowledge and join forces, which they consider an added value to their regular activities.



My parents always came home with a big smile and talked to us about their meetings because they were so nice.



SARAH

Samen Hier group member

The Hague

[Read Sarah's story](#)

Multi-annual goal 2: More refugees have the opportunity to come to the Netherlands via a safe route.

Samen Hier will develop into a national model for community sponsorship.

To be able to scale up Samen Hier to become a national model for community sponsorship, Justice & Peace has started to **cooperate with VluchtelingenWerk Nederland** to further develop community sponsorship in the Netherlands. We continued our monthly meetings with VluchtelingenWerk about a collaboration in Zaanstad. Due to the lack of resettlement missions to the Netherlands, the collaboration will start in 2023.

In November 2022, **Justice & Peace was one of the presenting participants in the National Resettlement Meeting organised by the Dutch Ministry of Justice and Security**. Over 20 municipalities participated in the meeting, learning more about Samen Hier. The Central Agency for the Reception of Asylum Seekers (COA) also shared their strategies for 2023 during that meeting, and described Justice & Peace as one of the main partners to work with for the reception of resettled refugees in 2023. Furthermore, Justice & Peace invested in its relationship with COA via bi-monthly check-ins during which strategic partnerships were discussed. Although various municipalities did not continue with resettlement due to their involvement in the reception of Ukrainians, other municipalities showed their interest in Samen Hier for resettlement. We continue discussions with them to explore possible future collaboration.



Promotion of Samen Hier during the Freedom festival in The Hague.

Multi-annual goal 3: Residents of Dutch society want and can offer safe havens to refugees.

Samen Hier is a visible and well-established national network that residents, organisations, companies and municipalities can join and support.

Expanding the visibility and impact of Samen Hier is an important activity for Justice & Peace to mobilise the participation and support of citizens, organisations and local governments. A successful recruitment campaign was carried out in January 2022 resulting in seven new Samen Hier groups in The Hague, with a total of **54 participants**. The Samen Hier Student Community The Hague promoted their community during the Liberation Festival on Liberation Day.

In December Justice & Peace organised an **awareness raising event as part of The Hague Highlights**, a light art festival attended by an estimated 40,000 visitors. We contributed to the festival by sharing Samen Hier podcasts that matched the artwork 'Voyage-Safe Haven' at the Hofvijver: a flotilla of nearly 100 origami boats that could light up in various patterns. The stories were told by six participants of Samen Hier about feeling at home and starting anew in the Netherlands. They all followed a six-day storytelling workshop by Rose Stories to help them formulate their stories. With this event we were able to show how Dutch society can offer safe havens and how important those are for people who had to flee to the Netherlands. The stories from the Samen Hier participants are still online and can be listened to through the [website of the artists Aether and Hemera](#). In 2023 Justice & Peace will develop a special Samen Hier podcast series to promote the Samen Hier community based approach.

Two community building events took place in 2022 for The Hague groups. The first in May, where members from different Samen Hier groups have participated in the Freedom Meal to connect with other people in The Hague. In December, we also organised an evening walk with the Samen Hier groups to visit The Hague Highlights, where groups met each other informally and walked together across the artworks and the city centre.

Samen Hier has been mentioned in 20 regional and national media outlets, with a potential audience of 300,000 people. The publications included interviews with participants and staff in AD Haagse Courant and The Hague FM radio station, and articles in a national student magazine and in the newsletters of OnMigration and The Present is Now. We published an [opinion article on the potential of community sponsorship](#) on the website Sociale Vraagstukken.nl and an interview about Samen Hier was published in [the national KNR-bulletin](#) in December.

Through our **social media** channels (Instagram, LinkedIn and Facebook) we reached a broader audience: in 2022 our reach **increased by 33%** to over 100,000, of which almost **10,000 engaged** with us. Our website's reach was comparable to 2021.



The project allowed him to meet people that weren't newcomers but also didn't pity him for his status.



MANJU & SANJANA

Samen Hier student community
The Hague

[Read the story of Manju & Sanjana](#)



Samen Hier welcome group.



COMMUNICATIONS & FUNDRAISING

Communications and fundraising are crucial for Justice & Peace to reach the goals we have set for the organisation and programmes. **Communication enables us to reach the people who we intend to support, and those who can help supporting them.** Through our communications, we show the relevance of making change for human rights, inspire people to contribute to change and offer concrete suggestions on how anyone can do this. Fundraising enables us to continue our activities in the best ways possible, having meaningful impact.

Our 2022 Communications & Fundraising plan set the next steps in prioritising our activities to effectively interact with our diverse audiences, with the strategic focus remaining on empowering people to understand the importance of human rights on a local and inter(national) level, and to know what roles they can play in protecting and promoting each other's rights and thus contributing to just, sustainable and welcoming societies.



EMPOWERING CHANGE MAKERS

Multi-annual goal 1: Expand our visibility and reach across the Netherlands and beyond

Justice & Peace will be seen as an innovative expert in the field of human rights that advocates for the empowerment of change makers.

To achieve our first goal, in 2022 we focused on laying the groundwork for the years to come by developing and updating our strategies. For maintaining quality and consistency in our positioning and the dissemination of information shared on public domains and with other stakeholders, we started developing a new integrated communications and fundraising strategy, in which we identified new strengths, opportunities, weaknesses and threats and redefined the prioritisation of our main target audiences and our brand promises. To guide the positioning of Justice & Peace as an innovative expert in the field of human rights, in the first half of 2022 we updated the **brand strategy** of Justice & Peace, and streamlined the relation between the Justice & Peace brand and its two programme brands of Shelter City and Samen Hier. The **graphic identity** of Justice & Peace was updated accordingly. Implementation of the new graphic identity took place in the second half of 2022, with a large focus on updating our social media channels, and some adjustments to the website and printed materials. Following up on the brand strategy and the updated graphic identity, in the second half of 2022 we worked with an external expert to develop a unified **verbal identity** and messaging house for the organisation, which was finalised and implemented by late 2022.

To build a strong, trustworthy online and offline presence, the focus has been on engaging and building relations with various stakeholders to support our work and expand our outreach. In 2022 we started working with the organisations behind the '**The Hague Vrijheidsmaaltijd**' (Freedom Meal) and became a co-producer of the 2022 edition. We also strengthened our cooperation with

the **Humanity Hub**, resulting in our participation in two Peace & Justice café events and several Just Peace Month events, like the Party4Peace together with Holland Park Media. In 2022 we also further developed the **Human Rights Space** together with the two other human rights organisations in our building (Netherlands Helsinki Committee and Human Security Collective). In this Human Rights Space we welcomed the mayor of The Hague, Jan van Zanen, we organised the Human Rights Experience event as part of the Just Peace Month Open Day and we participated in two 'Time 4 Your Future' events with students of The Hague University of Applied Sciences. In total **we (co-)organised 14 Justice & Peace interactive events** with over 42,000 people engaged in person. An additional 335,000 people were engaged in person through other Shelter City and Samen Hier specific events outlined under the respective programmes. We reached the most people with our events at 'The Hague Highlights' and the Shelter City outdoor exhibition in The Hague.



Martin Luther King lecture. You can [watch it here](#).

To advocate for just, sustainable and welcoming societies, **we shared opinion articles, participated in several petitions and joined a protest** against the troubling situation in the Dutch refugee reception centre in Ter Apel, organised by De Goede Zaak. In 2022, we also continued our collaboration with the Martin Luther

King Foundation, Vrije Universiteit and The Hague University of Applied Sciences and organised the annual Martin Luther King Lecture and performance competition, which this year focused on civil disobedience. Lastly, in 2022 we identified a new opportunity - the 'The Hague Highlights' festival – in which we participated with the Voyage - Safe Haven art work and campaign. Through these collaborations in 2022 we have further expanded our presence in the Hague and the topics that we work on as an organisation, as well as our broader visibility, reaching over 42,000 people in 2022.

When it comes to press and media relations, we developed our press strategy, expanded our press contacts and had more articles published referring to our work. As part of the press strategy, we carried out an analysis of past experiences, and developed standard templates for the organisation, our programmes and our partners based on lessons learned, as well as a toolkit with guidelines to guarantee the quality and success of continuous implementation.

In total 74 articles have been published in 2022, with a potential audience of over 1.8 million people.

To reach our first multi-annual goal, utilising our social media channels and website to further expand our outreach and communications were a priority. In this regard, we worked towards developing a new digital strategy, where we focused on improving the management of our various channels, the inclusion of more targeted calls to action, the development of new templates and visuals, as well as a social media 'do's and don'ts' document. For 2022, our total visibility and reach on **social media increased by 15.6%** compared to 2021. LinkedIn was our best performing platform for the whole year with noticeable increase in impressions.

At the core of our online strategy has also been the use of more visuals in our online communications with our audiences. We experimented with this via new features on our social media platforms, such as reels and polls on Instagram. Polls in stories allowed us to interact more with our audiences in regard to the Dutch municipal elections in March 2022 and The Hague Highlights in December 2022. Instagram reels have allowed us to engage with more non-followers. As we started using reels structurally in September 2022, we saw a much stronger increase in followers than before September.

The development of new templates and visuals, as well as targeted calls to action were also implemented in our newsletters. In 2022

we moved from our previous platform (MailChimp) to SendInBlue. SendInBlue allows for more freedom to design the newsletters in our branding. 37 newsletters have been sent in total, including invitations for events and the calls for applications for Shelter City. When it comes to the website, a full action plan has been drafted for major changes to the Justice & Peace website based on the various strategies described above (unified verbal identity, updated branding, new visual approach) as well as on findings from the user experience audit we carried out with an external expert. Several updates took place in 2022, while the full implementation of the action plan will take place in 2023.



Atoq's interactive story. You can [watch it here](#).

As part of our new visual approach, in 2022 we also experimented with more **visual storytelling** on our websites, as well as different storytelling formats. These include [Atoq's interactive storytelling website](#), the ['Samen Hier, Samen Vrij' video campaign](#) during the Dutch Liberation Week and [our first partner story with Annelies van Rosmalen](#) from The Hague University of Applied Sciences. Each story was targeting specific audiences with defined messages aimed at raising awareness and engagement. With these new storytelling approaches on our websites we have more than doubled our views compared to 2021.

Lastly, in 2022 we continued improving our search engine optimisation (SEO) and strategic implementation of Google grants, by creating the necessary dashboard for advertisements with the support of an external expert, while a copywriter worked on adjustments to our texts.

Multi-annual goal 2: Influence public perception of human rights and enhance people's perspective for action in the protection and promotion of human rights.

Youth and the general public will be motivated and know how they can take action to contribute to human rights.

The abovementioned activities that are aimed to improve our visibility and reach (goal 1) are also very relevant for the influencing of public perception of human rights, and to enhance people's perspective for action to protect and promote human rights further (goal 2).



Change maker story of Jhon, 'You cannot just give up'. [Read more.](#)

By using existing formats and testing new storytelling templates during this reporting period, we raised more awareness about change makers, our work and informed and motivated people to take action. **10 change maker stories and one partner story, 23 impact stories, and two impact studies** were published accordingly on our websites, reaching 3,897 views in total. We also published one editorial and three interviews. Through these we raised awareness on different ways to support human rights, either as a human rights defender, or as a change maker or volunteer involved with our work or events and tried to inspire and activate the reader

with their story and a call to action. 146 social media posts were published throughout 2022, through which we raised awareness on multiple human rights topics and enhanced people perspective for action, including the protection of human rights defenders, the Russian invasion of Ukraine, safe pathways and havens for refugees, the importance of journalists and freedom of press, the message of Martin Luther King in relation to Dutch society, human rights situations in countries from Kazakhstan, to Venezuela, and Colombia, and educational books on various topics.

Building and maintaining multi-annual relations with existing and new stakeholders who support the programmes and work of Justice & Peace has been at the heart of our activities in 2022. In this regard, 19 different stakeholders in total have been engaged for financial commitments across the organisations. For these 19 stakeholder engaged, 23 proposals have been submitted in 2022, of which 13 have been successful. At the time of writing this report, seven proposals were not successful, and three proposals are still pending outcome in quarter one of 2023.

In the second half of 2022 we further explored, developed and executed propositions to **attract new audiences and further diversify income streams**. Various activities and campaigns to mobilise new individual donors were carried out in second half of 2022. Through online calls to actions, newsletters, merchandise, crowdfunding and online promotion of our work we successfully mobilised new individual donors, of which several committed to recurring donations. Another endeavour to diversify income streams in 2022 and reach new individual donors consisted of exploring collaboration opportunities with the private sector. In total we have been in contact with six potential partners, of which four resulted in partnerships or in-kind donations. In order to strategically define our long-term individual donor priorities, we started a research project on mobilising individual donors in the last quarter of 2022.



Do not only focus on your own benefits and what you can get out of it. With your effort, you can bring joy and happiness to someone else.



JULIA (MAASTRICHT UNIVERSITY)

Former intern & volunteer at Justice & Peace



Multi-annual goal 1: The people working towards the goals of Justice & Peace are motivated, knowledgeable and professional.

While the first part of 2022 still saw some measures related to COVID-19, we were happy to welcome all colleagues back into the office as often as they wanted to in the course of the year. We remained open for hybrid work, as we had learned during COVID-19 that this might work well for some colleagues. We also set up practical arrangements for this in the office, including quality video conferencing tools.

Wellbeing of our staff continued to be an important topic, as we aim to have all of our staff feel an equal, welcome and valued part of the team. We therefore touch upon this topic regularly with all (interested) staff. We carried out a small staff survey to hear if all colleagues are generally satisfied with working for Justice & Peace and what improvements can be made, the positive results of which were later discussed with the staff. The management team also initiated a conversation with all interns to evaluate their internship at Justice & Peace and how future intern's experiences could be improved, which proved to be a very useful conversation. All follow-up of both the staff survey and the internship meeting were written

We work with many.



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

WE ARE ALL CHANGE MAKERS

down and discussed with our staff, and will be given follow-up by the whole team. The management team will continue to have these conversations with both staff and interns regularly in the future.

In 2022, **Jan Henneman was re-appointed as chair of the advisory board and board of Justice & Peace. Rien van der Velden was newly appointed as vice-chair.** Justice & Peace currently has three board members: Jan Henneman (chair), Rien van der Velden (vice-chair) and Herman van der Laan (treasurer), in addition to three advisors to the board: Monique Frank, Piet Kuijper and Stephanie Joubert.

Several colleagues left Justice & Peace to pursue career opportunities elsewhere. We are very grateful for their contribution to the work of Justice & Peace. We welcomed enthusiastic and knowledgeable new colleagues to our team: a programme coordinator, a fundraising officer, and two programme officers.

Justice & Peace continues to **provide internship and volunteering opportunities.** Throughout 2022, 20 interns were active for our organisation. In addition, various volunteers dedicated their time, energy and skills to the activities in our programmes and communications. As COVID-19 measures were lifted during the year, we finally got to organise the event to celebrate and thank these (former) interns and volunteers for their contributions and to inform



Volunteer Day at Justice & Peace.

them of our future plans. We combined this with the Open Day, which allowed them to meet not only Justice & Peace colleagues, but also colleagues of the other organisations in our Human Rights Space.

“ We work from our passion. It isn’t just a job. You don’t think, oh it’s five pm, I’ll just stop now because I’ve finished for the day. You can’t stop because you know that people’s lives are affected by what you do. ”



LEO MOSSELMAN

Former volunteer at Justice & Peace
[Read more](#)

Multi-annual goal 2: Justice & Peace is a professional organisation, learning from its experiences.

We carried out an **internal audit of (parts of our) quality management system (ISO 9001:2015)**, in particular of our stakeholder management, our risk management, as well as our planning & control cycle. We identified a number of actions for improvement, and followed these up in the monthly meetings of the management team. In addition, we carried out an internal evaluation

of how we dealt with COVID-19 and related measures, to identify and record lessons learned in relation to its effect on (1) security and wellbeing, (2) organisational goals, (3) innovation and (4) finances.

In addition, the **annual external audit of our quality management system** was carried out in June, which led to one suggestion for improvement but no identified shortcomings. We are proud that our quality management system was therefore approved for another year.

In 2019, Justice & Peace was recognised as a charity in line with the CBF norms. That meant that in 2022, the **3-year review was carried out by an auditor of the CBF**. A small number of improvements were made based on their findings. The positive review resulted in a renewed recognition for the coming years.

Risk analysis and 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.

In 2022, the risks related to the **COVID-19** were reviewed regularly, as the situation changed throughout the year. For our own staff and target audience, this meant both the likelihood as well as the impact of risks associated with COVID-19 (such as prolonged illness of staff, and travel restrictions) decreased. As measures were lifted in the Netherlands and many other countries, we were able to carry out more and more of our activities as originally planned. We do remain vigilant, as it is difficult to predict to what extent (variants of) COVID-19 may affect our work in the future.

As the **war in Ukraine** started early 2022, a number of risks were identified that could affect our work. This included a focus of municipalities on organising and hosting refugees affected by the war, which meant they no longer prioritised resettlement and the implementation of our Samen Hier methods. We managed to turn this risk around by creating an ad hoc version of Samen Hier aimed at refugees affected by the war in Ukraine. Furthermore, as a result of the war, many human rights defenders from the region needed temporary relocation to a safe space, which led to an increase in emergency requests. This was also effectively addressed in consultation with strategic stakeholders.

Finally, **inflation** resulted in the risk of increased costs for Justice & Peace, as well as the departure of staff to organisations where they could expect higher salaries. To address this risk, we discussed inflation and cost increases with donors, to gain as much flexibility as possible to cover these. We also discussed the rent increase as a result of the high inflation rate with our landlord, which resulted in a contribution of the landlord towards our increased costs in 2023. For our staff, we ensured a salary raise from 1 January 2023 onwards, as well as a one-off payment in 2022 to meet the increasing costs they face on a personal level as well.

The board of Justice & Peace has 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.

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, taking into account factors such as size and complexity of the situation, resulting in a so-called 'BSD-score'. The Board applied the criteria to Justice & Peace, which resulted in a BSD-score of 405. The related maximum annual income is €117,225 (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 €91,765 and stayed within the applicable maximum mentioned above. The annual income, taxable allowances, employer's contribution to pension and other postponed income contributions totalled €104,153 and stayed well below the applicable maximum of €216,000. Further details can be found in the 2022 financial report.

Integrity

In 2022, Justice & Peace received **no complaints on integrity-related issues**. 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 het Gedrag).

As part of the survey carried out amongst our staff (also see above) we inquired about their awareness of the procedures we have in place to address integrity issues. A number of colleagues indicated they were not very well aware of these procedures. We therefore addressed this in one of our plenary team meetings, in which we explained the procedures and whom they can contact in case of any concerns.

Rien van der Velden, newly appointed vice-chair of the board, was also appointed integrity contact point of the board. We expect to organise a meeting with him, our trust person and our staff, so they can get to know each other more informally.



Staff & Board at The Hague Highlights Festival.



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