

Annual Report 2024



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Letter from the Executive Director

Dear friends of the NHC,

As we reflect on 2024, a year of both immense challenges and unwavering resilience, I am deeply inspired by the dedication and courage of my colleagues and our partners. Civil society has reclaimed space, resisted repression, and pushed forward in the face of growing authoritarianism. At the Netherlands Helsinki Committee (NHC), we remain steadfast in our mission: supporting catalysts of change in building just, democratic, and rights-respecting societies.

A year of resistance and renewal

In 2024, civic space continued to shrink in many countries, including our own, yet we witnessed remarkable acts of resistance and renewal. From grassroots activists to international coalitions, people are refusing to accept the erosion of democracy, standing up for freedom of expression, assembly, and the rule of law. We are proud to stand with them—providing resources, expertise, and solidarity to those on the frontlines of human rights work.

This past year also marked the continued devastating impact of Russia's full-scale war against Ukraine. We continue to be reminded that freedom and democracy can never be taken for granted, and Ukraine remains at the heart of the struggle for these values in Europe. In partnership with Ukrainian civil society, we advanced work on restorative justice, accountability, and institutional reforms.

These efforts are critical not only for Ukraine's future, but for the broader European democratic landscape.

Strengthening the foundations of justice and democracy

In 2024, we continued our work on democracy and peace, reflecting on the fact that peace is not merely the absence of conflict but the presence of justice, equality, and respect for all. Whether supporting independent voices in Georgia, fostering dialogue in the Western Balkans, or training reform-minded civil servants from Armenia, Moldova, Georgia, and Türkiye, we reinforced the interconnectedness of peace, democracy, and human rights.

We also took significant steps toward making our organisation more inclusive and representative. We implemented our [Diversity, Equity, and Inclusion policy](#), ensuring that the principle of “nothing about us without us” is embedded in all our initiatives. From project design to policy advocacy, we prioritised the voices and leadership of those most affected by injustice.

Looking ahead with determination

As we look to 2025, we do so with both urgency and hope. The challenges to democracy and human rights remain profound, but the past year has shown us that resistance is strong, that solidarity is powerful, and that our work is now more important than ever.

On a personal note, I want to express my gratitude and honour for the responsibility and trust given to me by the Supervisory Board and by my colleagues in the past year. Finally, I also extend my deepest thanks to our partners and supporters. Your commitment, collaboration, and belief in our shared mission make our work possible. Together, we will continue to push forward, bringing our vision of just and rights-respecting societies ever closer to reality.



In solidarity,
Joeri Buhner Tavanier,
Executive Director Netherlands Helsinki Committee

The NHC in Ukraine

More than three years since the start of Russia's full-scale invasion, Ukraine remains at the forefront of the fight for peace, freedom and democracy in Europe, today more so than ever.

As an organisation that has worked for many years with Ukrainian partners, we continue to stand in solidarity with the people of Ukraine. In 2024, we:



- Continued to work with well-established NGOs and grassroots initiatives working on the [protection and promotion of human rights in Ukraine](#). By the end of 2024, emergency support disbursed by the NHC to CSOs across Ukraine reached 315.000 EUR. In total, 29 organisations working on protection and promotion of human rights benefited from this support.
- In addition to the emergency support, we worked with local partners on:
 - Tailored capacity strengthening in risk management for CSOs during the war
 - Advocacy Accelerator for Ukrainian CSOs: customized expert advice on advocacy planning to facilitate experience-sharing, culminating in an advocacy trip by Ukrainian CSOs to The Hague and Brussels in May 2024.
- Together with partners, we continued working on documenting the intent of war crimes committed in Ukraine since February 2022, supporting an initiative focused on documenting the subjective element (intent) of crimes against humanity, war crimes, and crimes of genocide. We published [a report](#) entitled "Towards Justice for Victims: A Case of Deportation and Forcible Transfer Against the Russian Authorities".
- We continued to support the Ukrainian penitentiary system within the [Justice and Accountability for Ukraine project](#) by:
 - Ensuring psychological support for prisoners and prison staff through the expansion of the online platform Samopomich, developed by the Federation Global Initiative on Psychiatry (FGIP);
 - Developing next steps and raising awareness of resocialisation in Ukrainian prisons as a means to strengthen the penitentiary system;
 - Facilitating accountability and victim-centred approach via implementing and expanding the systems of restorative justice;
 - Enhancing the feasibility of alternative sanctions and increasing support for probation among the general public;
- The NHC contributed to strengthening institutional capacity in the field of rule of law within government organisations in Ukraine by offering hybrid training courses for civil servants as part of the Matra Rule of Law Training programme, together with Leiden Law School and The Hague Academy for Local Governance.

Our Approach

Despite these challenging times for the human rights movement, we are determined to make a difference, and we see opportunities to contribute to sustainable change. We are inspired by the brave human rights defenders that do not give up on advocating for rights, by the civil servants that want to contribute to reform in their country, and the magistrates that continue to do their job with integrity and determination under difficult circumstances. We are encouraged by the worldwide human rights movement to change the mind-sets and behaviour of those actors that shape the future of wider Europe.

There is no blueprint for change, but we know that change will not happen in isolation. Multiple actors play a role, and the outcome is based on the interplay between power and countervailing powers. It is the actors in both these spheres we want to target with our work, by amplifying their voices, by supporting the change process for more just and rights-respecting policies and laws, and by building bridges to foster cooperation. Our three programmes are our pathways of change. It is in these areas based on our 37+ year track record that we can achieve real impact. We aim to achieve this impact through capacity strengthening and monitoring, policy advocacy and networking and awareness raising and engagement.

Capacity Strengthening & Monitoring

Our Integrity and Accountability programme conducts training courses on the rule of law that encourage learning and exchange between reform-orientated governmental peers.



Participants of the MATRA Rule of Law training on Human Rights. December 2024, The Hague, The Netherlands.

Our Rights-Based Justice programme hosts workshops with and for justice chain actors in several countries; from prison officers to social workers to civil servants; working on understanding training needs and developing curriculums for probation & penitentiary services.

In our Human Rights Defense Programme, we work to strengthen the capacity of civil society organisations across the EU & the Eastern Partnership region through grassroots support on public communication and advocacy.



"Speed-dating" event during advocacy trip by Ukrainian CSOs to The Hague and Brussels. May 2024.

Policy Advocacy & Networking

In our Rights-Based Justice programme we work on innovating policies and advocating for reforms across the justice chain. Through our projects we develop prison and probation strategies that are implemented in several countries, including Ukraine.



Participants of the strategy training for the communications staff of Ukraine's probation service meeting with the Dutch Ministry of Justice and Security. November 2024, The Hague, The Netherlands.

Our Integrity and Accountability programme engages in advocacy on the rule of law also by contributing to European Commission's annual reports on the state of the rule of law in the European Union.

Our Human Rights Defence programme continues to organise multiple events within the institutional frameworks of the EU, OSCE, and CoE together with our partners from Eastern Partnership countries. In particular, we facilitated visits from Ukrainian aid organisations in the Netherlands, in order to amplify their message towards relevant decision makers and NGOs in the Netherlands.

Awareness Raising & Engagement

Within our Human Rights Defence programme we conduct solidarity campaigns with and for Human Rights Defenders (HRDs) using hope-based communication to raise awareness about and protect fundamental human rights.

Our Rights-Based Justice programme conducts awareness-raising campaigns calling for more inclusive, effective and humane justice systems, for instance by highlighting restorative justice practices in terms of how we approach and structure our societies.

Our Integrity and Accountability programme calls for awareness on the importance of effective anti-corruption measures, with the aim of increasing the capacity and effectiveness of those working to combat kleptocracy, as well as increasing public awareness of the issue of kleptocracy in affected countries.



NHC Programme Manager Mladen Mladenov in conversation with Ilya Lozovsky, staff writer and senior editor at Organised Crime and Corruption Reporting Project (OCCRP) during #DemocracyDrinks on hybrid threats. November 2024, The Hague, The Netherlands.

At the Core of Our Approach: The H In NHC

The Helsinki Movement refers to the human rights movement that followed the 1975 signing of the Helsinki Accords. In an era of tension amidst the Cold War, the Accords contained the ground-breaking concept of comprehensive security: the notion that real security is achieved by building democratic, free, and rights-respecting societies. The inclusion back then of civil society in the Helsinki process and beyond, today allows actors to hold governments accountable for implementing the Helsinki principles of upholding the rule of law and human rights.



Our Networks & Partners

In most countries in wider Europe, we have multiple partners with whom we cooperate. These partners can be civil society organisations as well as governments and state institutions, and we have a strong track record on building bridges between the catalysts of change coming from these different sectors. We believe in building on existing organisations and networks, to increase impact and to avoid duplication. By joining forces in networks, we stand stronger in our advocacy, we learn and share best practices and we can facilitate cooperation with governments and institutions. Being part of strong international networks also enables us to put international solidarity into practice. When partners are in need, we know this and we can support them. Together we amplify the voices of human rights defenders from the local to the European level and back, resulting in European policies that are responsive to the needs and demands of communities.

We believe that change should start at home and invest in building a human rights community with like minded partners in the Netherlands. We do this as part of several networks in the Netherlands, including also with our neighbours in the Human Rights Space in The Hague, the city of Peace and Justice. We are always open to exploring cooperation with new partners that share our values and goals. Potential partners are invited to approach us through office@nhc.nl.

Our Supporting Partners

Our work would not have been possible without the generous support of our supporting partners. We thank all of them and look forward to continue our cooperation to support catalysts of change in building just and rights-respecting societies.



Ministry of Foreign Affairs
of the Netherlands



Nationale Postcode Loterij



European Union



Permanent Mission of Austria
to the OSCE



Permanent Mission of the Principality
of Liechtenstein to the OSCE



V-Fonds



Fonds1818



Janivo Stichting



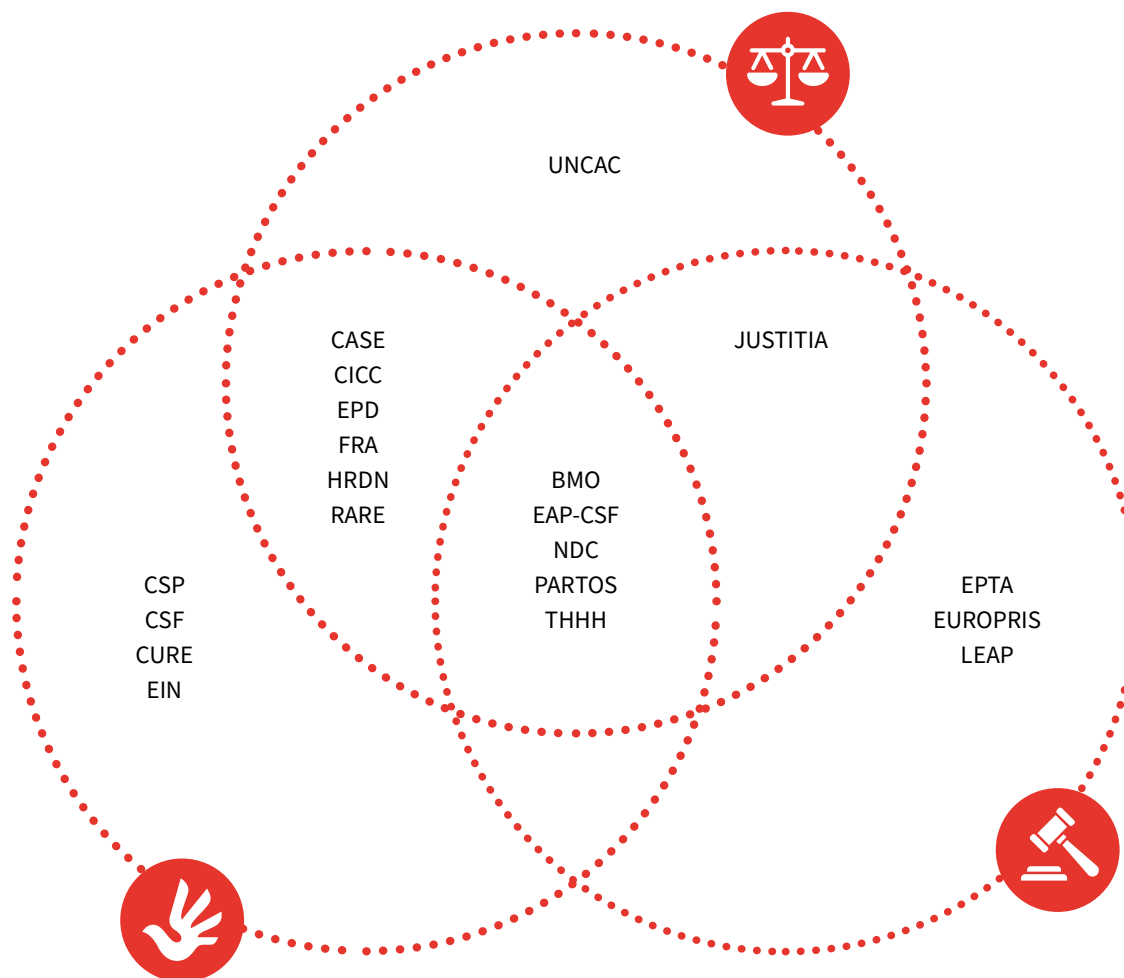
Het Cultuurfonds



Pro Juventute – Fonds voor Jeugdhulp

Our Networks

We participate in 20 networks operating within our core competencies: strengthening rule of law; safe-guarding human rights; and strengthening civil society, and across the three programmes.



Key to acronyms

BMO	Netherlands Human Rights Network
CICC	Coalition for the International Criminal Court
CSP	Civic Solidarity Platform
EAP-CSF	Eastern Partnership Civil Society Forum
EIN	European Implementation Network
EPD	European Partnership for Democracy
EPTA	European Prison Training Academies Network
FRA	European Union Agency for Fundamental Rights
CSF	Civil Society Forum
EUROPRIS	European Organisation of Prison and Correctional Services
HRDN	Human Rights and Democracy Network
JUSTITIA	JUSTITIA Network
LEAP	Legal Experts Advisory Panel
PARTOS	Dutch Network for International Development Cooperation
RARE	Recharging Advocacy for Rights in Europe
THHH	The Hague Humanity Hub
UNCAC	Association for the Implementation of the UN Convention against Corruption
NDC	Dutch Democracy Coalition
CASE	Coalition Against Slaps in Europe
CURE	Campaign to Uphold Rights in Europe

Our Programmes: Features & Highlights



Capacity strengthening workshop on restorative justice practices in the Ukrainian justice system, October 2024, Poland.



Rights-Based Justice (RBJ) Programme Overview

The RBJ programme advanced justice reform across Armenia, Ukraine, Türkiye, the Netherlands, and wider Europe by strengthening institutions, influencing legislation, and empowering civil society.

In Armenia, key projects in 2024 included [AISPIRA](#), focused on improved prison-probation coordination and promoting rehabilitative approaches, the [JUREMONIA](#) project, enhancing civil society's role in justice reforms by strengthening capacity for monitoring, advocacy, and public awareness, and the [EQUAL – EU 4 Women Empowerment in Armenia](#) initiative, which continued to elevate women's roles in society by addressing gender-based violence and discrimination, and promoting survivor-centered practice. Collectively, these efforts

continued to underscore NHC's commitment to advancing human rights and the rule of law in Armenia.

In [Ukraine](#), the RBJ programme was involved in developing an institutional support plan for the Ministry of Justice around re-socialisation of offenders. Multiple working group sessions supported the implementation of restorative justice (RJ), especially for youth and serious crimes. A [high-level workshop in Poland](#) and a strategy training for the Ukrainian Center of Probation built critical narratives around RJ and probation as alternatives to detention. In this way, we continued to support holistic approaches that addresses the structural, social, and individual aspects of the criminal justice system, ultimately fostering a more effective and

humane approach to rehabilitation and reintegration in Ukraine.

In Türkiye, we continued our work on the [Together Against Discrimination](#) project, which aims to improve access to justice for victims of discrimination in Türkiye by strengthening civil society coalitions, culminating in the "Equality Conference" in October 2024.

The RBJ team achieved policy-level influence, enhanced institutional cooperation, and improved service delivery models. We continue to successfully leverage international expertise to promote humane, rights-based justice systems in wider Europe.

Investing in reform, investing in people

Justice transformation in Armenia

From his office in Yerevan, Artak Kirakosyan reflects on more than two decades of justice reform work in Armenia. As Director of the Civil Society Institute (CSI) and a long-time partner of the NHC, Kirakosyan has been instrumental in steering reforms that are not just about changing laws, but about changing mindsets. Since 2017, CSI has partnered with the NHC on several projects, most recently AISPIRA and Juremonia, both aimed at strengthening the Armenian justice system through targeted reforms, capacity strengthening, and civil society engagement.

“It’s not just about strategy documents, it’s about people. The investment we’ve made in individuals is beginning to pay off.”

– Artak Kirakosyan

A key success of the AISPIRA project, which supports the implementation of Armenia’s penal system reform strategy, was the Ministry of Justice’s adoption of the project’s roadmap for probation and penitentiary development. Notably, Kirakosyan’s team influenced a policy shift away from building large prisons in favour of smaller, more manageable facilities and investments in existing infrastructure.

“We felt that policy makers finally understood it’s not just about construction. It’s about creating sustainable, rehabilitative justice systems.”

But perhaps the most telling sign of change is the human one: several former project participants have since risen to senior positions within Armenia’s justice sector, including the current heads of probation and penitentiaries.

“These are people we worked with from the start — through trainings, exchange visits, and discussions. Now they are leading the system. That’s real impact.”

One of the hallmarks of these projects is their emphasis on practical, experience-based learning. Through NHC-organized exchanges with Dutch and other European partners, Armenian professionals gained first-hand insight into how justice systems can operate more pragmatically and less bureaucratically. “The Dutch model — less theory, more application — really resonated,” Kirakosyan says. For example, a visit to Dutch prisons dispelled assumptions that humane conditions equate to leniency.

“Some officials feared people would want to go to prison if conditions improved. But after seeing the system in practice, they realized it was actually quite strict — but also respectful and rehabilitative.”

These experiences have inspired Armenian officials to push for innovations such as multi-agency cooperation in probation, victim-offender mediation, and alternatives to incarceration.

“It’s a shift away from punishment toward rehabilitation, and it’s slowly becoming part of the system’s DNA.”

The Juremonia project, meanwhile, has helped create a broader platform for reform by engaging academia, civil society, and the media. Project supported sub-grants to universities and NGOs were used to build new educational programs, conduct research on probation practices, and provide policy input to the government. Journalistic involvement also led to award-winning stories and, more importantly, stronger collaboration between media, NGOs, and officials. Most recently, emergency sub-grants under Juremonia provided legal and social aid to forcibly displaced people from Nagorno-Karabakh — an effort Kirakosyan describes as a “bridge between urgent needs and long-term reform.”

Both AISPIRA and Juremonia embody a twofold approach: reforming institutions while empowering individuals. As Kirakosyan puts it: “Legislation can change, but if people don’t change with it, nothing moves forward.”

As Armenia navigates a turbulent geopolitical climate and the lingering impacts of conflict, this community-driven, pragmatic approach may offer the most promising path forward.

[Learn more](#) about AISPIRA and Juremonia and the work of Civil Society Institute in Armenia.

Ukrainian CSO partners during EU level capacity strengthening advocacy trip in Brussels, May 2024.



Human Rights Defence (HRD) Programme Overview

In 2024, the HRD programme advanced human rights protection and civic space resilience across 12 countries, including Georgia, Ukraine and the Netherlands. We empowered civil society actors through training, financial support, strategic networking, and international advocacy.

Key initiatives included the [Catalyst of Change](#) project, which supported grassroots CSOs in Slovenia, Bulgaria, Portugal, Croatia, and Romania through webinars, advocacy events, and tailored trainings.

The HRD programme strengthened strategic solidarity actions, and continued to involve HRDs from Armenia, Georgia, Ukraine (and other countries) at high level EU and OSCE meetings. We further enhanced international collaboration through events and missions, such as

through the participation in several OSCE conferences and side events, including the Warsaw OSCE Human Dimension Conference.

We actively shaped the [Monitoring Action for Civic Space \(MACS\)](#) initiative, by co-developing civic space monitoring tools in collaboration with ECNL and other partners.

Through the [RARE](#) programme, HRD staff and civil society leaders strengthened their capacities in alliance building, advocacy, and civic resilience.

In [Georgia](#), the HRD team worked on capacity strengthening for proposal writing with local partners. As part of our ongoing commitment to accountability and

human rights in [Ukraine](#), the HRD programme supported a study visit in May 2024 for Ukrainian civil society representatives to the Netherlands. Furthermore, an international team of experts published the “[Towards Justice for Victims](#)” report, highlighting the challenges of delivering justice for victims of serious human rights violations and war crimes in Ukraine; underscoring the need for coordinated, victim-centred approaches.

The HRD programme remains dedicated to safeguarding human rights defenders and protecting civic space within and beyond the EU.

Youth, corruption, and the fight for accountability in Croatia

Restoring trust in the post-accession era

Despite Croatia's 2013 EU membership marking a milestone in democratic progress, the country continues to grapple with systemic corruption and declining institutional transparency. According to Vanja Mladineo, Executive Director of the Centre for Democracy and Law Miko Tripalo, young people are increasingly disillusioned, but not apathetic. The NHC sat down with Mladineo in November 2024 to discuss their EU-funded Catalyst of Change project, and more broadly, the issues of youth and corruption in Croatia.

Youth perception and anti-corruption

As part of the Centre's Catalyst of Change project, a recent youth survey was conducted, revealing a high level of awareness:

- Over 86% of young Croatians believe corruption is widespread.
- More than half reject the idea that corruption is a "necessary evil."
- Corruption is the second leading reason — after economic hardship — for emigration.

"This shows that young people don't accept corruption as a norm. They recognise it as a serious issue, which gives us hope, and a reason to act."

A generation looking for change

The Centre's work combines research, policy advocacy, and civic education to strengthen democratic values and the rule of law. One of its most urgent priorities is building youth engagement around anti-corruption — a challenge in a country where merit is often overshadowed by personal connections.

The findings of the survey were presented during a November 2024 public conference "The Future of Anti-Corruption in Croatia: Rule of Law Report?", co-organised with Human Rights House Zagreb at the Representation of the European Commission in Croatia. The event gathered policymakers, civil society leaders, and EU representatives to discuss the role of education, transparency, and institutional reform in restoring public trust. "Corruption isn't abstract," Mladineo says. "It shapes decisions, limits opportunities, and pushes young people out of the country."

From institutions to action

Despite a promising start during EU accession, Croatia's anti-corruption momentum has slowed. Oversight bodies have been weakened, and civil society actors regularly face barriers to transparency—like bureaucratic delays and restrictions on accessing judicial decisions. Still, Mladineo sees opportunity in smaller-scale, citizen-driven interventions. "Legal reform matters, but so do

public campaigns, school programmes, and community dialogue," she notes. "These are the things that connect policy with people."

Importantly, the survey also showed that trust in EU institutions remains relatively high, suggesting that young Croatians still look to European mechanisms — such as the European Public Prosecutor's Office (EPPO) — for accountability.

Building partnerships for the future

As the Centre looks ahead, it is committed to strengthening international cooperation and expanding its impact through cross-border exchange. "We need European partners," Mladineo says.

"Corruption is not just a national issue — it's a shared challenge that demand shared solutions."

For Croatia, where democratic institutions are still consolidating, civil society remains a vital force. With projects like Catalyst of Change, organisations like the Centre for Democracy and Law Miko Tripalo are helping a new generation envision something better. Read more about the Catalyst of Change programme and how it supports civil society initiatives working on anti-corruption, women's rights, and environmental justice across Europe.

*Final conference of our Media Freedom project,
September 2024, North Macedonia.*



Integrity and Accountability (I&A) Programme Overview

The I&A programme in 2024 focused on strengthening good governance, combating corruption, and promoting the rule of law through a combination of targeted advocacy, capacity-strengthening, and strategic network development

A core element was the [Matra Rule of Law Training Programme II \(ROLT\)](#), which trained over 140 civil servants, civil society actors, and judiciary representatives from Eastern Partnership and Western Balkans' countries. The trainings covered themes such as disinformation, anti-corruption, and human rights, and were enriched by policy dialogues involving Dutch embassies and local institutions in The Hague, fostering cross-border understanding and cooperation.

Another major milestone was the successful completion of the [Media Freedom in the Western Balkans](#) project, which culminated in a high-level regional conference in North Macedonia. The event brought together journalists and magistrates from Bosnia and Herzegovina, Serbia and North Macedonia, and the Netherlands, to examine the intersections of media freedom and democratic governance, emphasizing the importance of independent journalism in safeguarding the rule of law.

Domestically, the programme raised public awareness through initiatives like the “[Ken je Rechten](#)” art exhibition, marking 175 years of the Dutch Constitution, and contributed actively to [anti-corruption dialogues](#). The I&A team also deepened its engagement in EU and

regional civil society platforms, strengthening networks across the Western Balkans and wider Europe, and affirming our role as a thought leader on democratic resilience.

With a focus on increasing our visibility and impact in the Netherlands, the team continued work on civic space and disinformation through partnerships such as the [Nederlandse Democratie Coalitie](#), while also participating in thematic advocacy events addressing civic space, anti-corruption, and the threats posed by authoritarian populism. These efforts reflect a holistic approach to defending democratic values both within and beyond Dutch borders.

Step by step towards change

Advancing human rights and building bridges through the Matra Rule of Law Training Programme

In December 2024, civil servants from across 11 countries — Albania, Armenia, Bosnia and Herzegovina, Georgia, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Türkiye, and Ukraine — gathered in The Hague for the Human Rights module of the Matra Rule of Law Training Programme. Designed to enhance institutional capacity and encourage dialogue between public professionals from EU candidate and neighbourhood countries, the training focused on mechanisms for safeguarding internationally agreed human rights standards in public policy and governance.

Among the participants was Ana Urgrova, a junior associate at the Commission for Prevention and Protection against Discrimination in North Macedonia, the country's youngest state institution, established in 2021. With a background in international and European law and a passion for equality, Ana's interest in the programme was clear:

"The topic was at the heart of what I do every day. It offered not only theoretical grounding but also practical tools to help implement change at home."

The training — organised by the Netherlands Helsinki Committee (NHC) in cooperation with Leiden Law School and the Hague Academy for Local Governance—brought

together Dutch experts and institutions active in human rights to share best practices and reflect with participants on their national contexts.

Learning mechanisms for change

Ana highlights how the structure of the training helped guide participants from understanding international standards to developing actionable ideas. The blended learning format began with online modules and videos, which she found useful as an introduction to the more in-depth, in-person sessions in The Hague.

One key takeaway for Ana was the clarity she gained in designing a back-home action plan—a central part of the programme that encourages participants to translate new knowledge into tangible reforms. "At first, we were not sure how to approach it," she admits. "But the training gave us a clear, step-by-step framework. It made the process of change feel less abstract and more achievable." Sessions on change management, in particular, helped Ana better understand her role within her institution, and how to navigate complex organisational structures to push forward progress.

"Often, we see the problem and the goal, but the path between them feels overwhelming. This training showed me how to start."

Building a community for the long term

While the professional insights were valuable, Ana says the greatest impact came from the connections forged during the two-week programme.

"We're emotional beings — we relate through shared experiences. Meeting peers from the region, hearing their personal and professional stories — that's what stays with me."

The Matra Rule of Law Training not only supports civil servants like Ana in strengthening their institutions, but also fosters a long-term alumni network—a community committed to human rights, good governance, and continuous collaboration.

"This isn't just a training. It's an invitation to be part of something bigger; a shared mission to move our societies forward, step by step."

[Learn more](#) about the Matra Rule of Law Training Programme, coordinated by the Netherlands Helsinki Committee, Leiden Law School, and the Hague Academy for Local Governance.

*Launch of the SHR Journal's Special Issue on the War in Ukraine,
The Hague, May 2024.*



Security and Human Rights Monitor

The Security and Human Rights Monitor (SHR Monitor) has come a long way in its 30+ years. From the beginning, the Helsinki Monitor has been covering developments leading up to the establishment of the Organization for Security and Co-operation in Europe (OSCE) and in the decades since, maintaining consistent analysis of issues surrounding the OSCE.

A lot has changed in Europe and beyond since 1990, not least in 2024, and the Helsinki Monitor has changed with it, growing and evolving into the multifaceted platform Security and Human Rights Monitor.

First, in 2008 and after 18 volumes, the title of the journal was changed from Helsinki Monitor to Security and Human Rights. This served to reflect the evolution from a publication focusing solely on the OSCE to a journal more broadly covering the intersection of security and human rights, a key concept in the OSCE's pursuit of comprehensive security relating to the human dimension of security. While maintaining the annual publication of the journal, a blog was established in 2010 to provide a resource of well-researched journal articles along with critical and thought-provoking blog entries related to the OSCE and its participating states. Finally, in 2017, the evolution of the Security and Human Rights took another significant step when the journal's widely read

blog, www.shrblog.org, merged with the journal Security and Human Rights creating the multifaceted platform that is today called the Security and Human Rights Monitor.

Today, the Security and Human Rights Monitor incorporates several aspects including: news articles, analysis and opinion pieces, interviews, and peer-reviewed academic articles that all together continue to provide quality analysis on the work of the OSCE, as well as on security and human rights challenges stemming from the OSCE region and beyond.

The production of
more than 20 articles

(news articles, analysis and opinion pieces, interviews, and peer-reviewed academic articles) on the SHR Monitor website.

More than
45,000 unique users

across the year for the website and Journal, attracting more than **88,000 page views** and **290,000 clicks**.

Volume 33 also included
a Special Issue

on “The War in Ukraine and Its Long-Term Consequences for Security and Human Rights”, published in April 2024.

The production and publication of
more than 10 peer-reviewed articles

comprising the journal Security and Human Rights, Volume 33.

Launch event

for the Special Issue in
May 2024

Our Governance

The NHC governance and structure is based on a two-tier governance structure: an Executive Board and a Supervisory Board. The Executive Board is in charge of the day to day governance and management of the foundation. Next, it has the responsibility for directing and implementing the organisation's programmes. The Executive Board is monitored by a Supervisory Board. Both are assisted by a Committee, which advises on long-term policies and strategy.

Executive Board

Responsible for representing, managing and governing the foundation; developing, implementing and reporting on its annual and multiannual plans and report on financial management; preparing the annual state of accounts, and ensuring its sustainability.

- Joeri Buhner Tavanier (Acting Executive Director January-September 2024, Executive Director since 1 October 2024)

Supervisory Board

Responsible for supervising the Board; advising on medium and long-term policies and strategies; and approving policy and strategy plans, reports and the annual state of accounts prepared by the Board.

- Kees van Rij (Chair)
- Piet de Klerk (former Chair, member until June 2024)
- Anne Maljers (Vice-chair, Audit Committee)
- Mariska Baaij (NGO Management)
- Marjolijn van Oordt (Stakeholder Management & Media)
- Eric Rijnders (Audit Committee, until September 2024)
- Ward Bouwers (Audit Committee, since September 2024)
- Ronald Visser (Audit Committee, since September 2024)

Committee Members

Responsible for advising both the Board and Supervisory Board on its mission and strategy, relating to trends in the fields of work covered by the organisation. Members of the Committee are appointed by the Supervisory Board:

- Corinne Dettmeijer-Vermeulen
- Lodewijk (Lo) Casteleijn
- Marijke van Veen
- Marit Maij (until spring 2024)
- Kees Sterk
- Kees Jan René Klompenhouwer
- Anna Matczak
- Ed Kronenburg (since spring 2024)
- Yannick van den Brink (since spring 2024)
- Hans Wesseling (since spring 2024)

Our Internal Organisation in 2024

In 2024, the organisation continued on a path of consolidation, working off a multiannual strategy launched in 2023. We assessed the impact of the changing realities in wider Europe, including the increasing (domestic and international) pressure on civic space, and adjusted to these new realities.

We held two Learning, Exchange and Development (LED) days in 2024, on the topics on cyber security and AI in Communications and Human Rights. We continued to grow as an organisation, averaging 23.1 full-time employees (FTEs) in 2024. We welcomed the appointment of Joeri Buhrer Tavanier as Executive Director in October 2024, after his 10 month tenure as Acting Executive Director. The Leadership and Development Team (LDT) met bi-weekly, and worked closely on matters such as developing an Annual Plan for 2025 and fine-tuning the Function Book. Two staff satisfaction and quality surveys were carried out in 2024, both showing a positive upwards trend in many areas.

Internal and external audits took place and recommendations fed into the annual Management Review. Risk management and the Balanced Score Card (BSC) remained an integral part of LDT meetings, and an improved BSC was adopted for 2024. Towards the end of the year, the certified external confidential councilor reported back to the organisation with her findings on the period June 2023-August 2024, and introduced herself and her activities to new colleagues.

We look forward to working together as a team to complete the organisational improvement processes outlined in the stocktaking report presented to the organization in early 2024, and mapped out further in the Annual Plan.



NHC office at Riviervismarkt 4, The Hague, The Netherlands.

Our Plans for 2025

As we enter the third year of our 2022–2026 strategy, our focus for 2025 is on strengthening our internal foundation, enhancing external visibility, and ensuring long-term sustainability through strategic partnerships and diversified funding.

Organisational Strengthening

We are committed to refining internal processes to reduce workload, support team development, and foster a collaborative culture. An Advocacy and Relations Manager (filled through internal promotion) started in January 2025. Furthermore, an updated Function Book and Legal Status Regulations will guide a transparent and supportive work environment. We will implement streamlined personal development reviews and ensure regular feedback between staff, leadership, and the Supervisory Board, also by introducing Staff Representation.

Strategic Communication & Visibility

To expand our reach and influence, we will focus on targeted, impact-driven communication. Our team will aim to engage in public debates, co-organise events, and share success stories to increase our credibility and attract new donors. We will deliver thematic newsletters, opinion pieces, and impactful campaigns that position us as thought leaders on human rights and the rule of law.

Advocacy, Partnerships & Fundraising

We will deepen engagement in key networks such as the European Partnership for Democracy, Breed Mensen-rechtenoverleg, and the Recharging Advocacy for Rights in Europe (RARE) initiative. Our advocacy will focus on shaping public policy and building coalitions that amplify our impact, especially as civic space continues to shrink. Furthermore, we will enhance outreach to foundations and philanthropic institutions, building on 2024s new donor relationships.

2025 will be pivotal for recalibrating our strategy ahead of the next strategic cycle. Despite external pressures, we remain committed to defending civic space, advancing human rights, and connecting change-makers across borders.

Financial Report 2024



including result 2024

	Ref	31-12-2024	31-12-2023
ASSETS			
Fixed Assets			
Fixed assets	1	3.706	7.116
Current Assets			
Current receivables projects	2	1.150.829	1.681.401
Receivables & Accruals	3	40.599	76.420
Cash & cash equivalents	4	1.092.643	1.903.875
		<u>2.284.071</u>	<u>3.661.696</u>
Total		<u>2.287.777</u>	<u>3.668.811</u>
LIABILITIES			
Equity			
Continuity reserve	5	200.619	267.552
Current Liabilities			
Current liabilities projects	6	1.630.826	3.234.096
Payables & Accruals	7	456.332	167.163
Taxes	8	0	0
		<u>2.087.158</u>	<u>3.401.260</u>
Total		<u>2.287.777</u>	<u>3.668.811</u>

Result and operating statement

	Realization 2024	Budget 2024	Realization 2023
<u>Income</u>			
Cost recovery NHC	1.754.366	1.545.463	1.576.896
Direct project income	3.203.820	3.515.931	3.084.544
Still to be funded		116.830	
Other Income	100.279	30.000	57.563
NOW Subsidy	0		72.149
TVL Subsidy	0		0
Total income	5.058.465	5.208.224	4.791.152
<u>Expenditures</u>			
Direct project costs	3.203.820	3.515.931	3.112.598
Staff costs	1.535.585	1.466.728	1.328.052
Organisational costs	385.992	195.565	403.700
Total expenditures	5.125.398	5.178.224	4.844.350
<u>Result</u>	66.933-	30.000	-53.198

General Notes to the Financial Statements 2024

Accounting principles

General

The financial statements have been prepared in accordance with Directive C1 of the Guidelines for Annual Reporting for small organizations without profit endeavor. The valuation of assets and liabilities are based on historical costs. Unless otherwise stated in the notes on specific balance sheet items, the assets and liabilities are stated at nominal value. Amounts are stated in euro.

Principles of valuation

Assets and liabilities are stated at face value unless indicated otherwise, and based on the principle of continuity of the organisation.

Reserve fund

The purpose of the reserve fund is:

Ensuring the continuity

finance investments that contribute to the continuity of the organization, prefinancing for activities and reservation of financial resources to be able to meet the ongoing obligations in the event of a loss activities.

Current liabilities projects

The NHC receives funding on a project basis. Many subsidies have a longer maturity period as one calendar year. The difference between the advance payment by the funder and the project expenditure in the same year are stated in the balance as current liabilities on projects.

Advances provided to local partner organisations

Part of the subsidy received by the NHC has been received for projects with partners. The NHC advances the local partners on their expenditures. Since 2008 the amount paid in advance to the partner is accounted for as spending in the year the advance is paid.

Determining the result

The result is determined by taking the income and expenditures of the activities that took place during the year. Also grant revenues are recognised as income in proportion of the progress of the project. The costs are based on historic cost.

Staff and organisational costs

The costs are charged to the programme and projects.

*Other information***Chamber of Commerce**

The Netherlands Helsinki Committee is registered at the Chamber of Commerce in The Hague under number 41182679.

Control

The accounts for the year 2024 as well as the annual report were audited by Shared Impact Accountants based in The Hague. The auditor statement is added to this report. Inspections by the Tax and Business Association have occurred in 1996 and 2000.

Pension

The foundation has a pension savings plan for its employees. This is an allocated pension contribution scheme.

Explanatory Notes to the Balance Sheet Statement

BALANCE	31-12-2024	31-12-2023
ASSETS		
1 Fixed Assets		
Bookvalue January 1st	7.116	11.085
Investments	0	0
Depreciation	-3.409	-3.969
Depreciation on divestments	0	0
Bookvalue December 31st	3.706	7.116
Total investments	65.157	65.157
Total depreciation	-61.450	-58.041
Bookvalue December 31st	3.706	7.116
CURRENT ASSETS		
2 Current receivables projects		
Grant advance payments	1.150.829	1.681.401
To be settled with partners		
Project expenditures to be reported	1.150.829	1.681.401
3 Receivables & Accruals		
Prepaid expenses and insurances	0	60.798
Receivable VAT	30.527	-10.449
Debtors	0	18.671
Other receivables	10.072	7.400
	40.599	76.420
4 Cash & Cash equivalents		
ING bank	1.001.481	1.783.041
ABN AMRO bank	87.136	25.303

ASN spaarrekening	0	91.586
Cash Euro	4.027	3.944
	1.092.644	1.903.875

RESERVES AND LIABILITIES

5 Continuity Reserve

Balance 1st of January	267.552	320.750
Result bookyear	-66.933	-53.198
Balance 31st of December	200.619	267.552

31-12-2024

31-12-2023

6 Current liabilities projects

Grant advance payments	1.630.826	3.234.096
To be settled with partners	0	0
Intrest to settle with funders	0	0
Provision project costs	0	0
Project expenditures to be reported	0	0
	1.630.826	3.234.096

7 **Payables and Accruals**

Accrued liabilities regarding employees	156.995	68.912
Creditors	235.044	30.465
Invoices to be received	0	0
Other accruals	64.293	67.787
	456.332	167.165

8 **Taxes**

Income tax december	0	0
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Rights, liabilities and risks not in the balance statement

Projects - The remaining grant amounts for the duration of the project after the financial year are not included in the balance statement.
These rights are listed in Specification Projects column "remaining next years"

Housing - The foundation is located at het Nutshuis, Riviervismarkt 4 in The Hague. There is a rent contract for the period 1 April 2021 to 31 March 2024 with the 'Stichting Fonds 1818 tot nu van het algemeen'. The rent is €36.000 per year without service costs.

Copier machine -

There is a leasecontract for HP copier machine via Samsung. The term started April 1st 2020 and ends March 31st, 2026. Costs are €2.670 ,-- per year including prints/copies/scans.

	Realization 2024	Budget 2024	Realization 2023
<u>Income</u>			
Governmental Grants	2.388.815	4.349.708	3.861.982
Non governmental/ non-profit organisations	2.569.371	828.516	799.457
Other income	100.279	30.000	57.563
NOW Subsidy	0		72.149
TVL Subsidy	0		0
Total income	5.058.465	5.208.224	4.791.152
<u>Expenditures</u>			
Direct project costs			
Spent by partners	3.198.498	1.054.779	1.727.049
Direct costs spent by NHC	5.322	2.461.152	1.385.549
Staff costs			
Staff costs	1.535.585	1.466.728	1.328.052
- <i>direct staff costs</i>	1.289.892	1.217.385	1.115.564
- <i>indirect staff costs</i>	245.694	249.343	212.488
Gross Salary	1.164.282	1.114.978	1.069.582
Social security and pension plan	269.048	271.736	230.016
Other	102.255	80.014	28.453
	1.535.585	1.466.728	1.328.052
Organisational costs			
Rent	62.179	60.980	65.107
Other housing costs	-11.179	9.000	7.383
Housing costs	51.000	69.980	72.490

Travel	931	5.000	3.262
Goods and services	88.819	73.550	91.041
Operational costs	241.833	31.535	232.938
Office and general expenses	331.583	110.085	327.241
Project development costs	0	10.000	0
Depreciation	3.409	5.500	3.969
Total expenditures	5.125.398	5.178.224	4.844.350

Other information

Average Full Time Equivalent	21,5	22,5	21,5
Number of employees per 31 december	21	22	21

Remuneration top employees

Managerial top - employees

2024	K. E. Meijer	J. Buhrer Tavenier
Function	Executive Director	Executive Director
Period	01-01 / 1-10	01-10 / 31-12
Full time equivalent	1	1
Former top employee?	No	No
Fictional employment?	No	No
Individual maximum applicable remuneration	174.432	58.568
Remuneration:		
Salary	88.782	26.377
Expense allowance	-	-
Rewards payable in due course	5.964	1.510
Subtotal	94.746	27.887
-/- Payments without entitlement	-	-
Total remuneration 2024	94.746	27.887
Information 2023		
Period	1-1 / 31-12	
Full time equivalent	1	
Individual maximum applicable remuneration	223000	
Salary	97.448	
Expense allowance	0	
Rewards payable in due course	0	
Total remuneration 2023	97.448	

Supervisory board

2024	P. de Klerk	K. van Rij	M. J. Maljers	E. S. Rijnders	M. A. van Oordt	M.F. Baaij	R. Visser	W. Bouwers
Function	Chairman	Chairman	Vice-chairman	Member	Member	Member	Member	Member
Period	1/1- 1/7	15/2 - 31/12	1/1- 31/12	1/1- 1/9	1/1- 31/12	1/1- 31/12	1/9 - 31/12	1/9 - 31/12
Individual WNT-maximum	34.950	34.950	23.300	23.300	23.300	23.300	23.300	23.300
Remuneration:								
Salary	-	-	-	-	-	-	-	-
Gross expense allowance	-	-	-	-	-	-	-	-
Rewards payable in due course	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-
-/- Payments without entitlement	-	-	-	-	-	-	-	-
Total remuneration 2024	0	0	0	0	0	0	0	0
Information 2023								
Period	1/1 - 31/12	-	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	8/6 - 31/12	-	-
Salary	-	-	-	-	-	-	-	-
Expense allowance	-	-	-	-	-	-	-	-
Rewards payable in due course	-	-	-	-	-	-	-	-
Total remuneration 2023	0	0	0	0	0	0	0	0



INDEPENDENT AUDITOR'S REPORT

To the Board of Stichting Nederlands Helsinki Comité

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 of Stichting Nederlands Helsinki Comité based in The Hague.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Nederlands Helsinki Comité as at 31 December 2024 and of its result for 2024 in accordance with 'RJK-C1 Kleine Organisaties zonder winststreven' (Guideline for annual reporting guideline C1 "Small Non-profit organizations" of the Dutch Accounting Standards Board).

The financial statements comprise:

1. the balance sheet as at 31 December 2024;
2. the profit and loss account for 2024; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Nederlands Helsinki Comité in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- Management report 2024
- Other information

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the Board report in accordance with the Guideline for annual reporting 'RJK-C1 Kleine Organisaties zonder winststreven' (Guideline for annual reporting guideline C1 "Small Non-profit organizations" of the Dutch Accounting Standards Board).

Description of responsibilities regarding the financial statements

Responsibilities of the Board for the financial statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with 'RJK-C1 Kleine Organisaties zonder winststreven' (Guideline for annual reporting guideline C1 "Small Non-profit organizations" of the Dutch Accounting Standards Board). Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the association's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting, unless the Board either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the association's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to

those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of Board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

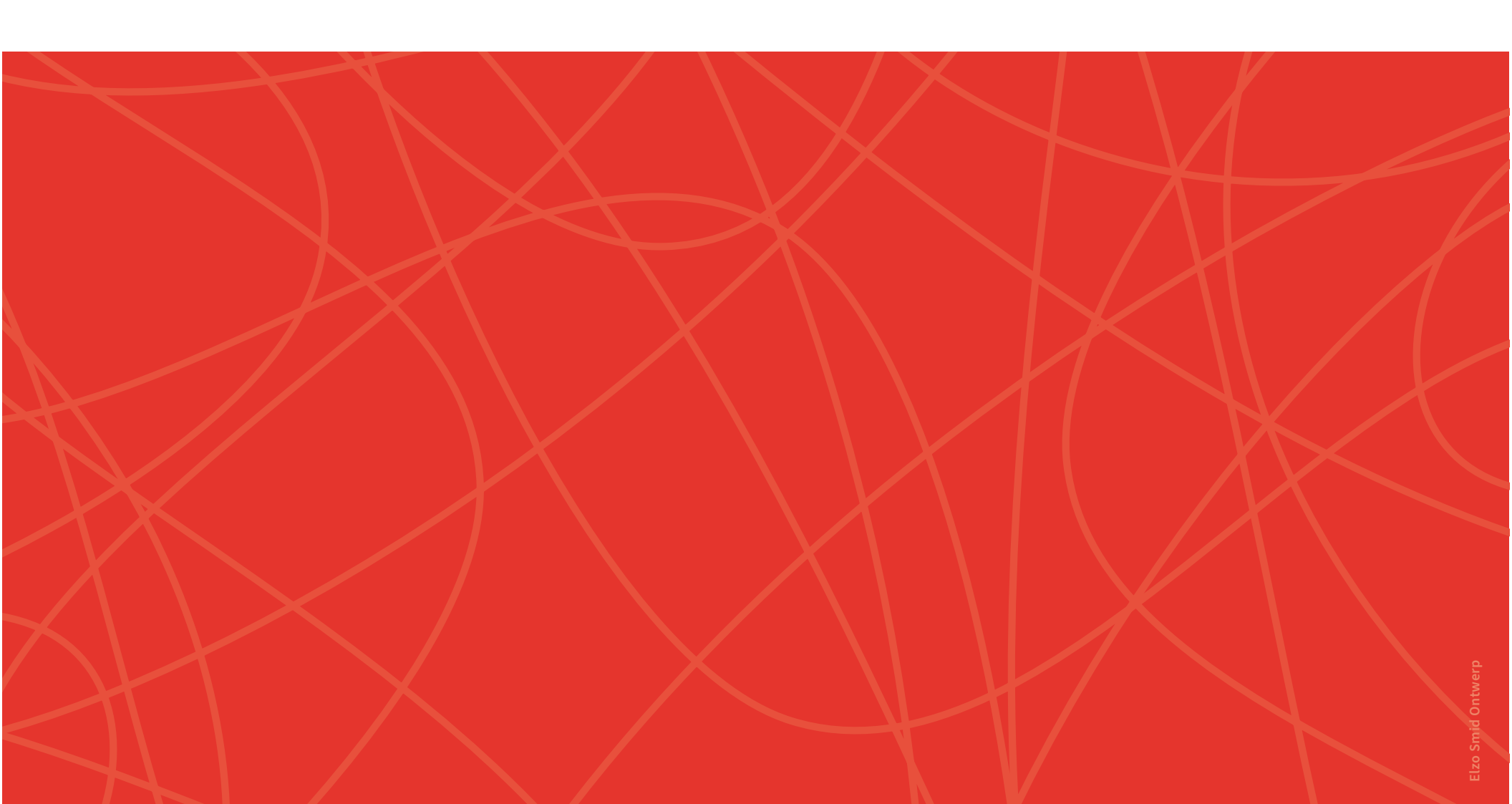
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

The Hague, 19 September 2025

Share Impact Audit & Assurance B.V.

Was signed,

H. Hollander RA



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