

Nederlandse Stichting
International Campaign for Tibet



Annual report

2021



**INTERNATIONAL
CAMPAIGN
FOR TIBET**



Sharon Dijkma, Mayor of Utrecht, congratulating
Tsering Jampa, Director of ICT on the farewell party.
Photo credit: Marlies Bosch

Nederlandse Stichting

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Annual report 2021

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Preface

Every morning I ride my bike to work. First through the Vondelpark, then along the impressive Rijksmuseum, following the tram line 7, cross the Amstel river and then arrive at Funenpark 1d, where our small office is located.

ICT Europe is an organisation that has acquired a lot of professional knowledge in the field of Tibet advocacy work over the last 30 years. It is therefore a great honour and satisfaction for me to work with a motivated team for the rights of Tibetans.

The daily drive through Amsterdam makes it very clear to me that I am in a different place. I have gained my professional experience mainly from working for Swiss NGOs. The advantage to perform political work in the EU environment is the chance to develop initiatives across several countries and create synergies. It is important for our organisation to make more use of these opportunities in the future.

2021 demanded a lot of flexibility from employees and employers all over the world. Covid has had a severe impact on the nonprofit sector. ICT Europe was also affected by the pandemic. The staff could work only partially in the office. Public events were not possible. Most things had to be shifted to the online sphere.

Despite these restrictions, our teams in Amsterdam and Brussels were able to get through the year successfully. However, NGOs relying on direct marketing and on a loyal membership program, like ICT Europe, have suffered less from direct impact from the corona pandemic. We would like to thank our supporters for their loyalty over the years, which made it possible for us to continue our work.

In October, we were finally able to hold our first public event after a long time. More than 200 people attended the farewell of the former director Tsering Jampa. Her extraordinarily successful work as the founder and head of ICT Europe was acknowledged by numerous speakers from the Netherlands and abroad, including Richard Gere, president of ICT, who sent a video message. She was awarded the Knighthood in the Order of Orange-Nassau and I was introduced to our supporters and friends as the new director.

November and December were then dominated by the preparation and implementation of the campaign against the Winter Olympics in Beijing. ICT Europe took a leading role in the campaign in Europe and contributed to the fact that many governments in Europe spoke out in favour of a diplomatic boycott of the games in view of the human rights situation.

The year 2021 ended on a hopeful note for Tibet and ICT Europe and the stage was set for a successful 2022.



Wangpo Tethong
Executive Director

Strategy

To achieve our goals, we are committed to:

- providing information on human rights violations in Tibet to governments, the media, the general public and our own supporters;
- mobilizing political support from governments and the UN to put human rights violations in Tibet on their agenda;
- gathering, analyzing and publishing information on human rights in Tibet;
- raising funds in order to realize its activities;
- conducting public campaigns, including for Tibetan political prisoners;
- working with human rights defenders and organizations.

ICT Europe's focus in 2021 lay on the following four areas:

- Creating awareness of the Tibetan situation among the public and at the government and EU level.
- Implementing specific projects and campaigns to encourage Netherlands, and other European governments and EU institutions to actively promote the issue of Tibet on the political agenda.
- Introducing new fundraising programs and tools to enable sustainable operations in the future.
- Ensure a good transition for the new Executive Director.

Mission

ICT is a human rights organization dedicated to promoting the human rights and democratic freedoms of the Tibetan people.

Organization

International Campaign for Tibet (ICT) was founded in 1988 in the United States. In 1999, ICT's first foreign office was opened in Amsterdam: the Nederlandse International Campaign for Tibet (NSICT). ICT now has offices in Washington DC, Amsterdam, Berlin and Brussels.

Tibet Advocacy in Europe

European Union

In 2021, we continued our work at EU level, maintaining regular contact with the European External Action Service and Members of the European Parliament to share information and make sure that Tibet remained on the agenda of the European Union. The new director had even the chance to have an accidental meet with Josep Borell, the High Representative of the European Union for Foreign Affairs and Security Policy.

We notably suggested a number of parliamentary questions on Tibet to Members of the European Parliament, provided briefing notes and recommendations to the countries holding the rotating EU Presidency (notably for the [French EU Presidency](#)) and pushed for the inclusion of language on Tibet in relevant resolutions and reports of the European Parliament (including for example in the [European Parliament's resolution on a new EU-China strategy](#)).

On 19 April, ICT Brussels, in coordination with the Tibet Interest group of the European Parliament, also organised a [virtual Tibet Lobby Day](#), during which six young Tibetans from six EU countries exchanged with Members of the European Parliament and suggested concrete ways in which the European Parliament could further increase its support for the Tibetan people.

Following the adoption of EU sanctions against four Chinese officials and one entity involved in serious human rights violations in East Turkestan under its Global Human Rights Sanction Regime in March 2021, ICT, together with other organisations, [sent out a letter to the EU and EU governments](#) asking them to extend the EU list of sanctions. Chinese officials responsible for human rights violations in Tibet should be included in the list. The joint letter contained the names of four Chinese officials for the consideration of the EU.



A screenshot from the online discussion between participants to the Tibet Lobby Day and Members of the European Parliament. The lobbyists were six Tibetans living in six European countries (Netherlands, Ireland, Sweden, Poland, France and Belgium).

The Netherlands

In the Netherlands, the Dutch government position towards Tibet has changed significantly over the last two years. Building on this, ICT Europe has pursued active online activities towards the Dutch government and parliament, keeping them informed on developments in Tibet, and following parliamentary debates on China in July.

As a result of our advocacy work, the Dutch government, as one of the few European governments, has adopted a public position on the succession of H.H. the Dalai Lama, stating that it is up to the Tibetan Buddhist community to decide. Two other European countries, Germany and Belgium, adopted similar positions.

For the first time in almost a decade, the Dutch government has raised the issue of human rights in Tibet in their statement at the 45th United Nations Human Rights Council in March. In the past, the Dutch government always resorted to joining statements within the framework of the EU.

On March 10, ICT Europe organised an election debate together with the World Uyghur Congress on the human rights situation in Tibet and East Turkestan. Candidates from five major parties discussed the challenges presented by China and their position on the human rights of Tibetans and Uyghurs in the coming period, as well as answered questions by the debate leader.

Tsering Jampa and Alerk Ablidik shared their stories as refugees, providing the politicians with a personal perspective on the extent of Chinese oppression in their respective countries. All parties agreed that the concerns about China are justified and the new cabinet should seek to curb China's leverage on Tibetans and Uyghurs in the Netherlands. The MPs supported the right to access to Tibet and East Turkestan to investigate abuses. The successful debate was live streamed on the 'Nieuwspoor' public livestream on YouTube, as well as on ICT's website and Youtube channel, and social Media.

In the runup to the March 17 Dutch general elections, ICT initiated two strategic actions. Before the elections, we wrote directly to the major parties, ensuring Tibet was included in their election programs.

In conjunction, an online public campaign was started, where members and supporters could write to parties urging them to make a public statement on the human rights situation in Tibet, to which most parties complied. The public statements were in return published online on our website.

In early April, after installation of the new MPs, ICT presented a welcome note together with a background briefing paper to the for the most part new members of the foreign affairs committee. Several members responded positively to our outreach, including the largest party in parliament.

On 8 July, a parliamentary debate on human rights and China was held between the Foreign Affairs Committee and the Minister of Foreign Affairs Sigrid Kaag. Prior to the debate, ICT wrote to the mem-

bers of the Foreign Affairs Committee pushing for three points of action: freedom of religion, resumption of the Sino-Tibetan dialogue, and the diplomatic boycott of the Olympic Games in Beijing in 2022.

Minister Kaag did not shy away from mentioning Tibet in her answer, stating human rights are included in the investment treaty with China and our government is addressing Tibet at various levels with China. She gave an example, that during the recent UN human rights session, the Dutch government raised the situation for Tibet. However, minister Kaag also stated that there are currently no specific initiatives on Tibet.

In our advocacy work, ICT Europe was asking governments not to have a formal diplomatic presence during the Olympics. We are also supportive of the IOC taking responsibility to address the issue.

Successes

- Tibet was discussed in the run-up to the Dutch parliamentary elections.
- The government took a position on Tibet and the Dalai Lama.

Working on National Level in Europe

Due to the outbreak of COVID and the ensuing travel restrictions, no travel could be undertaken and advocacy was mainly done by email. This was not effective in building new contacts. In the fall of 2021 it was again possible to meet in person, to travel and to have some face to face meetings which proved to be much needed to revive the contacts. In March, ICT was notably able to present its new report on the controls of Tibetan Buddhism to a group of diplomats - mostly from Europe - based in Beijing. The meeting, which was facilitated by ICT Brussels, allowed ICT researcher to directly present the report's findings, and received positive feedback from participants.

Successes

- On 9 April, ICT's EU Policy Director Vincent Metten gave a presentation on the EU and Tibet during a [meeting](#) of the Lithuanian Tibet Parliamentary Group.
- ICT also continued to push against China's propaganda efforts in Europe; in March, we for example asked the French media regulator to reject the broadcasting licence request by Chinese state-media CGTN, after it was revoked in the UK.

A smile hidden behind the European flag - CC-BY-4.0: © European Union 2022 - Source: EP



United Nations

Within ICT, there is a UN Team that follows sessions of the Human Rights Council, the UPRs of China, Nepal and India, and drafts shadow reports to treaty bodies. Members of the UN team come from all ICT offices. They attend sessions, draft statements and maintain contact with the OHCHR as well as missions of European governments. There is a close collaboration with the Office of Tibet in Geneva.

As in previous years, ICT Europe contributed to the work of ICT at the United Nations, and in particular at the three annual sessions of the Human Rights Council. We continued sharing regular updates on the human rights situation in Tibet with governments' missions and relevant Special Procedures of the UN – including about individual cases such as those of Go Sherab Gyatso and Rinchen Tdultrim and a submission on the long-term detention of Tibetan Human Rights Defenders. In December, ICT also delivered a [statement](#) at the 14th UN Forum on Minority Issues calling for an end to Chinese policies of "sinicization" in Tibet and for the resumption of the Sino-Tibetan dialogue.

Success

- ICT delivered a number of oral statements at the United Nations on behalf of the Helsinki Foundation for Human Rights.



ICT Brussels' Vincent Metten delivering a statement on behalf of the Helsinki Foundation for Human Rights during the 47th session of the UN Human Rights Council. (Photo: Screenshot from UN Web TV)

Cooperation with other civil society and human rights groups

Through ICT's membership of the Dutch human rights platform 'Breed Mensenrechten Overleg' (BMO), we have been in frequent communication with the Minister of Foreign Affairs on the human rights situation in Tibet.

We continued to work with other human rights NGOs, including Amnesty International, BMO, World Uyghur Congress, UNPO, the Netherlands for Hong Kong, and the TSG-NL. On 12 June, Tsering Jampa was for example invited to speak at a rally organized by The Netherlands for Hong Kong (a Dutch NGO consisting mainly of Hong Kong Chinese). On 23 June, ICT also co-organised a joint protest with other NGOs in Brussels as part of the "Global Day of Action" against the 2022 Winter Olympic Games in China. In the European capital, ICT is working closely with other NGOs such as Amnesty International, Human Rights Watch, Unrepresented Nations and People's Organization, the International Federation for Human Rights (FIDH) which ICT is member of, the World Uyghur Congress or Christian Solidarity Worldwide.

As part of our outreach towards Dutch students and to counter the narrative of Confucius Institutes towards universities in the Netherlands, we started to reinvigorate our cooperation with Students International Relations (SIB).

Success

- On March 30, before a group of 60 students, Tsering Jampa gave an online lecture on the general human rights situation in Tibet followed by a Q&A.

Public Campaign and Events

Visibility is the prerequisite for public awareness and support. It is a very important characteristic of democratic societies that the commitment of individuals and groups can shape society. The path leads via the public sphere and democratic discourse. With its Tibet work, ICT Europe contributes to the public debate on the importance of human rights in Europe.

From Paris to Vilnius

Dhondup Wangchen and the Olympics

Dhondup Wangchen arrived in Paris on the eve of November 17, 2021, and was met by local activists. He, who was jailed for six years for making a documentary about the Olympics, began a long journey through Europe the next day. In the weeks that followed and through the next months, he shook hands with hundreds of government officials and parliamentarians, held meetings with National Olympic Committees, and spoke with media representatives. His final destination was Vilnius in Lithuania.

The preparation was intense and much coordination was required. ICT Europe closely accompanied his trip through Europe and contributed financially to his "My Olympic Oath" campaign. It provided an effective way to link a political concern with a very concrete experience of an individual from Tibet.

EU Brussels, Dhondup Wangchen and the Olympics

In Belgium, while the National Olympic Committee of Belgium did not reply to meeting requests, Dhondup Wangchen met with several EU and Belgian officials, as well as with Members of the European and Belgian Parliaments. The MEPs/MPs all reaffirmed their support for human rights in Tibet and suggested concrete actions to support Dhondup Wangchen's campaign; following their meeting, members of the European Parliament's Tibet Interest Group for example initiated an **oped** calling for an European wide diplomatic boycott of the Winter Olympics, that was signed by more than 60 parliamentarians from all over Europe. Dhondup Wangchen also had the occasion to exchange with fellow Tibetans and Tibet supporters during two screenings of *Leaving Fear Behind* in Antwerp and in Brussels, and also gave a number of interviews to Belgian and European media. His visit was certainly crucial in bringing Tibet back into the Olympics human rights debate, both at the officials and general public levels.

An example of good cooperation

The tour of Dhondup Wangchen has shown ICT Europe once again that cooperation with other civil society organizations is possible and important.

The 14 country tour was initiated by Dhondup Wangchen and Filming for Tibet. The International Tibet Network (ITN) took over the coordination. ICT Europe and Wangpo Tethong played a crucial role in making this campaign a success.



He is tireless and inspires the folks around him. Above all he is an authentic and talented story teller.

Dhondup Wangchen in the Netherlands

Dhondup's visit was kicked off by a Special Procedure in Parliament in the Hague on 25 November 2021. This 'Special Procedure' is a formal procedure to receive external parties on behalf of the Foreign Affairs Committee. During the procedure, Dhondup Wangchen spoke with members of the House of Representatives, Sjoerd Sjoerdsma (D66), Ruben Brekelmans (VVD) and Raymond de Roon (PVV). Wangpo Tethong (Director of ICT Europe) and Christa Meindersma (Director of advocacy) were also part of the hearing. The next day this small delegation went to Amsterdam. There was a meeting with the National Olympic Committee of the Netherlands and talks with Amnesty International.



Portrait of Dhondup Wangchen La

Success

- Successful collaboration of Tibet groups across many countries
- Exceptional media attention across Europe
- European governments speak with Dhondup Wangchen. Many European governments will eventually announce a diplomatic boycott of the Games.

Events and Actions

The first half year of 2021 has been packed with online campaigns, from advocacy-focused public campaigns such as the 'Voting guide for Tibet', to raising petitions in the campaign against torture in Tibet. Additionally, ICT Europe organized campaigns around significant days for Tibetans, such as the birthdays of the Dalai Lama (86), the Panchen Lama (32).

In online communications, ICT combined these special events with messaging around important themes such as: climate issues in Tibet, religious freedom, political prisoners and torture, and reciprocity.

Due to government measures, offline events were prohibited until June 2021. As a result, ICT decided to execute its' public campaigns primarily online. The online cooking workshop during Losar and the digital Q&A session for the book launch of Windhorse House are good examples of this.

In addition, creative solutions enabled ICT to reinforce the online campaigns with offline events. For example, an offline debate was organized in 'Nieuwspoord' in March, which provided a good atmosphere for debating between the invited MPs, and the event was livestreamed on the website and YouTube channels of 'Nieuwspoord' and ICT Europe to ensure a large audience to join the debate and interact with ICT in the chat.

Another great example of this is the #LightforPanchenLama campaign, where candles were lit in front of the Chinese Embassy in The Hague, which was livestreamed on ICT's Facebook pages to ensure supporters were engaged, and appealed to share their photo of a candle from the safety of their own homes. In addition, both in The Hague and Brussels, a truck with a screen showing pictures of the Panchen Lama drove around the city to raise awareness about his disappearance among the Dutch and Belgian people.



The campaign truck in the EU headquarters in Brussels.

The Year 2021 in Retrospect

January–June #EndTibetTorture – International campaign against Torture in Tibet:

In honor of International Day for Victims of Torture, ICT submitted more than 17,000 signatures from supporters worldwide on the petition against torture to the UN High Commissioner for Human Rights on June 26.

11 February Losar online cooking workshop

Tibetan cooking workshop for Losar celebration: On February 11th, TSG, the Tibetan community and ICT organised a digital cooking workshop on the occasion of Losar (Tibetan New Year).



Cooking workshop streaming live on Facebook of ICT Europe.

March 2021 Tibet in the Dutch House of Representatives

In the run up to the Dutch Parliamentary elections in March, the new MPs from the largest political parties received hundreds of letters from ICT supporters, as part of ICT's 'Voting Guide for Tibet' (dutch: 'StemWijzer voor Tibet'). In these letters, supporters and ICT jointly called upon the parties to put human rights violations in Tibet on their political agenda for the coming term of office. The campaign was very successful. From all letters sent by ICT-supporters, a total of 1120 supporters cc'd ICT in their e-mail to the parties.

11 March 2021 Election debate for Tibet

On 11 March, the International Campaign for Tibet Europe organized an election debate together with the World Uyghur Congress on China's influence and oppression of Tibetans and Uyghurs. Candidate Members of Parliament discussed the challenges they see in relation to China and how they are going to stand up for the human rights of Tibetans and Uyghurs in the coming period, and answered questions by the debate leader.

25 April #LightForPanchenLama

On 25 April candles were lit in front of the Chinese Embassy in The Hague. In both The Hague and Brussels, a truck with screen showing pictures of the Panchen Lama drove around the city to raise awareness about his disappearance.



Demonstration in front of the Chinese Embassy in The Hague.

6 May 2021 Live Q&A with Myra de Rooy, author Windhorse House

In May ICT Europe translated and promoted the book *Windhorse House*, sharing the story of Tibetan former political prisoners that live in exile, by author Myra de Rooy. The book was launched on 23 May and the first copy was ceremonially gifted to Ven. Samten, an Tibetan monk living in the Netherlands.

Windhorse House

Life stories in the shadow of Tibet

Myra de Rooy



Windhorse House by Myra de Rooy



Photo credit: Ven. Tenzin Jamphel, OHHDL

6 July 2021: Celebration of 86th birthday of His Holiness the Dalai Lama



Celebration of 86th birthday of His Holiness on Dam Square.

4-28 July: Climate Quiz

ICT Europe has organized a Climate Quiz with five questions about the current climate situation in Tibet.

29 October 2021

Director Tsering Jampa is knighted in the Order of Orange-Nassau. The Mayor of Utrecht, Sharon Dijksma, gives the laudation and performs the act on behalf of the King.

1. November 2021

The new director Wangpo Tethong takes over the management of ICT Europe.



Tsering Jampa received the Knighthood in the Order of Orange-Nassau. Photo credit: Marlies Bosch

25 November 2021

Dhondup Wangchen and Wangpo Tethong take part in a Special Procedure of the Foreign Affairs Committee on November 25, 2021 in The Hague. MPs present were Raymond de Roon (PVV), Sjoerd.W. Sjoerdsma (D66) and Ruben P. Brekelmans (VVD).

Work for the Release of Political Prisoners

Under this program, ICT coordinated and financed the translation and publication of a book with the personal stories of eight former Tibetan prisoners. Further, we provided financial assistance for the translation of Ngawang Sangdrol personal memoirs, which is currently in production.

As part of our political prisoners fund, ICT Europe is cooperating with GuChuSum to help in capacity building and undertake joint activities.

ICT Europe regularly engaged with former political prisoners utilizing their expertise and experience for various advocacy and communication purposes, such as public speaking and media interviews.

In this context, ICT facilitated an interview by Golog Jigme for the NPO, the main Dutch public broadcasting cooperation, as part of their report of a recent visit by the Dutch Beijing correspondent of the NPO to the TAR. Tsering worked with the NPO to translate and timecode-sync the transcript of the interview.

Prior to the correspondent's visit, ICT Europe had intensive contact and drafted a briefing note for him in preparation for his visit to the TAR. Though the correspondent's visit itself was heavily scripted and restricted, the correspondent openly questioned the Chinese narrative and persisted with awkward questions to the Chinese guides.

The report was broadcast in two separate 15-minute parts on successive Saturdays at prime time, providing a welcome change in the general lack of news coverage on Tibet in the Netherlands. The interview and program itself in general were very well received by the Dutch public at large, although a few factual statements could be criticized.

Communication and Information

The various communication channels are being used more and more effectively, each with its own clear objective. ICT's website serves as the basic platform for online communication, on which the most extensive information about campaigns or news are shared with ICT supporters. ICT uses e-mail and social media channels to direct people to the website to share more detailed news and related campaigns, to ask signatures for petitions, to purchase items in ICT's webshop, to fill out forms with contact information, or to make a donation. E-mail is used primarily to reach the Dutch supporters, Facebook is used to direct both the Dutch community and new Dutch leads to the website and finally Twitter is used to direct the press and politicians to the website. The social media channel Instagram has a different approach and focuses on a younger, more international target audience. In addition, ICT continues to proactively inform the Dutch press with reports and press releases for campaigns, in order to draw more attention to Tibet within the regular media (newspapers, TV, radio). One absolute highlight of the past year was the special news item of Nieuwsuur about Tibet on Dutch television and Youtube.

Zaterdag 26 juni 2021, 09:03

Dit is wat we (niet) mogen zien in Tibet



Sjoerd den Daas en Roel van Niekirk

Tibet is al jarenlang zo goed als afgesloten van de buitenwereld. Maar af en toe organiseert China een persreis, en mogen journalisten onder strenge begeleiding kijken hoe het de Tibetanen vergaat.

Onze correspondent Sjoerd den Daas mag - na zes jaar in China - eindelijk een keer mee op zo'n reis. Vijf dagen lang gaat hij bus in, bus uit. Elk uur van het schema staat vast, even zelf eropuit is er niet bij. Hij reist door het land van de Mount Everest, van monniken, de jak en de Dalai Lama. Makkelijk is het niet, want vrijuit spreken lijkt voor de bewoners geen optie. Een Tibetaan sluit zich zelfs op in de wc als Den Daas hem een vraag stelt.

In de video deze video neemt Den Daas je vijf dagen mee door een van de meest verborgen regio's van de wereld. Wat is daar, ook achter de schermen, te zien? En waarom is Tibet eigenlijk zo belangrijk voor China? Kijk 'm hier:



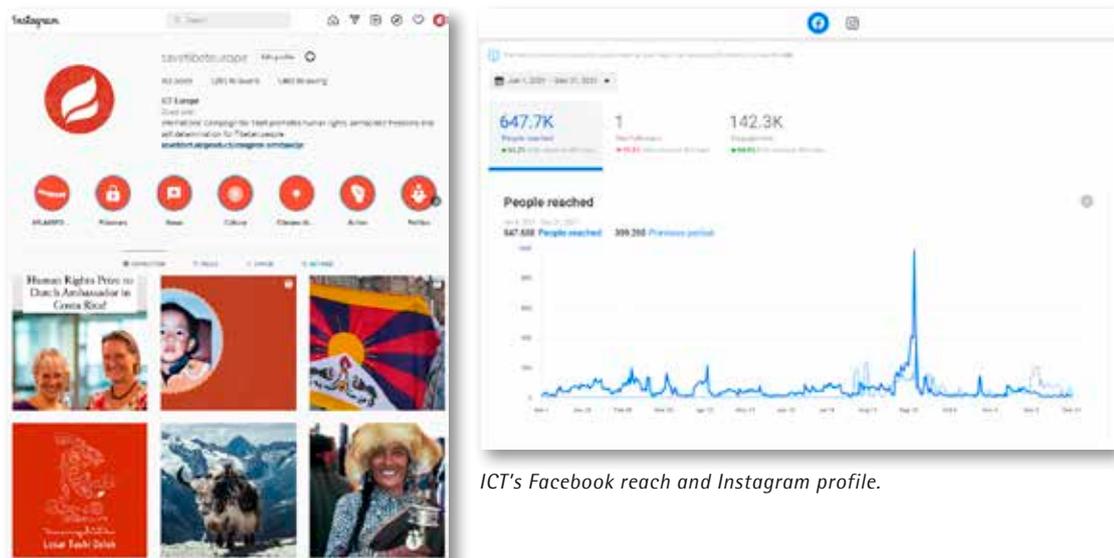
Website, Social Media and E-mail Action

ICT Europe's social media channels are constantly being developed in order to reach a broader and younger audience. In January 2021, a strategic communication session was held with an external expert to examine the opportunities for online and offline communication, including ICT's social media channels. Based on this communication session, the first social media strategy document was drawn-up in February, describing target groups, social media trends, and the current situation of the various channels. Subsequently, a concrete action plan was drawn up with monthly themes enabling ICT to increase the range, familiarity and engagement of the social media channels amongst the target group. In February, we started with monthly communication meetings, in which, based on the strategy and the agreed themes, we planned the contents of the following month. As a result, 2021 has a more structural approach to the implementation of content on ICT Europe's social media channels.

ICT Europe's websites (savetibet.nl, in Dutch and savetibet.eu, in English) are the basis from which all up-to-date information regarding online campaigns, events, Tibet Talks Europe, webshop products, and news can be found. The website complies with current requirements for user-friendliness and experience. *From Jan-July 2021 ICT achieved 180.737 page views, which is +132% compared to the same period in the previous year (Jan-June 2020). In addition, the bounce rate of the website, the percentage of people who did not view more than 1 page of the site, decreased with 53% to 25,34%.*

	ICT Europe	ICT Brussels
Instagram	1,285 followers	NA (no Instagram account)
Facebook	23,021 followers	2,461 followers
Twitter	723 followers	1009 followers
E-mail	23,388 contacts	

On 30 June 2021, ICT Europe had a total audience of 23.388 contacts, an increase of 10,3% from 21.000 contacts in July 2020. From these contacts 20,146 (86,1%) are active subscribers to the e-mails. From the total audience, 66,5% is female and 33,5% male, and most contacts are between the ages of the ages of 45 to 54 and 55 to 65 plus. This target audience is similar to the offline membership program.

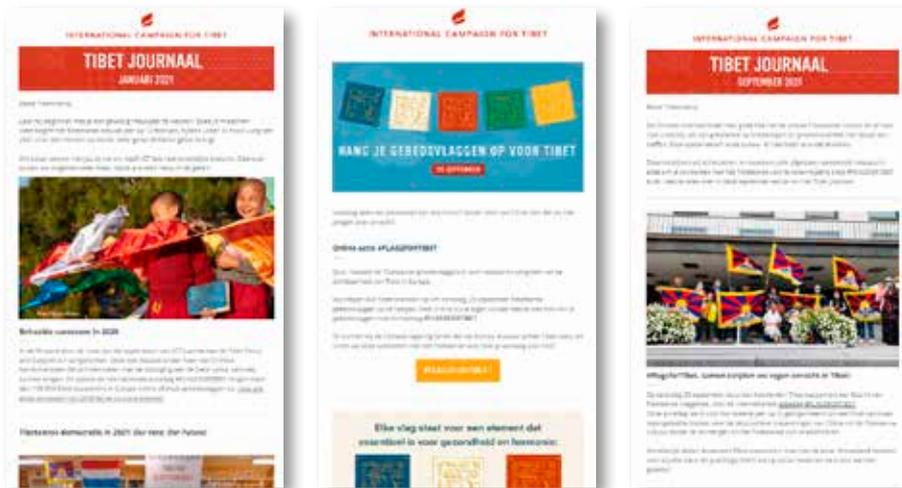


ICT's Facebook reach and Instagram profile.

Newsletters

Since January 2020 ICT Europe has produced a monthly e-newsletter called 'Tibet Journaal' to all active subscribers, in which ICT shares recent news from Tibet on the website, campaign updates, events and promotions for 'newer' social media channels Twitter and Instagram, and a highlighted webshop product. The newsletters promotions consistently spike webshop

This year, ICT Brussels also published five editions (in English and in French) of the **Tibet Brief** - an electronic newsletter providing policy-makers with concise updates on the situation in Tibet and on Tibet-related political initiatives both within Europe and abroad.



Examples of ICT's e-newsletter *Tibet Journaal* and *Flags For Tibet* campaign.

Press

ICT Brussels produced and/or sent to media a number of press releases this year - informing them for example about ICT's new report on China's control on Tibetan Buddhism or about the European Parliament's call for a diplomatic boycott of the Beijing Winter Olympics. In April, ICT's EU Policy Director also presented the work of ICT Brussels office during an **interview** for Tibet TV.

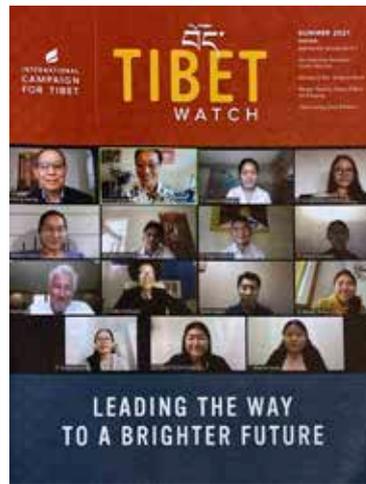
Publication and Reports

The research team in the US continues to produce both in depth analysis, daily news related reports, as well as briefing notes, which are of crucial importance for ICT Europe's advocacy, communication, and public campaigns.

ICT Europe continued to contribute financially towards the research and reporting costs incurred by the US office. It also published the main ones in other European languages (for example a French version of the report on state control on Buddhism).



Example of ICT's newsletter in 2021.



Example of Tibet Watch from NSICT US office.

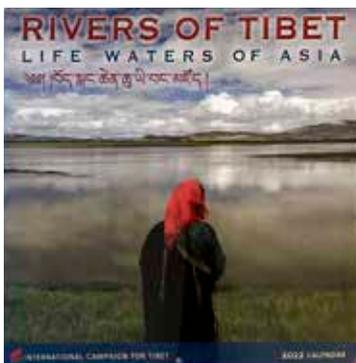
Audiovisuals

ICT also organised a number of **online Tibet Talks** this year - including **one on Chinese growing influence in Nepal** and its impact in Tibetans; **one with Christelle Genoud**, a former Swiss diplomat who visited Tibet on several occasions and who discussed with Vincent about access to Tibet and various human rights issues; and **one (in French) about the then upcoming French EU Presidency** with a number of French and European parliamentarians.

Sales

ICT sells a small range of products made in India and Nepal by Tibetan ex-political prisoners and refugees, such as books, bags, prayer flags, CDs, DVDs, ICT reports, the Tibetan flag, postcards, Tibetan Rangzen freedom bracelets, incense, bookmarks with quote from the Dalai Lama, key-chains and mouth caps with 'I love Tibet' on them. In 2021, a few more products were added, such as Tibetan cushion covers, wall hangings and shoppers. Online sales increased slightly in 2021 compared to 2020 as NSICT conducted more online promotion.

Every year, ICT releases a Tibet calendar with different themes each time. In 2021, 1008 copies were sold of the 2022 calendar 'Rivers of Tibet', which depicted the rivers of Tibet. This is a small decrease in sales compared to the sales of 1325 calendars in 2020. The most-sold products were the 2022 calendars, prayer flags and stickers.



Few examples of ICT's webshop products

Fundraising and Information

Communication with donors

The global Covid pandemic also had an impact on ICT's fundraising activities in 2021. We tried to keep the impact minimal by carrying out as many planned activities as possible.

The ongoing financial and action-related support of ICT's loyal donors ensure continuity of the organization and most importantly, they make ICT's work for Tibet possible. The fundraising program primarily serves as a means of raising finances for ICT's activities. In addition, the fundraising activities are a means to go deeper into current core issues for Tibet and to realize solidarity for Tibet and involvement in ICT's activities among its donors, such as signing petitions and distributing news.

In 2021, there were once again many loyal donors who supported ICT and its goals, both financially and with actions. The active donor base underwent a 5% decrease in 2021, a decreasing trend in the active donor base that we saw in recent years. At the end of 2021, ICT in the Netherlands had over 15,283 active donors of which 10,827 were empowered. ICT has a solid direct mail fundraising program, with room for improvement in its contact strategies, online fundraising, and differentiation in communication with different target groups of donors.

The strategy behind the fundraising program is to offer the best possible customized donor program based on the relationship the donor has with ICT, informing the donor about the work of ICT, the use of donations, and providing the opportunity to additionally support the work of ICT with gifts and actions.

ICT's fundraising strategy is a continuation of 2020, with some significant changes. ICT has been working with consultants for fundraising strategy, copywriting and design since 2020. This change in approach has resulted in the building -of in-house know-how of-, and more flexibility in the fundraising program, as well as the secondary benefit of lower costs for consulting and for direct mail production compared to previous years.

Database management

An accurate database registration is important to be able to implement a personalised and accurate contact strategy with the donors. Therefore, a lot of attention is paid to the quality of the database itself, the database administration and the database management.

To achieve data quality and personalisation, ICT switched from a legacy database to a new CRM system in 2021.

In line with previous years, in 2021 attention was paid to optimising the processes to keep donor data as accurate as possible, in order to inform them optimally, of course in line with the Dutch privacy regulations (AVG).

Permissions

A solid authorization program provides ICT with long-term financial security, and revenue from authorizations is a large income earner at over 75%. Therefore, retention of empowerers and recruitment of new empowerers receives special attention from ICT. Existing empowerers (donors) are very loyal, retention is around 90%. These donors are kept informed about ICT's activities through mail, emails, news releases and campaigns on the ICT website and Social media posts.

Despite these activities, and partly due to not being able to conduct events and face-to-face fundraising in 2021, ICT is seeing a decline in the number of empowerers of about 6% over the past year.

Inheritances

Figures from charities show that in recent years, income from bequests has been growing. ICT also offers this opportunity with a special program called the Mandala Society, whose members want to include ICT in their wills. Members of the Mandala Society receive special invitations to events, personalised information, important updates, and a copy of all our publications and reports. In 2021, ICT continued the strategy developed in 2017, with a particular focus on personal attention to this group.

In addition, ICT informs its donors through its bi-annual newsletter: 'Tibet Journal' and through its website about the possibility of supporting ICT with an estate, to attract new members for the Mandala Society.

In 2021, there were 29 donors who are members of the Mandala Society, 12 donors who are going to include ICT in their wills, 9 donors who are likely to include ICT in their wills, and 233 warm leads for the Mandala Society. ICT received a total of € 16000 in bequests in 2021.

Periodic Giving

Periodic Giving is a fiscally beneficial way for a donor to give to charities for a longer period. The donor commits himself through an agreement to support a non-profit organization with ANBI registration for at least five consecutive years for a fixed donation amount. In total, ICT has notarized donation agreements for a total amount of €97,675 in 2021 (compared to €110,543 in 2020). ICT thanks recurring donors in 2021 as part of the high & middle donor thank you strategy.

Major & middle donor program

At ICT, we thank donors who, from their commitment to Tibet and ICT, donate generous amounts in a personal way with written communication. Among these donors, we distinguish between middle donors and major donors based on the total amount of their gifts to ICT.

Among other things, these donors are personally invited to special events such as the Tibet Talks Europe (online) events organized by ICT.

As a human rights organization, our work for Tibetan (former) political prisoners has always been integral. Over the years, together with our donors and supporters, we have conducted many campaigns for their release, often successfully. The special appeal letter and leaflet that ICT sent to donors in the spring is, next to the Renewal mailing, the best direct mailing of 2021 in terms of donor response and revenue for ICT.

Although ICT has provided limited financial support in specific individual cases, the fate of former political prisoners has been relegated too much to the background in the Tibetan struggle. This is the reason ICT launched the "Political Prisoners Partner Fund" project in late 2019. In 2021, ICT raised awareness about Tibetan political prisoners with the public, and donor campaign 'Give Political Prisoners a Face', where each month we told the story of a long-serving Tibetan political prisoner.

Annual Mailing

All ICT donors received an annual mailing at the beginning of the year. This letter contained a brief overview of the activities in the past year and the spearheads for the coming year. With this annual mailing we ask for a contribution to ICT for the upcoming activities for the benefit of Tibet.

Newsletters

ICT's newsletter, Tibet Journaal, is one of the main communication tools to keep donors informed about the human rights situation in Tibet and ICT's activities in the Netherlands and worldwide. In it, we also introduce new fundraising programs such as the webshop and periodic giving and bequests. In 2021, three newsletters were sent to all ICT donors and sympathizers who wish to receive the newsletter. The results of these newsletters are very positive. In total, a net amount of € 92,177 was raised.



2021 Annual mailing

Special Appeal

Special Appeals are special letters from ICT to its donors that go deeper into specific topics and are often connected to public campaigns that ICT is running at the same time. In total, ICT sent three special appeals in 2021, with total net proceeds of €117,167. The special appeal themes in 2021 were; political prisoners, climate and the disappearance of Tibetan culture.

Integration online - offline fundraising

During campaigns, ICT integrates its education and fundraising activities, both through online and offline. The online channel is becoming increasingly important for ICT to generate donations, and 2019 has seen an additional focus on this since the go-live of ICT's new website.

In 2021, ICT sent out emails to its online database of approximately 21,000 subscribing email addresses. In addition to the newly-introduced monthly online newsletter "Tibet journal," which is sent monthly to ICT's donors and supporters, ICT sent campaign-specific emails and fundraising emails that complement offline fundraising channels.

Complaint handling

ICT strives to be as serviceable as possible to its supporters and donors. The majority of incoming complaints are administrative in nature and a number of complaints have to do with the content of the mailing program. In 2021, a total of 5 complaints were received (by mail, email, the website or by phone). ICT received 2 complaints about administrative errors, 3 complaints about fundraising and communication (for example, a complaint about telemarketing or a mailing not received).

Budget 2021

	<u>Budget 2021</u>	<u>Actual 2021</u>	<u>Budget 2022</u>
	€	€	€
Benefits			
Donations and gifts from mailings	1.114.082	1.084.347	1.055.810
Special donations	15.000		7.500
Legacies		16.000	
Result sold articles		1.657	
Total benefits	<u>1.129.082</u>	<u>1.102.004</u>	<u>1.063.310</u>
Expenditures			
Expenditure on goal 'creating Tibet awareness'	1.221.000	857.864	1.251.138
Costs of fundraising	269.957	235.866	284.812
Costs management and administration	69.273	136.842	65.990
Total expenses	<u>1.560.230</u>	<u>1.230.572</u>	<u>1.601.940</u>
Balance of income and expenses	-431.148	-128.568	-538.630
Financial income and expenses			
Result	<u>-431.148</u>	<u>-128.568</u>	<u>-538.630</u>

Expenditures in percentage of the benefits

	<u>Budget 2021</u>	<u>Actual 2021</u>	<u>Budget 2022</u>
	%	%	%
Expenditure on goal 'creating Tibet awareness'	108,14	77,85	117,66
Costs of own fundraising	23,91	21,40	26,79
Costs management and administration	6,14	12,42	6,21

Summarized Financial Statements

Financial overview 2021

The benefits were € 1.102.004, a decrease of 2,45% compared to 2020 and 2,40% lower than budgeted. The benefits from own fundraising was 99,86% (2020: 100,05%) of the total benefits.

The total costs amounted to € 1.230.573. This is € 329.657 less than budgeted.

The 2021 financial year ended with a negative result of € 128.569, while a negative result of € 431.148 had been budgeted.

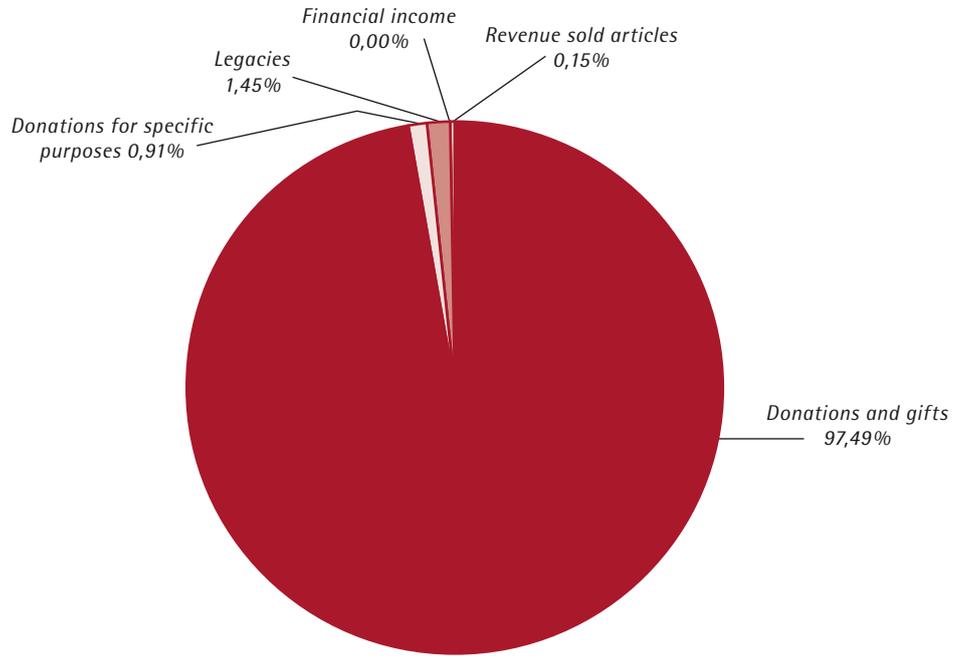
The expenditure on goal 'creating Tibet awareness' amounted to € 857.861. That is 77,85% of the total benefits.

The number of employees expressed in fte's decreased from 7,6 to 7,1 in 2021.

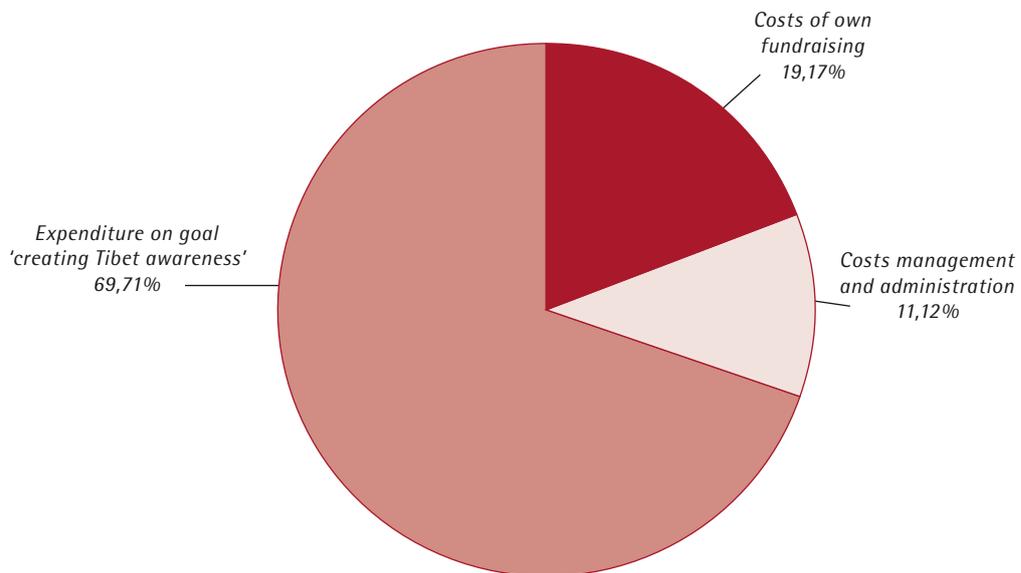
Key figures

Expenditure in % of fundraising benefits:	2021	2020
Expenditure on goal 'creating Tibet awareness'	77,85%	77,14%
Costs of own fundraising	21,40%	20,71%
Costs management and administration	12,42%	13,67%
Spending on objectives in % of total benefits	77,85%	77,18%
Spending on objectives in % of total costs	69,71%	69,18%
Average number of employees in FTE (office Amsterdam)	5,1 fte	5,6 fte
Average number of employees in FTE (office Brussel)	2,0 fte	2,0 fte
Average personell costs for the employer per fte (office Amsterdam)	€ 78.811	€ 79.542
Average personell costs for the employer per fte (office Brussel)	€ 98.405	€ 97.107
Number of volunteers	30	35

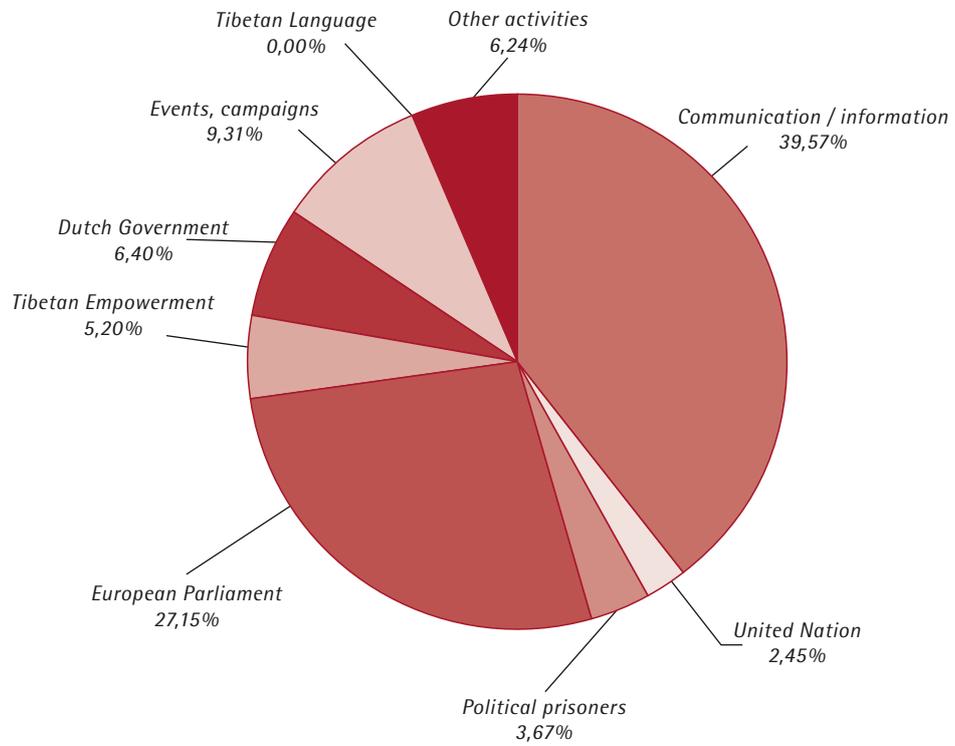
Benefits 2021



Costs in percentage of the total costs



Activities for creating Tibet awareness



Balance sheet as at 31 December 2021

(After proposal distribution of result)

	31-12-2021		31-12-2020	
	€	€	€	€
ASSETS				
Fixed assets				
Intangible assets		45.060		-
Property, plant and equipment		15.230		35.797
Current assets				
Inventories and work in progress		13.846		10.897
Receivables		39.061		15.154
Cash and cash equivalents		1.085.641		1.229.472
		<u>1.198.838</u>		<u>1.291.320</u>
LIABILITIES				
Reserves				
Continuity reserve	905.159		1.033.728	
Designated reserves	159.385		159.385	
Appropriation funds (private)	<u>10.742</u>		<u>10.742</u>	
		1.075.286		1.203.855
Short-term liabilities		123.552		87.465
		<u>1.198.838</u>		<u>1.291.320</u>

Statement of activities for the year 2021

	2021	Budget 2021	2020
	€	€	€
Benefits			
Donations and gifts from mailings	1.084.347	1.129.082	1.122.370
Legacies	16.000	-	7.896
Result sold articles	1.657	-	-569
	<u>1.102.004</u>	<u>1.129.082</u>	<u>1.129.697</u>
Expenses			
Expenditure on goal "creating Tibet awareness" *	857.861	1.221.000	871.916
Costs of own fundraising	235.866	269.956	234.037
General expenses	136.846	69.274	154.451
Total of sum of expenses	<u>1.230.573</u>	<u>1.560.230</u>	<u>1.260.404</u>
Total of net result	<u>-128.569</u>	<u>-431.148</u>	<u>-130.707</u>
Appropriation of result			
Continuity reserve	-128.569		-111.525
Designated reserve preservation			
Tibetan language	-		-22.039
Political prisoners fund	-		2.857
	<u>-128.569</u>		<u>-130.707</u>
* Expenditure on goal "creating Tibet awareness"			
United Nations	21.016	27.807	24.743
Political prisoners	31.510	83.392	55.029
European Institutions	232.890	274.765	230.772
Dutch Government	54.928	-	61.117
Tibetan Empowerment	44.575	40.939	47.406
Chinese Outreach	-	3.153	-
Events, campaigns	79.896	-	70.588
Other activities	53.555	188.376	47.892
Telemarketing, newsletters, prospectmailing, special appeals etc.	339.491	602.568	334.369
	<u>857.861</u>	<u>1.221.000</u>	<u>871.916</u>

Cash flow statement for the year 2021

	2021		2020	
	€	€	€	€
Total of cash flows from (used in) operating activities				
Operating result		-128.569		-130.707
Adjustments for Depreciation		7.450		9.781
Changes in working capital				
Decrease (increase) in inventories	-2.949		436	
Decrease (increase) in other receivable	-23.907		4.103	
Increase (decrease) in other payables	36.087		-17.810	
		9.231		-13.271
Total of cash flows from (used in) operating activities		-102.229		-136.528
Total of cash flows from (used in) investment activities				
Purchase of intangible assets	-55.592		-	
Purchase of property, plant and equipment	13.990		-22.299	
Total of cash flows from (used in) investment activities		-41.602		-22.299
Total of increase (decrease) in cash and cash equivalents		-143.831		-158.827
Movement in cash and cash equivalents				
Cash and cash equivalents at the beginning of the period		1.229.472		1.388.299
Increase (decrease) cash and cash equivalents		-143.831		-158.827
Cash and cash equivalents at the end of the period		<u>1.085.641</u>		<u>1.229.472</u>

Notes to the financial statements

Entity information

Registered address and registration number trade register

The registered and actual address of Nederlandse Stichting International Campaign for Tibet is Funenpark 1 D, 1018 AK in Amsterdam, Netherlands. Nederlandse Stichting International Campaign for Tibet is registered at the Chamber of Commerce under number 34119094.

General notes

The most important activities of the entity

The activities of Nederlandse Stichting International Campaign for Tibet mainly consist of: to raise funds in order to be able to give financial support to projects that seek to improve the actual economic and social conditions of the people of Tibet and the Tibetan community in exile and to further the knowledge of peoples and governments about the cultural, historical and religious values of Tibet and to promote international interest in the preservation of those values.

The location of the actual activities

The actual address of Nederlandse Stichting International Campaign for Tibet is Funenpark 1 D, 1018 AK in Amsterdam.

General accounting principles

The accounting standards used to prepare the financial statements

The financial statement is drawn up in accordance with the provisions of Title 9, Book 2 of the Dutch Civil Code and the firm pronouncements in the Dutch Accounting Standards, as published by the Dutch Accounting Standards Board ('Raad voor de Jaarverslaggeving') and specific the RJ-Guideline 650 Fundraising Foundations.

Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost.

Continuity

The principles of valuation and determination of the result used in the present financial statements are based on the going concern assumption of the Foundation.

Conversion of amounts denominated in foreign currency

The financial statement is presented in euros, which is the functional and presentation currency of Nederlandse Stichting International Campaign for Tibet.

Accounting principles

Intangible assets

Intangible fixed assets are stated at historical cost less amortisation. Impairments are taken into consideration; this is relevant in the event that the carrying amount of the asset is higher than its realisable value.

Property, plant and equipment

Tangible fixed assets are valued at acquisition costs or production costs plus additional costs less straight-line depreciation based on the expected life, unless stated otherwise. Impairments expected on the balance sheet date are taken into account.

Subsidies on investments will be deducted from the historical cost price or production cost of the assets to which the subsidies relate.

Inventories

Inventories (stocks) are valued at historical cost or production cost or lower realisable value.

Receivables

Receivables are valued at nominal value, less any provision for doubtful debts. The provision is based on the individual evaluation of each receivable.

Cash and cash equivalents

Cash at banks and in hand represent cash in hand, bank balances and deposits with terms of less than twelve months. Overdrafts at banks are recognised as part of debts to lending institutions under current liabilities. Cash at banks and in hand is valued at nominal value.

Funds and reserves

There have been made difference between reserves and funds. The reserves exists of a continuity reserve, which can be seen as a general reserve, and designated reserves. In reporting terms this concerns freely disposable reserves. The continuity reserve is the part of the equity that is not specially allocated by third parties or by the foundation. The continuity reserve is intended to cover the short and medium term risks.

Designated reserves are the part of the equity that is specially allocated for a special purpose. There are no obligations regarding these designated reserves.

Funds are intended by third parties for a specific purpose.

Current liabilities

The short-term liabilities are valued at nominal value and have a maximal maturity of one year.

Accounting principles for determining the result

Income for the Foundation is taken up as soon as it is received, or formally promised in writing. Income from legacies is taken up during the financial year in which the amount of the legacy can be reliably established.

Costs are taken up as soon as the associated service has been supplied and debt has become payable for the Foundation, or when the Foundation has irrevocably incurred the liability.

Pension costs

Nederlandse Stichting International Campaign for Tibet applies the liability approach to account for all pension schemes. The premium payable during the reporting year is recorded as an expense. Prepaid contributions are reported as accrual if this results in a repayment or a reduction in future payments. Contributions that are not yet paid are included as a liability in the balance sheet.

Allocating of costs to activities

The RJ-Guideline 650 'Fundraising Foundations', stipulates that the costs related to the organisation itself, must be itemised under various cost categories.

Goede Doelen Nederland has issued guidelines in respect of the costs that must be attributed to the cost of management and administration. This includes the cost of Board of Directors (100%), the Managing Director (100%), the general secretariat (100%), finance, planning & control (100%), and, pro rata insofar as the costs cannot be attributed to specific activities, ICT, accommodation and general and technical services, human resources, salaries and wages and the cost of hiring staff, legal expenses, communication, donor administration, service centre and project administration.

The VFI recommends the use of identical definitions by all fundraising institutions. However, in view of the explanation provided below, the ICT deviates from this.

Nederlandse Stichting International Campaign for Tibet is a small organisation with limited means for allocating staff to specific functions. Staff members are all-rounders, and are deployed across as wide a range of tasks as possible. Each year, the Executive Director will, based on the best of her knowledge, estimate the hours that staff members will devote to the various activities (objectives, fundraising and management and administration). Based on this estimate, labour costs of individual employees, including employer contributions, will be attributed to the activities referred to, expressed as a percentage of total payroll costs. These percentages are also applied to the attribution of other overhead expenses insofar as they are not directly attributable to a specific activity.

	2021	2020
United Nations	3,44%	3,95%
Political prisoners	5,16%	6,11%
European Institutions	2,68%	2,78%
Dutch Government	7,76%	9,45%
Tibetan Empowerment	5,35%	5,45%
Chinese Outreach	0,00%	0,00%
Other activities / research, monitoring	1,77%	1,59%
Events, Campaign	8,80%	8,62%
Management and administration	22,41%	24,67%
Communication / information	20,23%	17,23%
Fundraising	22,41%	20,15%
Total	<u>100,00%</u>	<u>100,00%</u>

Direct expenses of mailing campaigns for Tibet awareness.

All costs associated with mailing campaigns with the direct or indirect objective of encouraging people to donate money for one or more purposes, are designated as the cost of own fundraising activities. In the event that activities are of a mixed nature, (provision of information and fundraising at the same time) the costs are split.

Without fundraising, the Nederlandse Stichting International Campaign for Tibet has no rationale for its existence. However, in the case of mixed activities (providing information to the public/raising awareness and fundraising), the provision of information to the public will take precedence. This is carefully monitored for every mailing campaign to be carried out.

The information material is periodically and critically assessed by the Executive Director, to see whether this principle is still being adhered to. If the outcome significantly departs from the principles chosen, the formula for allocating costs to providing information/raising awareness, on the one hand, and to fundraising, on the other, will be adjusted at the start of the new financial year.

The Executive Director have provided the following explanation for the allocation of costs associated with various mixed mailing campaigns:

Discription campaign	% Costs of activities		% Costs of fundraising	
	2021	2020	2021	2020
Telemarketing, prospect mailings, special appeals, e.d.	65	65	35	35
Newsletters	100	100	0	0
Online	90	90	10	10
Database management and maintainance	40	40	60*	60*
Consultancy fee	65	65	35	35

*Whereof 10% management and administration.

Cash flow statement

The cash flow statement has been prepared using the indirect method. The cash in the cash flow statement consists of cash and cash equivalents.

Cash flows in foreign currencies have been converted at an estimated average exchange rate.

Specification of the allocated costs of activities (x € 1)

	United Nation	European Parliament	Dutch Government	Tibetan Empower- ment	Political prisoners	Campaigns /Events
Personnel costs	13.832	207.584	31.177	21.509	20.739	35.363
Consultancy fees	0	0	0	0	0	0
Housing expenses	1.105	9.068	2.490	1.718	1.656	2.824
Communication expense	1.039	5.127	2.342	1.616	1.558	2.656
Office- and general expense	4.464	10.286	10.062	6.942	6.693	11.413
Depreciation	576	825	1.298	895	863	1.472
Direct program cost	0	0	7.560	11.894	0	26.167
	0	0	0	0	0	0
Total	21.016	232.890	44.575	44.575	31.510	79.896

Others	Communi- cation/In- formation	Fundraising	Manage- ment and adminis- tration	Total actual 2021	Budget 2021	Actual 2020
7.114	81.299	90.062	90.070	598.748	695.197	639.651
0	0	0	0	0	0	0
568	6.493	7.193	7.193	40.308	39.100	32.931
534	6.107	6.765	6.766	34.510	61.050	44.048
2.296	26.238	29.067	29.069	136.530	94.200	115.393
296	3.384	3.749	3.749	17.109	8.000	7.455
42.747	215.970	99.030	0	403.368	622.683	420.925
0	0	0	0	0	0	0
53.555	339.491	235.866	136.847	1.230.573	1.520.230	1.260.403

Analysis of difference realization with budget

	2021		Budget 2021		Movement	
	€	%	€	%	€	%
Benefits (A)	1.102.004	100,0	1.129.082	100,0	-27.078	-2,4
	1.102.004	100,0	1.129.082	100,0	-27.078	-2,4
Expenditure on goal						
"creating Tibet awareness"	857.861	77,8	1.221.000	108,1	-363.139	-29,7
Costs of own fundraising	235.866	21,4	269.956	23,9	-34.090	-12,6
General expenses	136.846	12,4	69.274	6,1	67.572	97,5
Total of sum of expenses	1.230.573	111,6	1.560.230	138,1	-329.657	-21,1
Total of net result	-128.569	-11,6	-431.148	-38,1	302.579	70,2

The higher result than budgeted is caused by the lower costs of fundraising and expenditure on goal Creating Tibet awareness, because not all activities could take place due COVID-19.

Zirkzee Audit

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INDEPENDENT AUDITOR'S REPORT

To: the Board of Directors of the Nederlandse Stichting International Campaign for Tibet
A. Report on the audit of the financial statements 2021 included in the annual accounts

Our opinion

We have audited the financial statements 2021 of the Nederlandse Stichting International Campaign for Tibet based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Nederlandse Stichting International Campaign for Tibet as at 31 December 2021 and of its result for 2021 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende instellingen' (Accounting Standard 650 'Fundraising institutions' of the Dutch Accounting Standards Board).

The financial statements comprise:

1. the balance sheet as at 31 December 2021;
2. the statement of activities for 2021;
3. the cash flow statement 2021; and
4. 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 of 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 the Nederlandse Stichting International Campaign for Tibet 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.

B. Report on the other information included in the annual accounts

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

- the director's report; and
- 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 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 accountant's report, the director's report, and other information in accordance with Dutch Accounting Standard 650 'Fundraising institutions'.

C. Description of responsibilities regarding the financial statements Responsibilities of the Board of Directors for the financial statements

The Board of Directors are responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJ-Richtlijn 650 Fondsenwervende instellingen' (Accounting Standard 650 'Fundraising institutions' of the Dutch Accounting Standards Board). Furthermore, the Board of Directors are responsible for such internal control as the Board of Directors 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 of Directors are responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board of Directors should prepare the financial statements using the going concern basis of accounting, unless the Board of Directors either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. Management should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The Board of Directors is responsible for overseeing the foundation's financial reporting process.

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 to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors;
- concluding on the appropriateness of management'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 foundation'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 foundation 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 the Board of Directors 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.

Noordwijk, 10 August 2022
Zirkzee Audit B.V.

J.G.M. Vonderbank MSc RA

Governance and Management of the Organization

General

Board

The board of the Dutch Stichting International Campaign for Tibet (ICT) consists of seven unpaid board members at the end of 2021. The board determines the direction and the main themes of the policy. It is responsible for the administration of the foundation and functions in practice as a remote board.

Executive director

The executive director is responsible for implementing the policy and other management decisions. The executive director directs the work organisation and implements the policy established by the governing director. It is accountable to the board and ensures that the board is well informed and regularly updated on the state of affairs.

Accountability statement

As a CBF-recognised charity, ICT must work in accordance with three principles: separation between the functions of supervision, management and execution; optimal allocation of resources; and maintaining optimal relations with stakeholders. The following summary of our accountability statement explains how we work in accordance with these principles.

The first principle: separation of functions: supervision, management and execution

Management and supervision

At present, ICT does not have an independent supervisory body. The board therefore carries out both the management and supervisory tasks. ICT is legally and administratively organised in accordance with the 'Management Model'. The board should consist of at least five natural persons. At the end of 2021, the board consisted of six people:

Richard Gere, Honorary Chair

Jan Andersson, Chair

Jan Willem den Besten, Secretary & Treasurer

Christina Janssen, member of the board

Adam Koziel, member of the board

Tempa Tsering, member of the board

Martin Bursik, member of the board

Board members are appointed by the board for a term of three years, with a possibility of renewal for a further term of three years. They shall retire in accordance with a retirement roster. The board shall appoint from among its members a chair, a vice chair, a secretary and a treasurer.

The governing board shall determine the number of its members. The board supervises the policy of the executive director and the general course of affairs and advises the executive director either on request or on its own initiative. The board meets at least three times a year and maintains regular contact with the executive director via telephone and the Internet.

Executive Director

The day-to-day management of the organisation was in the hands of Tsering Jampa, Executive Director, until 1 November 2021. On 1 November 2021, Wangpo Tethong became the new Executive Director. The executive director is appointed and dismissed by – and is functionally supervised by – the board. The executive director accounts for the implementation of the policy to the board three times a year. The executive director is responsible for recruitment, for spending the budget approved by the governing board, for managing resources and for the smooth running of the organisation in general. The executive director also hires staff. The performance of the staff is evaluated by the executive director twice a year, in accordance with an established performance appraisal system. The articles of association of the executive director adopted in 2011 defines the relationship and responsibilities between the executive director and the board.

The second principle: optimal use of resources

'Optimal use of resources' requires an organisation to take efforts to achieve its goals effectively and efficiently by spending its resources optimally. ICT spends its resources on the one hand on the realisation of its goals and on the other hand on fundraising, management and administration. The board adopts the multi-year policy plan and multi-year budget, in which the long-term objectives are defined. The current multi-year strategic plan runs from 2019 to 2021.

This results in the annual plan and the budget. The budget and the annual work plans develop the objectives into more concrete activities. The criteria for these activities are feasibility and quality of content.

Monitoring and evaluation of the implementation of the activities takes place through quarterly and annual reports by the director to the board. The reports are tested against the adopted (multi-year) budget and the multi-year policy plan. Depending on developments during the year, the executive director shall make proposals to the board for adjustment of the (multi-year) budget.

The board shall adopt the annual report and accounts. The annual accounts shall be audited by an auditor appointed by the executive director after consultation with and consent of the board. The auditor shall report to the executive director and the board on his findings in the form of a management letter/ audit report.

The adopted budget is tasked to the executive director. If commitments are to be undertaken that are not provided for in the budget, the executive director shall consult with the treasurer of the board beforehand. For the next board meeting, the executive director prepares decision-making and reports on the activities carried out and any unforeseen developments.

Given the unpredictable situation in Tibet, it is necessary for the organisation to always take into account ad hoc events that have a direct impact on the annual plan and budget.

Expenditure on the goals

ICT is committed to promoting human rights and democratic freedoms for the Tibetan people. In order to realise this, ICT has mapped out the most important targets for future policy in its long-term policy plan and related budget. In order to guarantee its quality in terms of content and to achieve its goals as efficiently as possible, ICT checks them against the policy intentions set out in its multi-year policy plan.

During the last board meeting of the year, the policy intentions are set out in an annual plan. This plan contains concrete goals for the year in question, as well as the projects for achieving these goals. During the year, progress is monitored by the executive director. Activities that do not meet the requirements during the course of the programme will be suspended.

Costs of own fund-raising

ICT strives to limit its own fundraising costs and to keep them between 20% and 25% of the income from its own fundraising. For 2021 this was 21.40% (2020: 20.72%).

Organisation costs

ICT also strives to spend its organisational costs as efficiently as possible. ICT is a small organisation and has therefore outsourced a number of support services. The main consideration for outsourcing support services or performing them in-house is whether ICT itself has sufficient expertise. Of course, the cost aspect plays an important role here.

Based on this consideration, the management and maintenance of the donor database, part of the project management of the mailings to donors, the conduct of part of the administration, including payroll administration, the preparation of interim financial statements, annual and multi-year budgets and the annual accounts have been outsourced.

ICT makes the most efficient use of its expenditure by carrying out a range of cost-saving activities such as cooperating with other organisations. For example, ICT is a member of Goede Doelen Nederland. This offers advantages in terms of training and workshops on fundraising development. As a member of Goede Doelen Nederland, ICT also receives discounts on mailings and other postal items.

Cost of management and administration

Goede Doelen Nederland has provided guidelines on which costs should be allocated to the costs of management and administration. These are costs for the board (100%), executive director (100%), general secretariat (100%), finances, planning and control (100%), and pro rata, insofar as the costs cannot be attributed to specific activities; internal computerisation / ICT, housing and facility management, human resources, personnel costs and costs of hiring employees, legal costs, communications, donor administration and service centre and project administration.

Goede Doelen Nederland advocates that all fundraising institutions use the same definition. However, for the reasons explained below, ICT deviates from this. ICT is a small organisation, with limited financial possibilities to appoint officers for specific functions. The employees are all-round and are deployed as widely as possible. Each year, the executive director makes a best estimate of the hours spent by staff members on the activities (goals, fundraising and management and administration).

Based on this estimate, the salary costs including employer's contributions of the individual employees are allocated to the said activities and expressed as a percentage of the total employer's contributions. These percentages are also used for the allocation of overheads and other costs in so far as they are not directly attributable to a specific activity.

ICT strives to keep administration and management costs between 8% and 12% of income from own fundraising. For 2021 this is 12.42% (2020: 13.67%).

The third principle: optimal relations with stakeholders

ICT also subscribes to the third principle of the SBF Code of Good Governance by striving for good relations with all stakeholders and continuously investing in good and clear education and information. It does so in the belief that the realisation of its mission depends on everyone who is in any way involved in the work of ICT.

This applies to the staff, but also to our donors, the broad network of experts in the national and international field, politicians, journalists, NGOs, volunteers and others who support ICT.

The basis for a good relationship is, among other things, the quality of the content of communication and information. ICT regularly publishes reports and periodicals on various topics related to the human rights situation in Tibet. These are distributed to both donors and the entire further network.

For communication with and information to our (potential) donors, ICT uses various media, including our offline and online newsletter *Tibet Journaal*, the website www.savetibet.nl and specific campaign materials. In addition, ICT works to promote its relationships with its donors through personal contacts, by organising special meetings, through contact by e-mail or telephone and at information stands during events.

In order to better serve its donors, ICT has a complaints procedure and a complaints registration system. Complaints are addressed to the Senior Fundraising Manager and dealt with within two weeks. Once every six months, the executive director and the Senior Fundraising Manager go through the complaints. If necessary, the complaints policy is amended.

In addition to complaints, we also regularly receive suggestions from donors; these are also handled personally and recorded by the Senior Fundraising Manager.

Meetings of the board

In 2021, the ICT board met three times. The reports of the executive director and other senior staff to the governing board on the progress of the activities were a fixed item on the agenda of every board meeting.

Other topics included: adoption of the final budget 2021 and the annual plan 2021; the annual accounts 2020 and the annual report 2020; the performance of the executive director; the activity report of the executive director 2021; interim reports; the relationship of ICT with the ICT offices in the USA, Berlin, Brussels and London; adjustments to the communications plan and the activity and strategy plan 2021.

The boards and directors of the various ICT offices met online several times in 2021.

Evaluation of the board

In 2021, the board evaluated its own performance. The executive director has regular contact with the treasurer regarding the financial aspects of the organisation to be discussed.

Procedure for appointment and reappointment of board members

The board members are appointed for a period of three years. A retiring board member is eligible for immediate reappointment for another period of three years. In 2020, there were no expiring deadlines that needed to be extended.

The board's internal management system

The executive director reports at least three times a year to the board on the progress of the policy plan, the current financial situation and the activities carried out. The internal management system is laid down in the articles of association of the executive director and staff regulations.

Remuneration policy for board members

The members of the board do not receive remuneration for their work, but may be reimbursed for expenses incurred on behalf of the foundation.

Risk management

ICT's policy is to minimise risks that endanger the continuity of the organisation. The main risks that ICT faces include business risks, reputational risks and financial risks. A brief description is given below of what we understand by these risks and how ICT as an organisation deals with them.

Business risks

There is a risk that activities will have an entirely different effect to that intended. A strategy that works in one case may be harmful in another. ICT has a procedural policy for approval of all communication concepts under the responsibility of the executive director.

All communications, such as press releases, messages on the website, newsletters and mailings to donors and other important contacts, are strictly checked for accuracy and quality and are subject to final approval of the executive director.

Within the organisation, there is a risk that unexpected incidents and developments in Tibet could lead to a shortage of expertise or manpower, which would prevent ICT from fully implementing its planned goals. In that case, the expertise of ICT colleagues in other offices is consulted or external support is sought.

Reputational risks

For its income, ICT is almost entirely dependent on donations. Every donation is a token of confidence in our work. We do our utmost not to betray that trust. Therefore, we follow internal procedures that are followed by all staff members to ensure honest, transparent and clear communications and information. A scandal can do a lot of damage to an organisation, whether it is true or not. Rectification after the event cannot repair damage to reputation.

In the case of charitable organisations, reputational damage caused by another charity affects all charitable organisations. This often results in a drop in revenue and the erosion of the organisation's reliability and credibility. ICT is committed to preventing this.

We do this in the following way:

- ICT subscribes to the guidelines of the SBF Code of Good Governance for Charities;
- ICT has adopted a code of conduct for external communications. This code of conduct indicates which rules ICT uses for communication with external audiences;
- ICT has established a complaints procedure for donors and an internal complaints procedure for employees. The complaints procedure is open to anyone dealing with ICT;
- ICT is transparent and honest in its communications. This means that it also makes itself vulnerable when goals are not met;
- ICT adheres to the applicable laws and regulations, such as:
 - Code of conduct for processing personal data;
 - Databases Act;

- Telemarketing Code;
- List Broking Code;
- Telecommunications Act
- Dutch Advertising Code;
- E-mail marketing code of the Dutch Dialogue Marketing Association;
- Code letterbox advertising, house sampling and direct response advertising;
- Copyright Act;
- General Data Protection Regulation;
- Guideline for Annual Reporting (RJ 650);
- Directors' Remuneration Scheme;
- Code of Conduct Integrity & Transgression;
- Code of Conduct of CBF;
- Code of conduct of ANBI;
- Code of Conduct of Charities Netherlands.

All codes of conduct and regulations can be found on the ICT website.

Financial risks

The main financial risk for ICT is a decline in income from its own fundraising. We are therefore always looking for new ways of working, strategies and techniques to secure our income, including in the long term. In 2021, new recruitment methods were sought and existing ones were refined. The number of enablers has decreased and therefore ICT has given extra attention to the enabler programme.

In addition, by 2021, ICT has expanded its online education and fundraising through a new website, emailings and social networks.

Continuity reserve

ICT strives to maintain a reserve to ensure continuity in case of disappointing revenues. The 'Charities Reserve' guideline established by Charities Netherlands is used as a starting point. Based on this, the desired continuity reserve to cover short-term risks at the end of 2021 is calculated at € 1,357,884. This is also within the standard set by the CBF.

ICT reviewed its equity policy and also determined in the long term what additional resources should be held in the continuity reserve. It has been concluded that the long-term liabilities can be settled in a relatively manageable period, so that no additional reserves are needed.

In 2021, it was decided to allocate part of the freely disposable reserves to specific activities within the framework of the goals, namely:

- Preserving the Tibetan language;
- Tibetan empowerment;
- Political prisoners;
- Climate conference in India in 2022.

Enabling donors

The recruitment of regular donors (also called enabling donors) offers the possibility of predicting a source of income. It is known how long, on average, an enabling donor remains a donor and, on that basis, how much income can be expected. This contributes to efficient financial planning.

Fraud risk

Fraud can never be completely prevented. ICT is committed to minimising the risk of fraud. It does this by establishing and maintaining a system of administrative procedures and internal control measures appropriate to the organisation and by having its annual accounts audited by an external auditor. In addition, the executive director provides the board three times a year with an interim financial report and an overview of the administrative procedures in this regard.

Investment policy

ICT aims to invest surplus cash as safely as possible at maximum return. In practice, this means that temporarily excess cash is invested in a savings account or deposit with a Dutch or European Union bank that yields the highest possible interest.

Partly in view of the bank guarantee system, it was decided to spread the continuity reserve over several banks in the Netherlands in order to further limit the risk.

No investments are made in real estate, listed shares, bonds and other securities or financial instruments. Furthermore, ICT does not use investment products that do not guarantee the preservation of the principal sum invested.

Social Responsibility

Social Policy

ICT sees its employees as its greatest value and crucial to achieving its goals. For this reason, it attaches particular importance to good working conditions for its employees, volunteers and trainees. Besides the opportunity ICT offers for practical development, the human values ICT pursues are a source of personal development and inspiration. Result-orientation and reliability are core values within our organisation.

Personnel policy and working conditions

In 2020, the staff regulations were followed. Due to the nature of the work, shifted working hours occur regularly. Employees are encouraged to compensate these hours with time off within 3 months. Employees have the opportunity to participate in a pension scheme. Six of the seven permanent employees used this in 2020. ICT employees receive an additional 8.5% holiday allowance and three extra Tibetan public holidays.

Remuneration of the Executive Director

Name	Remuneration	Taxable allowances	Provision for long-term remuneration	Justification for exceeding the standard	Function(s)	Duration and scope of employment
	€	€	€			
T.Y. Jampa	79.147,84	-	13.683	n/a	Executive Director	Until 1 November 100%
T.W. Tethong	17875.02	2406.93			Executive Director	As of 1 October 100%

The salary of the executive director is determined in accordance with the Regulation on Remuneration of Directors of Charities Netherlands. As a member organisation of Charities Netherlands, ICT is obliged to comply with the Regulation.

The regulation contains a number of job-specific criteria for valuing a job in so-called BSD points (Basic Score for Executive Jobs). These criteria are: the size of the organisation, the complexity of the organisation, the organisational context and the management model.

In 2020, it was calculated that ICT had a BSD score of 375 points. This score falls under function group G of the Regulation with a maximum salary of ICT €111,945 gross per year (including holiday allowance and excluding pension premium), based on the indexation in July 2020.

The annual income of the salaried director remains within the maximum of € 111,945 (1 fte / 12 months) according to the Remuneration Regulation of Charities Netherlands. This amount does not include employer's contributions.

Explanation:

Pension costs are the employer's share of the premium payable to the pension insurer. No loans, advances or guarantees have been given to the executive director and/or members of the board.

Organizational developments

In 2021, the board and senior staff of all international ICT offices met once to determine the long-term strategy. The implementation of the strategic annual plan was concretised and adjusted. The core of this strategy plan consists of five strategy directions, namely: partnership & relations; resource development; lobby activities; external communication & research; and internal organisation structure.

An example of the internal organisation structure is the Coordination Council, which consists of the ICT president and the directors of the ICT offices in Amsterdam and Berlin, who consult each other regularly. In 2021, the Coordination Council met online twice. During these meetings of the ICT lobby teams, the strategy for ongoing lobbying activities was also determined.

The rapid changes in Tibet and in Western relations with China require ICT to work efficiently and professionally. The ICT communication staff and the ICT investigation team brought out accurate information from Tibet and informed the world about the situation in Tibet.

Courses

ICT values its human resources and for this reason wants to offer employees the opportunity to follow the necessary courses and coaching trajectories.

Occupational health and safety policy

Within ICT, absenteeism was average in 2021. In 2021, one employee was on long-term total work incapacity and another on long-term partial work incapacity. The total sick leave of all other employees was 99 working days in 2021. The accommodation provides a positive working environment. Regular updates are made on whether new office furniture, computers and the like need to be purchased or replaced.

To promote social contacts between the various ICT offices, staff regularly visit each others' offices. To strengthen the team spirit, an outing and a Christmas dinner are organised once a year. Due to the corona pandemic, this was unfortunately not possible in 2020.

Paid employees

As in previous years, in 2021 ICT employed both paid and volunteer staff. ICT will continue in this manner in the future. At the end of 2021, ICT employed five permanent staff, two part-time and three full-time (total 4.2 FTE). The five permanent staff were supported by two temporary part-time freelancers.

The Brussels office had two full-time staff (total 2 FTE), supported by a financial consultancy.

Temporary agency workers

In 2021 ICT did not use any temporary workers.

Voluntary employees

ICT will have about 30 volunteers on an ad hoc basis in 2021. Partly because of the corona pandemic, they were mainly used for online campaigns and office chores. Volunteers are entitled to a volunteer allowance of up to EUR 170 per month and EUR 1,700 per year.

Trainees

In 2021 ICT did not engage any trainees.

Vacancy / internal transfer

Although ICT is a relatively small organisation, internal promotion is nevertheless possible. This is encouraged by policy.

In 2021 the vacancy for Executive Director became available; the ICT board appointed a new Executive Director through a recruitment & selection process. The position of Marketing & Communication Officer also became vacant; this vacancy was filled internally.

SBF Code of Good Governance

In 2005, the Commission for the Code of Good Governance for Charities (the Wijffels Commission) established principles for the good governance of charitable organisations. The SBF Code of Good Governance focuses on management, supervision and accountability. In line with this regulation, procedures and guidelines were drawn up by ICT in 2008 and adopted in 2009. These were implemented in 2010 and continued in 2021 as in previous years.

ANBI

ICT is recognised by the tax authorities as a 'public benefit institution' (ANBI). This means that no inheritance or gift tax needs to be paid on gifts and inheritances received by ICT. These are entirely for the benefit of our work. Donations to ICT are, within the applicable rules, income tax deductible for individuals.

CBF Recognition Scheme

As of 1 January 2016, the CBF Recognition Scheme applies and ICT is assessed by the CBF every year.

The annual review is a QuickScan by which the CBF determines whether ICT still meets the Recognition Scheme. For this purpose, the CBF evaluates a questionnaire completed by ICT, the ICT annual report and the annual accounts. The CBF also checks the ICT website and the online annual report to see whether they have been made public.

ICT has successfully passed the test in 2021 and thus retains its CBF recognition.

Integrity and transgressive behaviour

ICT has established a code of conduct on integrity and transgressive behaviour and an integrity policy, set up a hotline and appointed a Confidential Advisor, Integrity Officer and Whistleblower. In 2021, ICT received three reports of transgressive behaviour. Through hearings by an external investigator, the complaints were resolved in 2021.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) came into force on 25 May 2018,. ICT will be fully compliant with the regulations of the GDPR in 2021.

Data leaks

In 2021, ICT had no security incidents or data breaches. ICT handles personal data with care and has taken appropriate technical and organisational measures to protect personal data.



INTERNATIONAL CAMPAIGN FOR TIBET

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