



POLICY PLAN

2021-23



Policy plan of the Faces of Change Foundation
Saskia Harkema

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Introduction

The Faces of Change Foundation is an organization that, since its foundation in 2013, has been committed to helping people who have fled for economic or political reasons and vulnerable groups who often live in poverty. We are committed to our target group by developing programs aimed at integration and participation. Education is the vehicle we use for our target groups, alongside mentoring, coaching and advocacy. In the coming years, our organization will continue to focus on these groups that have found themselves in much worse circumstances under the influence of COVID-19.

Since 2013, we have mainly focused on the integration of refugees in Europe, both directly and through training programs for NGOs working with this target group. In 2018, we realized that our target group could be better served by training them together with people from the host country. 2019 was therefore all about researching and developing a new approach.

Since then, our policy has focused on strengthening small NGOs around the world that work in all kinds of conflict areas, and organizations that work with vulnerable groups.

A new sad record of 79.5 million people have been forced to flee war and conflict. This is more than 1% of all people in the world. Never has such a high number been recorded. This is reported by the UN Refugee Organization UNHCR in its recent publicised annual report.

The number of people who have fled has increased by 14% compared to a year earlier. At that time, 70.8 million people were still on the run. The strong increase is the result of conflicts in the Democratic Republic of Congo, the Sahel, Yemen and Syria. Also, more is now known about the situation of Venezuelans who are outside Venezuela and are not registered as refugees.

Of the 79.5 million people, it appears that 45.7 million people fled within the borders of their own country. In addition, 29.6 million men, women and children crossed the border in search of a safe haven. The chance that these people will ever be able to return home is getting smaller, more than three-quarters of all refugees worldwide are on the run for a long time. A total of 2.8 million people sought protection and applied for asylum.

Two-thirds of all refugees come from Syria, Venezuela, Afghanistan, South Sudan and Myanmar. During the decade-long conflict in Syria, 13.2 million Syrians have fled.

The refugee is currently not necessarily forgotten, but largely ignored by European policy. Reception in the region has reached its peak: Lebanon, for example, has the highest number of refugees per capita in the world. Many countries in the region have been struggling for some time. Poverty, the corona crisis, and in the case of Lebanon also the explosion in the port of Beirut, do not make conditions any better. In Lebanon, the largest refugee policy is no policy. There is no procedure whereby refugees arriving in Lebanon are not recognized. There are no camps and refugees have to pay for accommodation themselves. At first glance, the policy of the EU and the policy of a regional country like Lebanon seem very different. But actually there are also similarities. Both the EU and Lebanon deliberately opt

for vague formulations. Legally, no one is responsible, and refugees cannot hold anyone accountable.

Due to COVID-19, the urgency and need to create perspective for these groups has become great, which is why we are strongly committed to education, empowerment and influencing policy.

Term of a policy plan

Because we are a small organization and are undergoing major developments, we suffice with a policy plan for the next 3 years.

Mission, vision and strategy

It is our mission to change the current image people have of refugees, migrants, and marginalized groups. We challenge the status quo characterized by stereotypes ranging from fortune seeker to victim. We have a focus on the individual and his talents and possibilities that can be seen in a new light through targeted training and coaching aimed at a future as an 'Agent of Change'.

Goal

This year we focus on making the (online basic) training for trainers scalable: 'Educating Impact Leaders and Peacebuilders'. The aim is to train and certify at least 60 trainers by 2021. To subsequently facilitate their work as trainers of – a possibly localized version – this program, we will take the first steps this year to facilitate this online.

Strategy

The choice made in 2020 to develop and test an online basic training and then train trainers worldwide, again online, who can apply this in their own community of refugees, migrants and marginalized people will be applied on a larger scale in 2021.

Current situation

Our main program now is ImpactLeaders international – <https://www.impactleaders.international/>. It is a program aimed at stimulating social entrepreneurship and training people to become Impact Leaders. The program has been made so attractive that, in addition to refugees, other people also want to participate, making integration a logical consequence of the training.

We started this program in 2019 and developed it further in 2020. We developed a full training program of Masterclasses that we initially wanted to offer offline. However, we also wanted to respond to the increasing trend towards digitization and develop an online programme. We were overtaken by reality with the outbreak of the corona pandemic, which made it necessary to go completely online. We offer various training courses. As we foresaw that our target group would be further squeezed by the impact of the pandemic, we decided to create a train the trainer for small NGOs around the world who work with our target group to build their societies and communities.

Activities of the organization

Further development of the ImpactLeaders international training program

The portfolio now consists of:

- Become an Impact Leader Honors: a curriculum for an intensive (offline) program, part of which has been tested through two pilots. In 2021 we can start preparations for full implementation in 2022.
- Be an Impact Leader: an online program of 6 master classes and parallel team track. In 2021 this will be performed about 10 times by different trainers in the world.
- Be an Impact Leader & Peacebuilder: an online program of 8 masterclasses and parallel team track. In 2021 this will also be performed about 10 times by different trainers in the world.
- Educating Impact Leaders and Peacebuilders: A 10-session online program training trainers to apply either online program online or offline in their own environment. The aim is to certify 60 new trainers worldwide by 2021.
- A partnership has been entered into with the International Institute of Humanology to develop and offer an online training 'I lead my own integration'. It is expected to be launched in June 2021.
- An online program 'Community Police as peacebuilders' has been developed in collaboration with APFAS Peru (an NGO based in the capital Lima), the Institute of International Humanology (based in Panama) and CONAJUP (an NGO based in Mexico) that is offered in The Spanish.

The development we want to make in 2021 is aimed at professionalization and scalability. The investment mainly consists of the time of the trainers involved and automation of the back office.

Publication Impact Leader & Peacebuilder Handbook

Our founder and chairman, together with colleagues, has written a guide at his own expense and risk – 'Become a Peacebuilder and Impact Leader. A practical guide', published by Futuro Uitgevers - and will be published in the spring of 2021. 25% of the royalties is donated to the foundation to strengthen its activities.

Develop community software for ImpactLeaders participants and trainers

In the context of professionalization and scalability, we will start developing community software in 2021 that should make it easier for the growing group of trainers and their participants to facilitate the organization of training courses and meetings. This will require considerable expenditure in the coming years, for which we want to raise € 10,000 this year.

Creating Awareness: Peace & Impact Talks

We are constantly working to raise public awareness. For example, last year we organized a large online conference on World Refugee Day. A new format is planned for this year that will be organized with great regularity: Peace & Impact Talks, in which beautiful examples of people from our target group are central and the dialogue that we stimulate around them.

Organization

Foundation Faces of Change

Chamber of Commerce: 58796371

Status: SBBI (social purpose)

Contact: info[at]facesofchange.info

Management

Saskia Harkema: chairman (founder)

Pim de Bokx: treasurer

Noorzia Afridi: secretary, general board member Asia

Lazar Stamkov: general board member Eastern Europe

Fisayo Olajide: general board member Africa

In 2021, the directors will also be registered in the UBO register, in accordance with the new law that imposes this obligation. Incidentally, our foundation does not have an 'Ultimate Beneficiary', which is why this registration is also referred to as 'pseudo-UBO'. Our statutes do not allow any beneficiary other than our target group refugees.

Employees

The Faces of Change Foundation only works with volunteers.

Collaborations

Faces of Change is a real network organization that works with countless other organizations all over the world. Worthy of mention is the appointment of Saskia Harkema as World Peace Ambassador Netherlands for World Peace Tracts – an international organization with more than 500 Ambassadors all over the world.

Management method

Following the entry into force of the new Law on Management and Supervision of Legal Entities (WBTR) on 1 July 2021, the foundation will implement a number of clarifications and adjustments to its working method.

The new law aims to build in more transparency and supervision for legal entities, so that abuse and self-enrichment at the expense of the legal entity are prevented. The interest of the legal person is paramount.

The changes can be laid down in internal regulations or policy plans, but, where relevant, ultimately in the articles of association. We have until July 1, 2026 to do so.

How does our foundation deal with:

1. Conflicting interests:

If a director has his own interests in making a decision, we agree that, in accordance with the WBTR, this director may not participate in the meeting and the decision-making process for this decision.

2. Liability:

The law expressly stipulates that directors are liable if they have not performed their duties properly and serious blame can be placed on them.

3. Impediment and absenteeism

In the event of absence and/or absence, the other board members will take decisions, provided that at least 3 directors are present to take this decision. To prevent such a situation from occurring in the future, it has been decided to expand the board from 3 to 5 directors. The corresponding rule in the articles of association speaks of 2 directors as a minimum, this rule will be adjusted.

4. Multiple voting rights

The WBTR prohibits a regulation whereby a director may cast more votes than the fellow directors combined. Our foundation never actually votes, but always works towards consensus. According to the articles of association, each board member has one vote and, where appropriate, a decision will be taken by majority vote.

Finance

The donations were nil in 2019, in 2020 we will see an improvement again because we are more active in asking for donations. We want to continue this approach this year. The expenses are limited to website, bank costs and the like.

Raising funds

In connection with investments in the online community of the ImpactLeaders program, approximately € 10,000 must be acquired in 2021. Various funds and organizations will be approached for this.

Asset management and spending

The Foundation has no assets worth mentioning and does not (yet) have a policy for this.