

JUSTICE & PEACE.®

STRATEGIC MULTI-ANNUAL PLAN

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'Empowering change makers – contributing to positive human rights change and a welcoming society'





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Introduction

Justice and Peace, based in The Hague, is committed to undertaking solid and meaningful human rights work and be audible on the guiding principles formulated in our statutes: *“to contribute to justice and peace in the Netherlands and in the world with special attention to vulnerable groups and human rights”*¹.

The year 2018 was an important year for Justice and Peace. We celebrated our 50th anniversary, a true milestone for our organisation. For half a century we have been active to make this a more just world for everyone, everywhere. Over the years we have drawn lessons from the past and adapted to present as well as envisaged future needs. Understanding our work can best be done by understanding the actions originating from the Catholic social principles² regarding social justice and human rights on which our work is based.

We are an organisation with a practical approach, always finding innovative ways to address human rights challenges and to contribute to creating positive, lasting change with a focus on the local level. We do so by working together with partners from all segments of the social justice and human rights fraternity, amongst which the international justice and peace network and many other human rights organisations. We are a small organisation with ambitious plans and innovative ideas about what Justice and Peace will strive to achieve in the coming years. This document gives an insight into the choice we made to focus on two programmes addressing two main human rights issues, the support and protection of human rights defenders (HRDs) and the protection and integration of refugees. It also outlines our ideas, ambitions and goals for the next three years.

In 2018 Justice and Peace also marked the 70th anniversary of the adoption of the UN Universal Declaration of Human Rights and the adoption in 1998 of the UN Declaration on Human Rights Defenders, which provides for their protection and support and encourages everyone to stand up for human rights. For Justice and Peace these anniversaries and the realisation that human rights need more than ever to be defended and promoted, have strengthened our commitment to play a meaningful role in their realisation.

Our approach

We focus on pragmatic and solutions-based approaches to promoting and protecting the respect for human rights, for everyone, everywhere. We believe in innovation and we create new ways to address challenges effectively through our projects and initiatives, to incite positive change, ensure long term sustainability and create a positive impact for human rights. This is done through a three-part approach that is characteristic of Justice and Peace: (1) Creating change at the local level, (2) Working together with partners and individuals from all levels of society, and (3) Adapting to present and future needs.

We support and defend human rights defenders and refugees contributing respectively to their work and integration. We counter trends and threats that work against them. Through our initiatives we demonstrate that human rights are both a “here” (local) and “there” (global) reality, their importance deserving undivided focus. We wish human rights to be more visible and tangible in outcomes, hence, we believe our practical and innovative approach works for the implementation of human rights at both the local and international levels. After having empowered our partner organisations to undertake their activities largely on their own and thus contributing to the sustainability of our programmes, we aim at transferring full responsibilities to these partners while remaining ready to assist them with advice and monitoring. It is, finally, our overriding aim to stimulate others – persons and organisations - to be active and contribute to positive change in the human rights field. By bringing people and organisations together from all levels of society, providing them

¹ <https://www.justiceandpeace.nl/nl/wp-content/uploads/sites/2/2018/09/Nieuwe-statuten-Stichting-Justitia-et-Pax-2013.pdf>

² <https://socialconcerns.nd.edu/content/introduction-principles-catholic-social-thought>

with a platform, tools, resources, and opportunities, we help to ensure everyone can contribute in making a difference for human rights.

Our approach incorporates a targeted advocacy strategy in support of human rights defenders and refugees. Whenever necessary we will rise up, speak up and do not shy away from being constructive in the public debate. Our aim in doing so is twofold. First, reaching and influencing policy and decision makers, be it at the local, national, European and larger international level; we do so preferably together with other human rights and civil society organisations. Second, mobilising and activating the public at large in order to receive general support for our programmes and activities and to see grass roots groups becoming active in policy influencing for better respect for human rights. We believe that when everyone actively defends and promotes the respect for human rights, no matter how big or small the impact, and no matter from what background or field, together we can make a difference.

Our work

We focus in our work on two main issues: the **protection and security of human rights defenders** and the **protection and integration of refugees**.

With our worldwide Shelter City Network, we provide vital protection and support to human rights defenders at risk from various parts of the world by offering temporary relocation to host cities, by empowering them with security and advocacy training and by networking assistance to continue their work after their return home. All with the aim for them to become more resilient in the long run.

The protection and integration of refugees started with “Welkom Hier” festivals which we initiated and empowered during the past 5 years. These festivals have taken root in a considerable number of Dutch communities in different municipalities. Meanwhile our local platform initiative “Haagse Huiskamer” and the social network project “Samen Hier” further help to improve the integration of refugees in the Netherlands, build resilient and welcoming communities, and provide for active lobby for those refugees in need.

Alongside these, Justice and Peace actively promotes the respect for human rights by raising awareness and commitment through events, publications, petitions, and educational outreach. We do so by, for example, organising meetings with local partners to agree on discussion points that matter most to the topic and decide jointly on a strategy. The European Citizens Initiative (ECI) campaign in 2018-19 is an example of creating support in the Netherlands for a humane refugee policy; we organised this campaign together with partners from our local networks built up in our different initiatives.

In the coming years 2019 – 2021, we will continue to build Justice and Peace further on the basis of a comprehensive strategy that combines organisational strength, visibility, impact and sustainability. We wish to achieve this through resource mobilisation, effective communication, outreach and marketing focus for programmes that continue to address the needs of human rights defenders and refugees during challenging times and in a fast-changing world. We want to be recognised as the human rights organisation working for local change makers.

Change at the local level as our leading concept

We believe that, in order to be effective in a rapidly changing world, we need to develop a strategy that supports those who stand for an inclusive society and human rights and contribute to countering populist voices and views which ridicule and marginalise respect of human rights. Justice and Peace believes that the way to counter these negative trends is by supporting individuals and organisations that defend and promote human rights at the local (or grassroots) level. We wish to support people who believe in solidarity and take action to incite positive change for human rights, showing there is an alternative. Our aim is to support and empower these *change makers*, whom we see as key to the advancement of human rights and social justice for all. Our activities in 2019-2021 will concentrate on empowering these change makers who promote equality and human rights. We therefore focus on international human rights defenders at risk and on Dutch initiatives, organisations and individuals who care for refugees and help them find a place in our society.

Our agenda of seeking positive change is central to our Human Rights Defenders and Security programme, which will further consolidate on what Justice and Peace has built in the past 7 years: a network in 12 Dutch cities providing safe spaces for temporary relocation to HRDs at risk. In the Shelter Cities HRDs can find rest, respite and empower themselves to become more resilient towards the daily risks they will face upon return to their home countries. Meanwhile we will build on an expanded network of international Shelter City hubs in and outside of Europe in order to help more HRDs in need of temporary shelter and respite.

In the Netherlands we aim at a real change for refugees by providing them with a welcoming network, with dignity, with a platform to speak out, giving them a say in decisions concerning their own lives, and assisting them to integrate in society. At the same time, we will advocate in the Netherlands, Europe and beyond for the protection, safety and support of both human rights defenders and refugees. Our Migration and Human Rights programme builds on the notion of migratory moves as a human rights issue, as governments have recognized in December 2018.³ This can only be addressed properly through sharing the local and global responsibility among communities as well as upholding human dignity upon arrival in the Netherlands, Europe and beyond. In the coming years we continue to strengthen local communities/cities to welcome and integrate refugees by partnering with local authorities, organisations and initiatives by groups of citizens, start-ups or, if possible, social enterprises. Our approach here will be a mix of stimulating citizens and organisations to take action on the one hand and, on the other, of policy influencing.

³ 'Refugees and migrants are entitled to the same human rights and fundamental freedoms which must be respected, protected and fulfilled at all times', Global Compact for safe, orderly and regular migration, preamble p.4.

Human Rights Defenders & Security Programme

Human rights defenders are at the forefront of a battle of ideas in which they peacefully promote and protect universally recognized human rights and democratic values in every region of the globe. In the UN Declaration of Human Rights Defenders, many nations have acknowledged the HRDs' critical role in promoting human rights and democratisation, and their indispensable contribution in preventing and resolving conflicts, in the fight against impunity and corruption, and in the establishment of the rule of law. Since then several policy documents were adopted at the regional level, such as the European Guidelines for Human Rights Defenders (2008) and the Resolution of the European Parliament on European Union policies in favor of human rights defenders (2010). Justice and Peace aims to protect and support these 'change makers' in their societies, as they are in the best position to have a practical and positive impact on the human rights situation on the ground, and influence the democratic attitude of their countries.

Justice and Peace uses the following definition of human rights defenders in its work: *"HRDs are people who, individually or with others, act to promote or protect human rights. Human rights defenders seek the promotion and protection of civil and political rights as well as the promotion, protection and realization of economic, social and cultural rights."* (Office of the High Commissioner for Human Rights (OHCHR), 2018)

We want to support HRDs who wish to change their communities into just and inclusive ones.⁴ In supporting HRDs we help them to be effective and remain energetic in order to realise their own full potential, as well as of those working with them. To do this we continuously innovate and improve our programmes to give HRDs a platform, connect them and make sure they remain healthy and focused so that they can achieve the almost impossible. By empowering individual key human rights defenders, we contribute to the empowerment of their organisations, collectives and communities.

Shelter City Initiative

Through the Shelter City initiative⁵ we, together with currently 12 Dutch and 3 international cities, offer human rights defenders at risk a three-month temporary stay in one of the Shelter Cities, so that they can continue their work safely and effectively in the long term. Ideally speaking, it is preferable to relocate (provide shelter for) HRDs as close as possible to their home country. In cases where this is not possible for political or practical reasons, the Dutch cities' network functions as the back-up for regional HRD relocation programmes. Applications for temporary relocation are assessed by an independent committee of experts.⁶

We aim to raise the total from 15 to 25 Shelter Cities worldwide (including the Dutch cities) in the coming three years and to continue our role coordinating and being a catalyst in enlarging and further professionalising the Shelter City Network both inside and outside the Netherlands. With our experience and expertise of building the Dutch protection and support network we are well-placed to help local civil society partners set up similar initiatives. Furthermore, we wish to strengthen our mentoring role in a peer to peer manner and be supportive towards the existing and newly established Shelter Cities. Coordination and implementation on the ground in other countries remain the task of local civil society actors with whom we partner, such as municipalities, universities and local NGOs.

⁴ Charly Chaplin, great dictator speech, 1940: *'Let us fight to free the world - to do away with national barriers - to do away with greed, with hate and intolerance. Let us fight for a world of reason - a world where science and progress will lead to all men's happiness'*.

⁵ Please visit www.sheltercity.nl/en for an overview of the cities.

⁶ Defending the human rights defenders, Column by Prof. Yvonne Donders, Chair of the Shelter City Selection Committee, October 2018, see: <https://www.justiceandpeace.nl/50-years-justice-and-peace-yvonne-donders-defending-the-human-rights-defenders/>

Shelter City in The Netherlands

Our ambition for the coming three years is to consolidate the Dutch Shelter City network, at present 12 cities. Given our capacity and the number of cities already hosting HRDs in the Netherlands, we see room for three more cities to join this network; this maximum number of 15 cities should be reached by 2021.

We stimulate participating cities to work in alliance with each other to exchange lessons learned, to undertake mutual fundraising, to organise joint public events and build strong connections. In doing so, they are able to show what can be achieved at the local city level with an engaged civil society, with universities, schools and policy makers acting together. With a recurring human rights event in all the Shelter Cities, e.g. a travelling Human Rights Café or a yearly Ride for Rights, we aim at strengthening the Shelter City programme and make it better known. We expect these to be a very concrete way to find new supporters for the Shelter Cities and, at the same time, retain our current supporters.

As our cooperation with the T.M.C. Asser Institute in The Hague (research institute) yields positive results, we believe that similar research institutes can bring human rights researchers from abroad the freedom to study their thematic human rights field in an international context with room for debate, lectures and supervision from recognised academia. At the same time it is interesting for research and teaching purposes to receive first hand insights about restricted human rights environments. To implement such fellowships, Justice and Peace needs to issue specific calls for research applications among HRDs.

Shelter City in Europe

We continue to build a Shelter City network in Europe for which we seek cooperation with similar initiatives in various countries. Finding the right partnerships and networking are essential for the stability and structure of the international network. We hope to contribute to the establishment of European Shelter Cities in 5 more countries (including Italy, Sweden, Germany, United Kingdom and one other European country), which will be run independently by local civil society organisations. Our role would be to empower the cities and their local partners in establishing their Shelter City activities, in coordinating their contacts with the other Shelter Cities and providing them with advice based on the lessons learned in the overall Shelter City network.

Regions outside of Europe

Besides the current Shelter City hubs in Costa Rica (San José), Tanzania (Dar es Salaam) and Georgia (Tbilisi), we wish to expand the international Shelter City network with 2 more cities in Asia (priority region) and in areas where there is a growing demand (to be determined in time). Again, we will need the right partner organisations and networks within those regions to help build and run these Shelter City hubs. Potential partners in Asia that we could work with have already been identified.

Follow up support to HRDs

A standard procedure upon the repatriation of HRD's is to have a qualitative interview within 3-6 months after their return. This is aimed at assessing the impact of the temporary relocation programme of individual HRDs and it will contribute to evaluating the programme as a whole. We will continue to make use of such information to adjust and improve our programmes as well as for fundraising, communication, and advocacy purposes.

Should we receive signals from returned HRDs that they would need personal follow-up support, we will search for tailor-made solutions fitting their individual demands. Such care could take the form of psychosocial support (via video counselling or through local counsellors) or digital security advice via a

secure internet link. In this way, i.e. by creating an international structure/network we can contribute to the provision of (after)care by local partners when needed.

Relocation with dependents

In the past years we have identified HRDs at risk who cannot or will not join the programme due to the fact that they have a family to take care of. Therefore, we wish to work towards a setup in which we can host defenders with their dependents in line with the Resolution of the European Parliament on EU policies in favor of human rights defenders. This will specifically help women human rights defenders to take part in our programme, women who are now - despite all the difficulties and challenges in their home countries in continuing their work – unable to take a break, because they cannot or do not want to leave their children behind. This implies that Justice and Peace and the city of The Hague (as the first city to offer this family relocation) would have to provide proper housing and other necessities for families. It also requires for the granting of visa for temporary relocation of HRDs with their dependents. We envisage discussing this aspect with the competent authorities, if necessary we will seek political support.

Resilience and Security Courses

The constantly shifting nature of the threats faced by human rights defenders (also after their return) in addition to emerging new challenges (psychological, physical, digital, managerial, legal, financial) lead us to develop new ways to answer to individual needs and make the work of Human rights defenders at the organisational level more tenable in the longer run. We want to continue our efforts in capacitating the HRDs that participate in our temporary relocation programme with the resilient skills they and their organisations need. This means that we will offer each group of HRDs relocated in the Netherlands an 8 day training on holistic security (physical, digital, psychosocial) and advocacy.

The security and advocacy courses will be an integral and mandatory part of the Shelter City program, as we believe common grounds on security management and wellbeing need to be set for our guests. Other training courses on institutional skills will also be developed to answer to specific requests like fundraising and human rights monitoring. More efforts will be deployed to accompany each guest personally in their learning process, by ensuring some coaching spaces on specific training topics.

To ensure follow up and knowledge retention, we will further continue creating web tutorials, training manuals, and organising webinars online to assist HRDs after their return and, equally if not more important, for those HRDs that haven't made it through the selection and could therefore not be offered temporary relocation.

To scale up the training aspect to the international Shelter City network with our local partners, we wish to connect our training programme with the further development of our i-Shelter project. In addition to our own Shelter City network we will link with other partners that provide support and protection to HRDs and co-operate in the development of i-Shelter by providing a space for their HRDs in our training courses.

Over the past years Justice and Peace has become well-advanced in applying security measures, including e-security, and in meeting the needs of individual HRDs at risk and organisations in need of increased security levels. We stand ready to share our expertise and experience and to offer security training and auditing services to our partners in the Netherlands and, if feasible elsewhere, whether by face to face training or through workshops, web tutorials or other online resources presented on our website. In this connection, we will explore if having a mobile information security team (or digital security team) is of added value. Similar ideas arise in, for example, organising Summer Schools for (human rights) organisations or HRDs based in the Netherlands that wish to strengthen their security skills, increase protection layers and learn to do risk assessments and draft security plans.

Evidence based, result driven

To improve the impact measurement of the Shelter City programme and to be sure that we do provide the right support to HRDs it is essential that our work be based on evidence, with data derived from our Shelter City participants, our training programme and from other sources like our partners in the programme inside and outside of Europe. On the basis of data collection and analysis we can not only improve our support to HRDs, but can also help policy and decision makers at embassy, national and EU level to get a better insight into the security situation of human rights defenders on international level. In addition to this it can help human rights defenders to strengthen their advocacy demands. Consequently, we continue to improve our data protection and analysis.

i-Shelter

An additional project within our Human Rights Defender & Security programme under development is i-Shelter. It is a powerful tool to give comparative insights into the operational space in which HRDs and civil society organizations (CSOs) work locally and globally. Many human rights organisations speak about the civic space and shrinking spaces without defining them; this project is amongst others an effort to characterize and measure these largely used concepts. It will address the knowledge gap between the needs of HRDs in practice and the policy decisions that affect their work by providing reliable insights into the challenges faced by HRDs and CSOs all over the world. We envision i-Shelter to be developed into a global complementary early-warning tool that will ultimately act as preventive monitoring mechanism, which will further enhance the protection of HRDs. For HRDs and CSOs, the i-Shelter will be a tool that will further support their activism. Beyond building their capacity in data collection for policy influencing (combined with Digital Security and Advocacy) we will be providing HRDs and CSOs with a platform to further express their opinions, access information, counter disinformation and advocate for their cause. i-Shelter will enhance HRDs' local, national, regional and international policy influencing, and will facilitate an interactive communicative platform with different actors that provide support and protection to HRDs.

i-Shelter is a tool we wish to develop further in the coming years with our Shelter City Network as well as with other partners that provide support and protection to HRDs worldwide. The project is a globally-managed intervention with Justice and Peace taking the lead in its development and management. In collaboration with the University of Maastricht, further data analysis will be conducted alongside other partners that have technological knowhow on how to build the database in a safe, accessible and structured way. It is a long term project that needs funding and global co-operation in order to act in the future as an advocacy tool.

Results by 2021 for HRD & Security Programme

- Shelter City: 25 Shelter Cities worldwide
- Netherlands: 15 cities, 90 HRDs hosted
- Europe: 5 Shelter Cities, 30 HRDs hosted
- Beyond: 5 Shelter Cities (special focus on Asia), 30 HRDs hosted
- Resilience and security trainings: 2x p/yr internal trainings on holistic security, advocacy for SC guests
- Mobile DigSec team advises and trains HR org in the NL and beyond on organisational security
- i-Shelter: developed and managed by us in collaboration with other partners from within and outside the larger SC Network.

Migration & Human Rights Programme

As Justice and Peace we hold the view that the integration of refugees and other needy persons should be seen as 'two-way traffic' involving both the new-comers and the receiving communities. Our conviction is that respect for human rights should also be the leading principle for refugee and migration policies and their implementation. Justice and Peace initiates and acts within this programme first and foremost at national level, but on the longer term we would like to expand these to the European and international level.

Respect for human rights is also the leading principle for our refugee related programme. It aims at facilitating integration of refugees both to their benefit and to that of our society. The key to successful integration is the dynamic cooperation between the refugee and the receiving community. While the government does play an important role in providing a number of basic needs, the gap between these basic needs and full citizenship can best be filled at local level. Based on its experience at grass roots level of society, Justice and Peace is committed to making this local solidarity visible and further strengthening it for the humane reception of refugees. We consider successful integration to be a two-way street. By strengthening the voice of refugees in its programme, Justice and Peace facilitates them in giving direction to their future personal perspective and their own and independent place in society. By establishing a dignified and meaningful life, earning their own income and not depending on government allowances, refugees become an asset for society. Successful integration has positive influence on the general narrative about refugees.

Samen Hier

The Samen Hier (Together Here) project is as of mid-2018 a first pilot for a community-based approach to establish partnerships with universities and research centers in order to stimulate evidence-based and innovative approaches for the integration of refugees (especially city-based). This approach combined with lobby on the rights of refugees will remain our focus in the coming years. We will further develop the Welkom Hier network which we established through festivals that we organised in a number of cities in the Netherlands over the past 3 years. It has clearly shown the potential of local social movements in cities as a good practice to contribute to the integration of refugees or status-holders, which remains a major challenge for Dutch society and can lead to alienation and lower labour participation.

Samen Hier provides a community-based approach in which groups of five Dutch people use their network, knowledge and time for a year to allow a matched status holder (or matched family) to participate effectively in Dutch society as quickly as possible. The project uses an algorithm developed by our partner and research academician from the University of Toronto. In 2019, 50 matched groups in at least three different cities will start their support to integrate a refugee (family). This will be expanded with another 5 cities in 2020 and 2021 reaching at least 250 refugees and/or their families. Justice and Peace will support them through trainings, monitoring and public events. Besides the practical implementation of the matching and support process, Justice and Peace has the ambition to expand its network of national partners involved in the project, amongst others through roundtables, and build contacts with new cities for future implementation.

Haagse Huiskamer

Through meetings and activities at a 'living room' level we bring people wanting to co-create an inclusive city for all its residents together with solid plans to ensure the reception and integration of The Hague refugees. This is how the Haagse Huiskamer works on a resilient city together with many partners. One of the main results is that partners of the Haagse Huiskamer have released a joint policy paper on refugee integration in The Hague in 2018. As the Haagse Huiskamer initiator we contribute to a good alignment of existing initiatives and projects. We want to be able to create cross-fertilisation and innovative solutions. Our own role is a facilitating one by stimulating meeting and connection between the partners. We investigate what our city needs, look for suitable and inspiring examples and encourage good ideas.

After the first pilot year in 2017-2018 Justice and Peace wants to further build and maintain a network of relevant partners in the coming years: to create new coalitions, matching needs and services, and to enhance innovation in the field of refugee reception and integration. Next to the meetings and events, Justice and Peace will add two elements to its project: First, 'Welkom in Den Haag' is an online and offline handbook that Justice and Peace will develop with its Haagse Huiskamer partners to provide newcomers with an overview of the different services available in The Hague. Second, Justice and Peace will invest in setting up a 'Welkom in Den Haag Partnership' in 2019, inspired by the Local Immigration Partnership (LIP) model existing in several Canadian cities. The main aim of this partnership is to develop a common needs assessment to be used by civil society partners in The Hague that will help all partners to leverage services. For the coming three years, the aim is to strengthen this LIP model into a solid and durable learning platform in which local organisations, local government and (former) refugees actively collaborate and monitor their results and progress.

Results by 2021 for the Migration & Human Rights Programme

- Samen Hier: at least 8 cities in the Netherlands participating and an expected 250 refugees better integrated.
- Haagse Huiskamer: Online and offline handbook Welkom in Den Haag is developed + Welkom in Den Haag Partnership functioning independently.

Corporate

To implement our programmes successfully in the years 2019 – 2021, we continue to further build Justice and Peace by focusing on organisational strength, visibility, impact and sustainability, resource mobilisation, effective communication, outreach and targeted publicity campaigns.

Justice and Peace depends on the financial support of our partners for the funding of its programmes and activities, be it our longstanding or newer donors, as well as the support we receive from persons who identify with our work and who wish to support us with private donations. We will seek further diversification of our financial sources, i.e. institutional, private sector and personal donations, philanthropic or religious funding, in the Netherlands as well as abroad. We recognise that it is therefore of the utmost importance that we maintain and expand the awareness of our work and its relevance.

Staffing and finance

At present we implement our activities with a small but highly motivated, international staff and a varying number of volunteers. Given our ambitious plans for the coming years, e.g. the expansion of the Shelter City network, the increased training programme, the additional family relocation, the expansion of the Samen Hier project and the implementation of i-Shelter, we expect in 2021 to have a small growth in human resources. We will continue to enhance professional standards in which adhering to ISO and CBF standards remains an important element. Staff development will be given adequate attention, 2,5% of our annual budget being allocated for staff training. We wish to continue to work with a diverse, young and international team with all the necessary capacities to run this organisation. In terms of budget we want to reach an annual budget of 1.75 to 2 million.

See Multi Annual Budget 2019-2021 for further insights.

Results by 2021 for Corporate

- Professional standards are high (ISO + CBF)
- Quality management reached high standards
- 10% of our income comes out of private donations through events, external services we offer and/or one off donations from the private sector.

Communication

Under the tagline created in 2018, 'Empowering Change Makers', Justice and Peace will focus its external communications on showcasing the work of local change makers in order to inspire others to take action. We believe that when everyone actively defends and promotes the respect for human rights, no matter how big or small the impact, and no matter from what background or field, we can make an impact-full difference.

To increase support for our work and initiatives, inspire audiences across the Netherlands and abroad to take action for human rights, and involve new demographics, while engaging and building relationships with stakeholders that trust, invest, and work with us, effective communication is vital. Hence, Justice and Peace communication aims to further strengthen the brand of Justice and Peace as the professional and innovative human rights organisation that it is already, while also ensuring Justice and Peace is identifiable as the coordinator and initiator of innovative brands including Shelter City, Samen Hier, and Haagse Huiskamer and projects including the Martin Luther King Lecture, the recurrent Ride for Rights initiative, and JUSTdish events. In the period 2019 - 2021, the Communications team will focus on three aspects: 1. The brand identity of Justice and Peace, 2. Outreach to raising and maintaining committed supporters both for Justice

and Peace and for the brands, and 3. Development and implementation of the private fundraising strategy, processes and campaigns.

Results by 2021 for Communication

- 20% increase per year in subscribers of the JP and brands' e-newsletters, followers of our social media channels and visitors of the JP and brands' websites.
- 20% increase per year of the engagement of the above mentioned followers and visitors.
- Two annual public fundraisers will be realised.
- In 2021, €70.000 will be raised through public fundraisers and the communication channels.
- In 2021, 50% of the partners will be actively involved in promoting the brands.
- In 2021, Justice and Peace and the brands will be featured in at least 150 media articles.