

This is the multi-annual strategy of 2022-2024 of Justice & Peace.



Redaction

Justice & Peace

Design

Urban Emotions Justice & Peace

Published

2022

Contact information

Justice & Peace Netherlands Riviervismarkt 4 2513 AM The Hague

Tel. +31 (0)70 763 1499 Email info@justiceandpeace.nl Website www.justiceandpeace.nl

Donations

Justice and Peace Netherlands NL64ABNA0642089841

















Asya, a human rights defender from Kazakhstan, speaks about her work on environmental and political rights during the Freedom Meal in The Hague.

Photographer: Anne Reitsma Fotografie.

INTRODUCTION 4

Overview

18 COMMUNICATIONS & FUNDRAISING

PROGRAMMES 6

23 ORGANISATION

Human Rights Defenders & Security

PROGRAMMES 12

Migration & Human Rights

Everyone has human rights. But not everyone gets to enjoy them. This became even more apparent over the last few years, as the COVID-19 pandemic put pressure on the full range of human rights, and exposed and deepened vulnerabilities and inequalities with impact across the globe. Change makers globally became more restricted in their ability to make positive impact for human rights. Justice & Peace aims to empower them to continue their work, resulting in a more just and sustainable world for everyone. In order to achieve that, we have developed this multi-annual strategy 2022-2024, in which we detail the various routes we intend to take to work towards those goals.

Who we are

Our vision at Justice & Peace is to live in a world of solidarity and sustainability in which everyone, everywhere has the right to human dignity and security. A world in which people respect, protect and fulfill each other's human rights and everyone is free to develop themselves, without distinction on the basis of origin, religion, political preference, race, gender, sexual orientation or other status.

How we work

We believe that the best way to reach our vision is by empowering others to become change makers in their local communities. Since our inception in 1968 we follow three main principles in our work: empowering change on the local level, adapting to the needs of the present and future, and most importantly, working together.

We aim to achieve global change by our local approach. We work on local projects, ensuring very practical solutions for and direct impact on those involved. By doing this for human rights defenders, we ensure they can go back to their country of origin to improve the human rights situation there, thus creating a much larger effect. And by doing this for local communities and refugees, we work towards a more welcoming society in which refugees can take a safe pathway to a safe haven. This local approach ensures a practical and very real solution for global issues.

The many serious human rights violations globally cannot be addressed by a single entity alone, and by bringing together people and organisations from all levels of society, Justice & Peace claims space for everyone to make a difference for human rights. We work together with many partners and other stakeholders, ranging from individuals, civil society organisations, municipalities to national and international authorities. With these partnerships and networks we create the most impact. We are applying our ideas of empowerment in the range of our programmes, and also through awareness raising experiences, campaigns, events, publications and educational outreach.

Our work and plans

Our Human Rights Defenders & Security programme focuses on the empowerment of local human rights defenders from all over the world, to whom we provide much needed protection and support through Shelter City. In order to ensure that these agents of change can continue their positive impact for human rights globally, Justice & Peace will create more safe and inspiring spaces for them closer to home, where they re-energise, receive tailor-made support and engage with allies in order to reinforce their local action for change.

During our last multi-annual strategy 2019-2021, we were able to relocate many human rights defenders, despite the lockdowns and travel restrictions as a result of COVID-19. We expanded our programme towards journalists, offering them a tailor-made programme. We also saw the number of Shelter Cities grow from 15 to 20. We aim to continue and further expand the programme over the course of the next few years.

Through our 20 Shelter Cities worldwide we will continue to provide – together with partner organisations, municipalities and volunteers – a global solidarity movement for human rights defenders. To increase and further sustain the impact of our intervention we aim to also reach and activate more people to support human rights defenders, enhance our follow-up support to human rights defenders after return and set up a strong Shelter City alumni network.

In our Migration & Human Rights programme we focus on the creation of safe routes and havens for refugees in the Netherlands and Europe by empowering local communities to be at the forefront through Samen Hier. During the pilot phase of Samen Hier in 2019, we initiated the engagement of local communities who are eager to welcome refugees. Through structural monitoring and evaluation we were able to learn and improve our approach in close consultation with participants and other stakeholders. Despite the setbacks as a result of the COVID-19 measures, we were able to maintain that community and inspire several municipalities in the Netherlands to join Samen Hier. Together, we intend to expand Samen Hier over the next few years. To ensure that refugees have safe access to a community in which they can build a new life, over the next 3 years Justice & Peace focuses on building further an innovative social infrastructure in the Netherlands that will significantly address deeper structural needs of refugees on the local level, rather than temporary fixes and patchwork solutions forged in crisis. We aim to increase the number of safe havens in Samen Hier cities and villages across the Netherlands in the coming years, further grow our citizens-based solidarity movement for refugees, and advance complementary pathways by improving access and develop opportunities for community sponsorship within the Dutch society.

Change makers are at the core of all our actions, and since anyone can be a change maker, the third focal point of our approach is to **reach even more people from all** walks of life across the Netherlands and abroad and inspire them to take action for human rights. To ensure that people's perception of human rights and their perspective for action in the protection and promotion of human rights is enhanced, Justice & Peace's strategy focuses on reaching more audiences in the Netherlands and abroad, combating disinformation about change makers, countering the negative narratives about human rights defenders, refugees and those who try to support them, and creating encounters between change makers and the general public that will activate people from all walks of life to play their role in protecting human rights.

In order to do all of this, we will continue to develop our organisation, ensuring the most motivated and skilled staff, interns and volunteers work towards those goals, under the guidance of our board and advisory board.

We hope to inspire you to join us in our work, and become a change maker as well.

Jan Henneman Chairman of the Board **Sebastiaan van der Zwaan** Executive Director



Human rights defenders are vital in enabling change, speaking out in favour of human rights and democratic processes, holding governments accountable and representing marginalised groups. We stand side by side with human rights defenders through our global movement of Shelter Cities where human rights defenders can spend three months in a safe space where they re-energise, receive tailormade support and engage with allies in order to reinforce their local actions for change.

To keep empowering them we have the following goals:

Goal 1: Shelter Cities provide temporary safe and inspiring spaces for human rights defenders where they re-energise, receive tailormade support, and engage with local allies.

To achieve this we:

Empower human rights defenders to feel protected, recognised, and part of a larger community during their temporary relocation in the Dutch Shelter Cities:

- By hosting 32 human rights defenders annually in the 12 Dutch Shelter Cities.
- By providing a tailormade programme and personalized accompaniment
 for human rights defenders across the 12 cities. Justice & Peace will maintain
 the coordination and supervision of the national initiative and provide advice
 to partners to guarantee the quality of the programme, also during unforeseen
 circumstances like COVID-19.
- By supporting the introduction of flexible visas for human rights defenders
 who need to extend their stay in case of deteriorating security situations in their
 home country.

Expand human rights defenders' access to temporary relocation in the Netherlands, elsewhere in Europe, or in the region in which they work:

- By establishing more Shelter Cities within Europe and Asia (priority areas)
 through collaborations with partner organisations and local and national
 authorities.
- By strengthening the capacities and collaborations between Shelter Cities to better support human rights defenders globally.
- By facilitating the exchange in expertise through the annual International Shelter City Workshop and the follow-up working groups on diverse relevant topics.
- By further developing the joint communications strategy of the Shelter Cities to offer global outreach and a broader visibility to the work of human rights defenders.
- By establishing new partnerships with expert organisations who can complement our expertise in the provision of tailormade support to human rights defender.

Goal 2: Human rights defenders ensure the wellbeing and safety of themselves and others and the effectiveness of their work.

To achieve this we:

Strengthen the resilience and capacities of human rights defenders during relocation in order to continue their work more safely and effectively after returning home:

- By enhancing the individual, organisational and collective security of the human rights defenders through our tailormade holistic security training.
- By supporting the development of new skills through the provision of additional on-demand trainings in collaboration with external experts or organisations.
- By improving their wellbeing through bodywork, group sessions combined with individual sessions with experts.
- By developing and facilitating a fellowship programme for journalists in collaboration with expert partners in the media and journalism field.

Empower Shelter City alumni to support their human rights organisation and broader network using their newly acquired skills, knowledge and network(s), and continue to feel part of a larger human rights defenders community:

- By enhancing the support Shelter City provides to human rights defenders
 after return through direct follow-up support by means of a training to a select
 group of defenders and their organisations/community.
- By sustaining the impact of our programme for the longer term through regular 'Resilience Updates' shared via our channels and the production of video tutorials.

 **Total State of State
- By exploring the setting up of the alumni network to sustain the impact of our intervention and further influence the environments around them.

Goal 3: Shelter Cities contribute to strengthening recognition, building allies and generating respect for human rights defenders in the Netherlands and abroad

To achieve this we:

Enhance the visibility of human rights defenders and the positive impact of their work among Dutch and international public:

- By sharing the stories of human rights defenders via online channels, press and short documentaries.
- By organising and promoting online and offline events featuring human rights
 defenders across the Shelter Cities. Events include film screenings, panel
 discussions, lectures, and interactive experiences which will allowing interactions
 between the audience and the human rights defenders.
- By holding two nationwide exhibitions showcasing the work of human rights defenders and situations in their countries.
- By connecting human rights defenders to journalists, resulting in news articles or broadcasts in Dutch news outlets and channels.
- By providing educational institutions with materials, guest lectures from human rights defenders, and project concepts for the students to work on with the human rights defenders.



Solidarity with people fleeing war and oppression is an important basis for ensuring that refugees, now and in the future, find the protection they are entitled to: safe access to a place where they can build a new life. With Samen Hier, we have established the first community sponsorship model in the Netherlands, in which groups of five Dutch citizens are matched to a refugee (family) to provide tailormade settlement support within local communities, facilitate smoother integration and social inclusion and create welcoming communities. This nationwide movement of citizens and organisations shares responsibilities with state, regional and local authorities to expand the safe admission and inclusion of refugees in the Netherlands. Community sponsorship schemes like Samen Hier constitute practical acts of solidarity towards people in need of protection. The potential to expand refugees' safe admission into Europe is well proven.¹

To empower local communities to make this happen, we have the following goals:

Goal 1: Samen Hier partners work together to create safe pathways to and safe havens across the Netherlands.

To achieve this we:

Build an innovative social infrastructure in the Netherlands that will address deeper structural needs of refugees on the local level

 By increasing the number of national resettlement places in the Netherlands in collaboration with municipalities, local partners and citizens (public- private partnership on the local level).

For examples see European Commission's Feasibility study; Migration Policy Institute, Engaging Communities in Refugee Protection: The Potential of Private Sponsorship in Europe and Volunteers and Sponsors: A Catalyst for Refugee Integration?

- By setting up a student sponsorship scheme for refugees in collaboration with educational institutions and students across the Netherlands.
- By establishing collaborations with expert stakeholders who can complement our efforts in the provision of safe routes and havens to refugees. Stakeholders include among others, the United Nations High Commissioner for Refugees, the Dutch Council for Refugees and the Central Agency for the Reception of Asylum Seekers in the Netherlands, as well as local and national businesses.

Expand the reach and effectiveness of Samen Hier partners in providing safe routes and havens

- By developing and providing capacity building trainings for local organisations and cultural mediators, and further expanding our (online) support toolkits.
- By mentoring new partners, and supporting existing ones in the development and implementation of local action plans.
- By strengthening the collaborations and exchanges between Samen Hier partners through regular meetings, that will focus on sharing and analysing practice and experiences and building a knowledge-base from which we can develop best practices in the planning and delivery of safe routes and havens.
- By further developing and implementing the joint communications strategy and the national Samen Hier portal.

Strengthen the capacities of local Samen Hier communities (refugees, sponsor and welcome groups) in annually supporting 200 refugees and their families build their new life in the Netherlands

- By expanding the community engagement in the reception and integration of resettled and sponsored refugees.
- By enhancing the intercultural communications skills of the participants through trainings and guidance from cultural mediators.
- By further developing our recruitment, selection and matching processes of refugees and both sponsor and welcome groups.²
- By providing high-quality guidance and accompaniment through local contact points and cultural mediators.

Goal 2: More refugees have the opportunity to come to the Netherlands via a safe route.

To achieve this we:

Establish strong public-private collaborations on the local, national and regional level to further develop community sponsorship in the Netherlands

- By informing, consulting and building strategic partnerships and relationships with various stakeholders, such as national and local authorities, national and local organisations, and educational institutions.
- By clearly defining and sharing roles and responsibilities, as well as determining the type of relationship between the respective actors and the complementarity of efforts.

For the difference in a sponsor and welcome group, please see the 'How it works' part on our website.

 By drafting well-crafted agreements with checks and balances that create codependence and transparency, while enabling all the parties involved to achieve their goals.

Join forces with Samen Hier partners in the promotion of safe routes to and safe havens in the Netherlands

- By developing a joint strategy to inspire relevant stakeholders and expand the base of support for community sponsorship as an additional safe route for refugees.
- By demonstrating and promoting community sponsorship as a durable solution through national roundtable discussions and communications on its impact and ability to foster social inclusion and cohesion.
- By showcasing the capacity and support of local communities for safe routes and havens through resettlement and complementary pathways.
- By sharing the lessons we have learned from other facilitators of complementary pathways across the world, including the Canadian Private Sponsorship of Refugees (PSR) programme, the Italian, French and Belgian Humanitarian Corridors programmes.

Goal 3: Residents of Dutch society want and can offer safe havens to refugees.

To achieve this we:

Inform and engage Dutch people about community sponsorship and make them aware of the role they can play on a local level

- By communicating on community sponsorship's unique welcoming approach, having benefits for refugees and receiving communities alike and the direct contribution they can make on a local, national and regional levels.
- By engaging them from the initial design of the local action plans for implementation of community sponsorship in their cities and villages.
- By preparing welcoming communities through information sessions, trainings and capacity building on refugee resettlement and inclusion.
- By deploying a network approach and an engagement programme that facilitates peer-to-peer connections.

Mobilise and maintain an engaged and committed Samen Hier community that contributes to positive (broader) public discourse on safe routes and havens

- By engaging the broader local communities in the support of refugees and in turn creating a sense of belonging.
- By sharing stories of Samen Hier communities through various communications platforms.
- By facilitating community building activities that connect people within the same cities and villages, but also across the Netherlands.
- By facilitating internal leadership for the participants so that the community runs itself.
- By including community leaders in the further development of community sponsorship in the Netherlands.



During the pandemic almost everyone experienced measures limiting fundamental human rights, some people more than others. Reconnecting all people with their human rights is vital for social cohesion and for contributing to a greener, more just and sustainable world.

To empower people to understand the importance of human rights and be change makers we:

Goal 1: Expand our visibility and reach people across the Netherlands and beyond.

To achieve this we:

Build a strong, trustworthy online and offline presence with consistent positive and action oriented messaging that counters negative human rights narratives

- By engaging and building relationships with stakeholders that trust, invest, work with and support our human rights work.
- By positioning Justice & Peace as an innovative expert in the field of human rights that advocates and promotes the empowerment of change makers for human rights.
- By maintaining quality and consistency in the dissemination of information shared to public domains and other stakeholders.
- By strengthening the existing ties with media and news outlets and keeping the media informed of our work.
- By communicating our journey, results and impact using more visuals to create a stronger connection with our audiences.
- By utilising social media channels and our websites to further expand our outreach and disseminate messages, results and activities.
- By continuously improving our communications strategy, allowing us to effectively and efficiently reach new audiences.

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

To achieve this we:

Raise awareness about change makers, inform and motivate people

- By developing and sharing change maker stories, interviews, press releases and editorial articles both online and offline.
- By organising lectures, creating interactive learning experiences, and developing
 educational materials to further integrate human rights and the empowerment of
 change makers into educational curriculums in the Netherlands.
- By developing and implementing strategic campaigns and innovative communication tools that inspire and activate people to take action.
- By providing a regular flow of information on different possibilities of how to take action in the protection and promotion of human rights, a concrete call to action.

Organise interactive events and encounters between change makers and the broader public, with a strong focus on younger generations

- By organising the annual Martin Luther King lecture in collaboration with the Vrije Universiteit and the Martin Luther King Foundation, spreading the ideas and views of Martin Luther King jr. among young generations.
- By organising two Human Rights Space experiences annually in collaboration
 with the Netherlands Helsinki Committee and the Human Security Collective,
 where young people engage in dialogues and exchange ideas on the topics of
 human rights and human security.
- By organising other encounters between the public and change makers, directly showing citizens how they themselves can contribute to human rights.

Raise and maintain (financial) commitment for the growth and sustainability of Justice & Peace and its programmes

- By building and maintaining multi-annual relations with existing and new stakeholders who support the programmes and work of Justice & Peace.
- By exploring, developing and executing new propositions that will attract new audiences and further diversifying the income streams.



Justice & Peace is a small, Hague-based human rights organisation, governed by a board and advisory board, as detailed in its Statutes. Its staff is made up of approximately 15 enthusiastic, intrinsically motivated persons with expertise in their respective fields. Justice & Peace aims to be an organisation that people feel connected to and inspires others to be(come) active as a change maker. As an employer, this means we put much thought and effort into the wellbeing of our staff, while providing an inspiring work place.

Goal 1: The people working towards the goals of Justice & Peace are motivated, knowledgeable and professional.

To achieve this, we:

Continue to be a good employer to our staff

- By providing staff opportunities to grow expertise and skills through trainings, workshops and other learning opportunities.
- By ensuring all staff are kept up to date on (digital) security and put their knowledge into practice.
- By continuing to attract people to our staff who bring diversity to our team, and continuously addressing cultural sensitivity within the team.
- By addressing wellbeing of our staff structurally through regular meetings, annual surveys and continuous discussions on wellbeing issues.

Inspire interns and volunteers to contribute towards the goals of Justice & Peace

- By offering frequent internship opportunities for our programmes as well as communications and fundraising, allowing them to obtain relevant work experience.
- By organising annual events for all our volunteers, interns and staff, to thank
 them for their support, keep them updated on Justice & Peace's plans, and give
 them a networking opportunity.
- By keeping our volunteer policy up to date and relevant, in collaboration with our volunteers.

Goal 2: Justice & Peace is a professional organisation, learning from its experiences.

To achieve this, we:

Monitor and evaluate our experiences, with the aim of learning and improving

- By creating and implementing a comprehensive monitoring and evaluation plan that covers our programmes as well as the broader organisational support system.
- By continuing to audit our organisation annually both internally and externally and ensure follow-up of all relevant recommendations.

Keep reliable administrative systems and procedures

- By maintaining and where necessary further expanding or simplifying our professional guidelines, ensuring we remain ISO 9001:2015 (quality management) and CBF certified.
- By further digitalising our administrative processes, creating a more efficient and accessible system.

Goal 3: Justice & Peace grows as an organisation, allowing more people to enjoy its impact.

To achieve this, we:

Explore the possibilities for a third programme

- By identifying issues and activities that work towards our vision and mission, and fit with the approach of Justice & Peace.
- By creating a plan for a third programme, including its goals, budget, timeline and staff requirements.



Follow us!

WWW.JUSTICEANDPEACE.NL
@JUSTICEANDPEACENL