



Justice
& Peace



MULTI ANNUAL STRATEGY

2025-2027

*This is the multi annual strategy for 2025-2027
of Justice & Peace Netherlands.*

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Activist Lab Summer School, The Hague

The Activist Lab is an opportunity for young activists to gain knowledge about influencing policy, developing campaign skills, and exchanging knowledge with activists within and outside their region.

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INTRODUCTION

As we start with the implementation of our Multi-Annual Plan for 2025-2027, we find ourselves at a challenging juncture in the landscape of human rights and civil society. The challenges were already substantial, but have exacerbated in the last years. The shrinking space for civil society, heightened political repression, and rising authoritarianism threaten the foundational principles of democracy and civil liberties. Growing polarization in Europe has resulted in hostile narratives, threatening basic democratic and human rights values, and immigrants and refugees becoming the scapegoats in societal conversations. The challenges faced by human rights organizations and defenders globally necessitate urgent, concerted and an increasing collaborative approach. In this context, it is imperative that we bolster our commitment to promote respect and knowledge for human rights and their defenders within societies worldwide.

We believe that the best way to reach our goals is to empower others to become changemakers in their local communities, as we have done for the last 55+ years. We follow three main principles in our work: empowering change on the local level with a global impact, adapting to the needs of the present and future, and most importantly, working together. Particularly, this means working on projects putting local communities at the centre, ensuring very practical solutions for, and direct impact on, those involved.

Our programmes will continue to focus on people in need of safety: the protection and support of human rights defenders, as well as the human rights and dignity needs of refugees and asylum seekers. Human rights defenders play an essential role in advocating for justice and accountability, often at great personal risk. Through our Human rights defenders & Security programme, we stand side by side to enhance their capacity and ensure they can fall back on to a global network, enabling them to continue their vital work. In the upcoming years, with the 14 Shelter Cities in the Netherlands as a strong basis, and an additional 9 Shelter Cities globally, we foresee growth in the global Shelter City network, knowledge resource dissemination, and our role in addressing flexible relocation requests.

The dominant discourse on migration in the Netherlands, and subsequent restricting policies, only strengthen us in our believe that by fostering inclusive policies that respect the rights and dignity of asylum seekers and refugees, we can create a more resilient and cohesive community. The Migration & Human rights programme remains its focus on advocating for safe pathways in combination with community sponsorship through 'Samen Hier'. This way, protection for people forced to flee is provided, offering them not only safety and security but also the opportunity to become part of their host communities.

The upcoming three years, we will continue to be on the lookout for new opportunities, particularly through exploring synergies between the Migration & Human rights programme and the Human rights defenders & Security programme. Through our Multi-Annual Plan, we aspire contributing to more just and inclusive societies, where the protection of human rights defenders is not just a commitment, and the aspiration to be a welcoming society are not mere words, but a collective responsibility, shared, designed, implemented, and carried by local communities in the Netherlands and globally.





HUMAN RIGHTS DEFENDERS & SECURITY PROGRAMME

Through our Human rights defenders & Security programme, Justice & Peace is addressing protection needs of at risk human rights defenders who are working effortlessly to build just and peaceful societies. By mapping and understanding the broader cycle of protection for human rights defenders, we aim to develop effective mechanisms to protect and support at risk human rights defenders in the Netherlands, regionally and globally. Through our trust based and heavily operational approach, we are able to map and address the challenges human rights defenders, their communities, and our partners are facing globally. We are working behind the scenes and, at times, also visibly demonstrating a principled, collaborative, and decentralized approach focusing on the protection needs of human rights defenders.

Justice & Peace is proud to see the growth and development of the Human rights defenders & Security programme. Currently consisting of four initiatives, it illustrates its diversity and potential to continue coordinating and implementing a multitude of initiatives and networks contributing to the goal of building stronger, more sustainable, and more effective protection mechanisms for human rights defenders at risk. With 25 Shelter Cities (SC), 200+ SC Netherlands alumni and over 900+ human rights defenders supported as a global network, for the upcoming three years we aim to scale up our work, increase our impact, and strengthen and deepen the relations with all existing and future partners.

Looking forward to the upcoming years, our **first objective** is to keep investing in co-creating safer spaces, both in quality and in quantity, and strengthening the existing safe spaces for human rights defenders, artists, and journalists at risk. We do this through deepening the relations with our structural partners and grow trust based





relations with our broader network. We strive to develop an integrated approach that, as a whole, is sustainable and always reflects on the needs of the next generation of human rights defenders.

In our **second objective**, we focus on capacity building of the human rights defenders during and after their stay in a Shelter City. This strengthens the sustainability of the Shelter City intervention, where human rights defenders are equipped with tools and techniques to increase and remain their resilience after their return to their home country. We put special emphasis on wellbeing at all levels, acknowledging the mental impact that human rights work has.



Finally, the **third objective** is related to creating an overall enabling environment for human rights defenders to conduct their work in. We chose to innovate and push our advocacy work forward in both known and more unusual spaces, to innovate and develop more flexibility and mobility from all relevant stakeholders to support and protect human rights defenders at risk.


Objectives

Objective 1: Human rights defenders at risk have enhanced access to protection mechanisms, specifically to Shelter City as a temporary relocation programme


-  Sub-objective 1.1: Human rights defenders at risk are supported through Shelter City hubs.
-  Sub-objective 1.2: Increase the amount of Shelter Cities with an additional of 8 Shelter Cities to support and receive more at risk human rights defenders.
-  Sub-objective 1.3: Strengthen the global and national network of Shelter City protection partners for being active, flexible, and effective.
-  Sub-objective 1.4: Incorporate long term needs of at risk human rights defenders in our broader protection network.


Objective 2: Increase the capacities of Shelter City guests and alumni in maintaining wellbeing, safety, and effectiveness of their work.


-  Sub-objective 2.1: Strengthen the resilience and capacities of human rights defenders during relocation in order for them to continue their work more safely and effectively after returning home.
-  Sub-objective 2.2: Strengthen the wellbeing infrastructure for all stakeholders involved in Shelter City.

 Sub-objective 2.3: Empower Shelter City alumni to support their human rights organization/ collective and broader network, using their newly acquired skills, knowledge, and network(s).

Objective 3: Increase support, recognition and respect for (the work of) human rights defenders globally

 Sub-Objective 3.1: Increase global community building between human rights defenders and their strategic partners and allies.

 Sub-Objective 3.2: Increase visibility and advocacy opportunities for human rights defenders.

 Sub-objective 3.3: Increase awareness on trends in shrinking civic space and shared challenges human rights defenders face globally.





MIGRATION & HUMAN RIGHTS PROGRAMME




While the number of persons in need of international protection continues to rise, European states foster strategies of deterrence and push for externalization of their responsibility. It is within this light that Justice & Peace is committed to demonstrate that an alternative is possible: providing safe access to legal pathways that would prevent people from having to undertake dangerous journeys in search for safety. We are convinced that active involvement from society is fundamental to achieve this. Local solidarity with refugees forms a crucial cornerstone to ensure the human dignity of refugees can be guaranteed, now and in the future. More specifically, community sponsorship has proven to be a successful and durable solution to allow more refugees to access protection.

In the past years, Justice & Peace has built a nationwide movement of citizens, organizations, municipalities, and other allies dedicated to the safe admission, settlement, and inclusion of refugees into Dutch society. By introducing the first community sponsorship model in the Netherlands, Samen Hier, we continue to showcase the potential for humane migration policies that put civic engagement and local solidarity at its core. We have established a network of partners in 9 different municipalities all over the Netherlands, developed extensive support structures, toolkits and training materials, build strong relations with governmental institutions and other relevant stakeholders, and mobilized more than 90 Samen Hier groups to welcome over 260 people with a refugee background in the Netherlands. At the same time, we have continued to innovate and explore new avenues for civic engagement in supporting refugee reception and establishing complementary pathways, both through international engagements such as the COMET partnership (Complementary Pathways Network) to advocate for education pathways to the Netherlands, as well as national collaborations to engage youth through the Move 4 Human Rights initiative.

These successes have been achieved against the backdrop of growing anti-migration discourses, an (inter)national crisis of solidarity, securitization of migration, and uncertainties in how the political landscape will evolve. This has forced us to continuously re-position and innovate ourselves to navigate this shrinking civic space, pushing us to prioritize activities that are more feasible and realistic in the current context. Our efforts in the Migration & Human rights programme will therefore be focused and threefold in the coming years, by 1) anchoring Samen Hier as a national approach for the resettlement of refugees in the Netherlands, 2) increasing, advocating, and innovating opportunities for protection pathways into Europe, as well as 3) counter-acting negative migration narratives in the Netherlands by continuing to promote, showcase, and foster civic engagement for refugee reception.

Objectives



Objective 1: Strengthen Samen Hier as a national approach for the resettlement of refugees.

-  Sub-objective 1.1: Establish community sponsorship as an integral part of Dutch resettlement policy.
-  Sub-objective 1.2: Strengthen our role as a Samen Hier coordinator and comprehensively support and build capacities of the local partners.
-  Sub-objective 1.3: Increase the number of resettled people welcomed through Samen Hier annually.

Objective 2: Increase access to safe and legal pathways into Europe for people in need of international protection.

-  Sub-objective 2.1: Increase Dutch and European momentum for complementary safe pathways and community sponsorship.
-  Sub-objective 2.2: Increase creative alternatives for safe pathways and community sponsorship.

Objective 3: Increase hope-based engagements and voices in public discourse on humane refugee policy, safe pathways, and a community-led welcome of refugees.

-  Sub-objective 3.1: Increase awareness of Dutch general public on community sponsorship and complementary safe pathways.
-  Sub-objective 3.2: Mobilize, maintain, and grow our active civic support base.






At Justice & Peace communication is embedded in the programmes, through staff members in the programme teams and communication objectives integrated in the programmes' multi-annual plans.


The communication multi-annual plan focuses on supporting the programmes' goals through communication, and on engaging potential changemakers in Justice & Peace's mission and work. Building and maintaining our recognizable, visible and accessible Justice & Peace, Shelter City and Samen Hier brands is still at the core of our work. To facilitate the programme teams, in this period we will pay extra attention to professionalizing and standardizing communication strategies, plans and tools for all brands and to create a learning environment in the team, exchanging insights and challenges on communication technics, strategies and trends.

Objectives

Objective 1: Strengthen the embeddedness of communication within Justice & Peace

 Sub-objective 1.1: Communication is embedded in the annual and activity cycles, as well as communication skills in the whole team.

Objective 2: Maintain and enhance strong & visible brands for recognizability and accessibility of Justice & Peace and our initiatives.

 Sub-objective 2.1: Enhance Justice & Peace's collective brands and outreach.

Objective 3: Increase the synergy and impact of communication activities within the organization, specifically with the two content programmes' objectives.

- 🌈 Sub-objective 3.1: Relevant stakeholders are aware of the achieved change and impact of our programme activities and approach.
- 🌈 Sub-objective 3.2: Activate and facilitate participation of wider public and target audiences contributing to our mission and programme objectives.
- 🌈 Sub-objective 3.3: A wider public is provided with information about human rights, from a Justice & Peace perspective, in a hope based way.





In order to realize our mission and vision, it is important that Justice & Peace remains and, where needed, improves its organizational sustainability. We see four important components for this: its team members, finances, quality and accountability, and, lastly, staying innovative.


Justice & Peace recognizes that its activities and impact can only be possible by the dedicated and hard working Justice & Peace team members. On the one hand, we will invest in the growth of the team members, and on the other hand, we want to ensure a safe space for them to work in. Working in the human rights field, with human rights defenders and refugees, can be demanding for team members. Supporting colleagues to remain resilient in the challenges faced is a responsibility we take seriously.


Financial contributions, as well as tapping into the networks, reach, political influence, and expertise of donors play a vital role in the sustainability and impact of our programmes and organization. Through strategic partnerships with our donors and by utilizing the capacity, skills, expertise, track record, and networks of Justice & Peace and its staff, we can amplify our impact. This approach, focussed on strategic collaboration, allows us to create a more resilient and adaptable organization that is better equipped to respond to the evolving challenges in our field.


We also recognize the responsibility for upholding high quality standards for accountability. For this, our annual monitoring, evaluation and learning cycle continue, upholding the standards of ISO:9001 and CBF certification.


Though we are working in an increasingly challenging environment, we do see many opportunities for activities and meaningful work to make our vision a reality. Challenges fuel innovation, and Justice & Peace has experience in adapting and creating new approaches to overcome what is needed. This is part of our journey so far, and will be part of our future as well.

Objectives

 Justice & Peace is a safe, enabling, and inclusive organization for staff members. We aim to increase the resilience of Justice & Peace staff to work in the human rights field, as well as invest in team members to be motivated, knowledgeable, and professional.

 Justice & Peace is a financial stable organization, with an amount of flexible funding to respond to emerging challenges in the field of human rights defenders protection, safe pathways, and community sponsorship.

 Justice & Peace is a professional and efficient organization, learning from its experiences. We uphold quality standards like ISO 9001:2015 and CBF certification, as well as create a learning environment by conducting audits of our organization annually – both internally and externally – and ensure follow-up of all relevant recommendations.

 Justice & Peace is an innovative organization, engaging more people to create impact. We monitor and organize exchanges, internally and externally, on political and societal developments world-wide and the role of Justice & Peace, and identify issues and activities that work towards our vision and mission.

We work with many



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