

Justice Centre Strategic Plan

1 January 2023 – 30 June 2026

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Introduction

Hong Kong is a city forged through resilience and compassion. As we emerge from Covid-19, we remember it as a time where the people of Hong Kong came together, helping those in need with essential supplies and adhering to health protocols to protect those more vulnerable to the virus. In September 2023, as heavy rainstorms caused unprecedented flooding and devastation, the city united once more. People across Hong Kong joined hands to clean up our streets and support those affected. Our collective response to these challenges underscores not only our resilience but also the profound compassion that binds us as a caring society.

Reaffirming Hong Kong's community spirit, Chief Executive John Lee said at Philanthropy for Better Cities Forum 2023, "The compassion and generosity of our community is heartening and vital to our rise as a charitable hub."

Hong Kong has a proud history of treating refugees and displaced people with compassion. Over the last century, hundreds of thousands of people migrated to Hong Kong, many fleeing war and persecution. They brought talent and labour that significantly contributed to the city's rapid economic growth. Today, Hong Kong is safe harbour to over 14,000 displaced people from over 50 countries in Asia, Middle East and Africa. As a compassionate society, we must continue to support those fleeing danger, honouring their resilience and extending a helping hand as they rebuild their lives.

With 16 years of experience providing legal and social services to refugees, Justice Centre is well positioned to translate the compassion of Hong Kong people into practical solutions for those seeking safety on our shores. Our Theory of Change focuses our work on delivering responsive, professional and comprehensive assistance to people navigating the path to safety. It also guides our endeavours to partner with the Hong Kong government and other stakeholders to ensure fairness and efficiency in our asylum systems.

In the coming two years, our priority is to build platforms that enable people with direct experience of displacement to lead in designing and implementing solutions. We remain committed to delivering high-quality services while working collaboratively to dismantle structural barriers, ensuring protection and inclusion for all displaced people in Hong Kong.

Today Justice Centre is here so that no one walks alone on the path to protection, justice, and a decent life. Join us in sustaining a compassionate and inclusive Hong Kong for tomorrow!

Lynette Nam
Executive Director

About Justice Centre Hong Kong

Founded in 2007, we are a Hong Kong-based not-for-profit organisation dedicated to advancing the protection and inclusion of refugees and displaced people.

We provide free specialist legal help to people experiencing forced displacement, while offering tailored welfare and psychosocial support to those affected by trauma and destitution. Through strategic casework, research, training and technical assistance and community initiatives, we work to ensure that even the most marginalised members of Hong Kong society have equitable access to essential services and a voice in our society.

Our team comprises dedicated and passionate professionals, including legal practitioners with extensive experience in Hong Kong SAR's non-refoulement protection law and procedure.

Through our multisectoral partnerships, we work collaboratively with lawyers, social workers, medical professionals, NGO workers and community leaders across Hong Kong to bridge critical service gaps. Together, we aim to build a skilled and responsive refugee support system, underpinned by our joint compassion for fellow humans seeking safety.

All of us at Justice Centre are deeply committed to promoting an inclusive and compassionate Hong Kong SAR.

About Justice Centre Hong Kong



Vision | We envision-

An inclusive Hong Kong where all displaced people live with legal rights & dignity



Mission | Our mission is to-

Make sure no one walks alone on the path to protection, justice & a decent life

Our Core Values

Our Core Values guide every aspect of our operations, from what we do, to how we do it:

1 | We are People-Centred

Displaced persons are front and centre to everything that we do. We place the interests of our clients first, and seek to work in partnership with people with direct experience of displacement to overcome challenges.

2 | We strive for Excellence

We maintain the highest standards of services and work, always ensuring that we are embodying and redefining professional and ethical best practices.

3 | We value Collaboration

We know that breaking down silos and working collectively produces the most wide-reaching and sustainable solutions. We bring people and partners together to share resources and leverage efforts towards common goals.

4 | We are Solutions-Focused

We channel our energies in the most effective way to target structural problems and achieve outcomes that have a real and positive impact on the lives of displaced persons.

5 | We are Accountable

We believe in working honestly and authentically, always ensuring that we are responsive and responsible to our clients and partners.

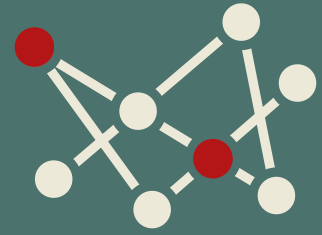


Strategic Priority #1

Deliver high-quality services that are focused, responsive and accessible.

Strategic Objectives	Desired Outcomes
<p>1.1 Maintain delivery of high-quality and responsive legal services for people seeking non-refoulement protection under the Unified Screening Mechanism in Hong Kong.</p>	<p>People seeking non-refoulement protection have timely access to appropriate legal information; and refugees, torture survivors and vulnerable migrants have access to tailored, specialist and trauma-informed legal assistance.</p>
<p>1.2 Review and enhance legal services to provide effective legal help and access to justice pathways for forced migrants affected by immigration detention.</p>	<p>Refugees, torture survivors and other forced migrants affected by immigration detention have access to effective legal help.</p>
<p>1.3 Review and focus delivery of welfare & psychosocial support to target unmet needs and community priorities.</p>	<p>People seeking non-refoulement protection have access to welfare & psychosocial support that effectively enhances their well-being and resilience.</p>
<p>1.4 Improve our triage and intake processes to ensure service pathways are streamlined and tailored.</p>	<p>Justice Centre promptly processes new intakes and directs service users to the appropriate team and service level.</p>
<p>1.5 Develop streamlined arrangements with key partners to support and/or co-deliver programmes/projects that align with our organisational mandate.</p>	<p>Services are streamlined through stronger referral pathways, and joint resourcing and delivery of programmes/projects with civil society partners.</p>
<p>1.6 Enhance our community presence to ensure service accessibility.</p>	<p>Justice Centre is accessible to the people we serve.</p>

Strategic Priority #2



Develop and pursue strategic and collaborative long term goals.

Strategic Objectives	Desired Outcomes
<p>2.1 Develop and implement processes for identifying and incubating focused and appropriate systems change work streams.</p>	<p>Internal processes are established to identify and plan systems change work and ensure any related activities are strategic, pragmatic and sustainable.</p>
<p>2.2 Implement strategic, multidisciplinary and high impact initiatives to target structural barriers to refugee recognition and inclusion.</p>	<p>A positive shift that practically and positively affects the RAS community is achieved in relation to at least one structural barrier of significance.</p>
<p>2.3 Build cooperative and productive relationships with key people of influence.</p>	<p>Improved relationships with open and regular channels of communications with key people of influence, including policymakers and decisionmakers.</p>
<p>2.4 Strengthen partnerships with relevant organisations to enhance sector cohesion and knowledge sharing.</p>	<p>Stronger networks within the refugee response sector with regular pathways for knowledge sharing, and actual or potential systems change collaborations.</p>
<p>2.5 Evaluate our current training initiatives and develop consistent and cohesive projects that effectively build the capacity of the refugee response sector.</p>	<p>Practitioners within the refugee response sector have the knowledge and skills to provide effective support and apply best practices in helping forced migrants achieve legal solutions to displacement.</p>

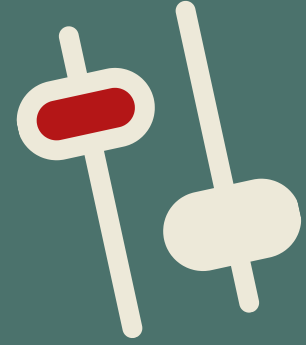


Strategic Priority #3

Support and resource lived experience leadership and participation.

Strategic Objectives	Desired Outcomes
<p>3.1 Evaluate our refugee leadership activities and deliver a training program that effectively identifies and empowers emerging lived experience leaders to take action for their community.</p>	<p>At least two cohorts of high potential refugees complete a training program that mobilises and empowers them to take action to create positive change for their community.</p>
<p>3.2 Resource a sustainable platform for lived experience leaders to share experiences, incubate ideas and implement initiatives that aim to achieve positive social impact</p>	<p>A platform is created and/or maintained for a group of lived experience leaders to regularly engage, and discuss and/or take action to achieve positive social impact.</p>
<p>3.3 Review and implement processes to ensure activities supporting long term goals are highly participatory.</p>	<p>Justice Centre's activities supporting long term goals are co-designed and (where possible) implemented with persons with lived experiences of forced displacement.</p>
<p>3.4 Incorporate refugee perspectives as a key component of service and program design and evaluation.</p>	<p>An open and regular avenue is established and utilised for community input on Justice Centre services and programs.</p>

Strategic Priority #4



Strengthen organisational sustainability and effectiveness with investment in a robust internal infrastructure.

Strategic Objectives	Desired Outcomes
<p>4.1 Adapt our fundraising strategy to strengthen and diversify resource streams with a focus on increasing income from sustainable sources.</p>	<p>Justice Centre has stronger partnerships with donors, and a more diversified and unrestricted funding portfolio with increased percentage of multi-year commitments to cover core services/programmes and increased income from local or sector-specific sources.</p>
<p>4.2 Maintain and develop internal structures, resources and staff capacity to effectively manage programmes and projects.</p>	<p>Justice Centre staff consistently apply a robust and workable framework for planning, implementing, and monitoring and evaluating services, programmes and projects.</p>
<p>4.3 Increase representation of persons with lived experiences of forced displacement on staff and board.</p>	<p>20% of Justice Centre's staff, and 25% Board Directors have lived experience of forced displacement.</p>
<p>4.4 Continue to build a supportive organisational culture that promotes professional development and well-being.</p>	<p>Justice Centre's rate of retention of local staff improves; and Justice Centre staff have increased and more structured access to professional development opportunities and feel valued and supported in all aspects of their work.</p>
<p>4.5 Develop and implement an appropriate and targeted communication strategies to support fundraising and risk management.</p>	<p>Key external stakeholders understand Justice Centre's mission and mandate, and there is increased support from local stakeholders.</p>
<p>4.6 Progress risk management work streams to ensure organisational preparedness and long-term sustainability.</p>	<p>Mechanisms are put in place to effectively manage risks and safeguard the future of Justice Centre's core work.</p>

Support Our Work


Do you share our vision of an inclusive Hong Kong, where refugees and displaced people are welcomed with compassion and fairness?


As a not-for-profit organisation, we are powered by the support of our partners, volunteers, donors and community allies. Find out about how to support our work here: <https://www.justicecentre.org.hk/get-involved/>

 @justicecentrehk

 Justice Centre Hong Kong

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