



# HEUNI Strategy 2024-2027

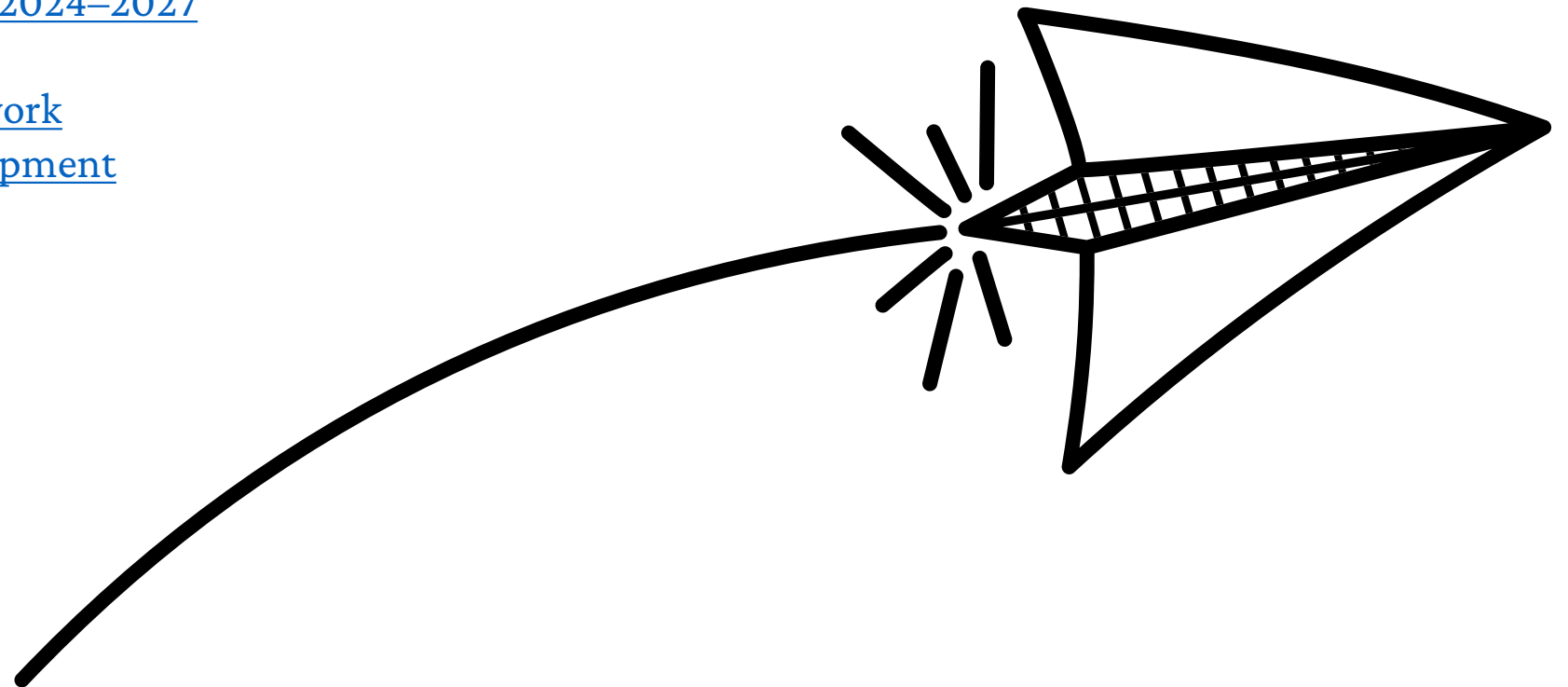
January 2024

HEUNI



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# Introduction

The European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI) has during its four decades of existence witnessed major shifts in its operational environment as well as in crime prevention and criminal justice. HEUNI was established as a European regional institute to advance the work of the United Nations in the areas of crime prevention and control through supporting the exchange of information and expertise between European countries and their different socio-economic systems. It is evident that the operational environment and the challenges of tackling crime have changed significantly since the establishment of the institute. However, the changes over the past few years – with a global pandemic and a war in Europe combined with increasing concerns over climate change, the future of democracy, polarization and migration – clearly show that HEUNI’s objectives are as relevant and crucial as ever: to enable the exchange and distribution of information to policy makers, experts, practitioners and researchers through seminars, trainings and meetings, to collect and share relevant information, and to conduct research. Empirical research is the cornerstone of a solid knowledgebase, which in turn is a prerequisite for evidence-based criminal justice policies and practices. This strategy builds upon HEUNI’s first operational strategy (2020–2023) and outlines clear goals as well as concrete steps to strengthen HEUNI’s substantive engagement as well as enhance its operations.

The past few years have shown that the future is indeed unpredictable, and that drastic and sudden changes can – and will – occur. In this strategy we acknowledge the instability in the world, and the subsequent increased focus on hard security. We are concerned about the future of multilateralism, and the increased need for dialogue, conflict resolution and understanding. We are also observant of increasing global inequality, the current demographic shifts and migratory patterns, and the increase in societal and political polarization, as well as the effects these may have on societies and democracy. We are also cognizant of the acceleration of AI and technological advances, and the fundamental threat posed by climate change on all life on Earth.

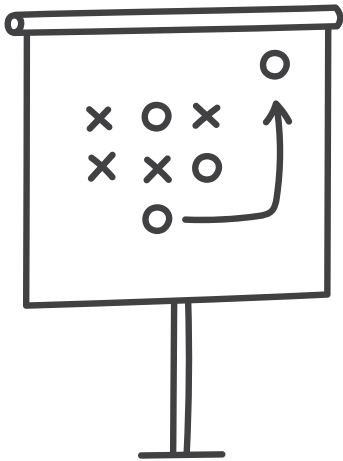
HEUNI’s work and this strategy are guided by the ethos of HEUNI’s founder, professor Inkeri Anttila, who emphasized respect for human values and rational decision-making in crime prevention and criminal justice. We are also inspired by her poignant belief that criminologists should not sit in their chambers, thinking wise thoughts, but instead actively engage in societal discussion for the improvement of policies and practices. Our work is sustainable; we acknowledge that climate change is a reality and take this into consideration in travel, programming, and administration, and we strive towards social sustainability in procurement and programming. Our research is human rights based and takes into consideration gender, age, and various positions of vulnerability. We are aware of our privileged position when engaging with vulnerable or marginalized groups and are mindful not to contribute to their vulnerability or marginalization.



# Purpose – mission – vision

## Purpose: Why We Exist

- HEUNI strengthens the rights of individuals in vulnerable positions by advancing the prevention of crime and strengthening access to justice and remedy.



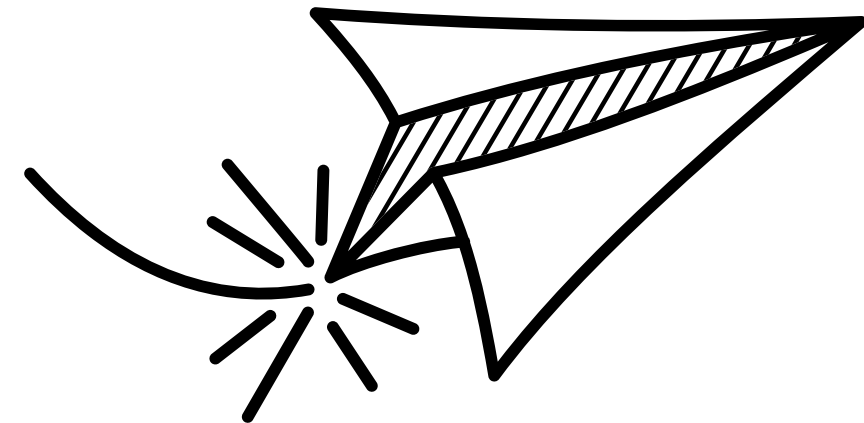
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## Mission: What We Do

- HEUNI collects and shares information, provides training and gives empirically founded recommendations.
- We increase the knowledge base, capacity and understanding among criminal justice and other key actors of individuals in positions of vulnerability. We create change in practices, structures, and legislation to strengthen the rights of individuals in vulnerable positions.
- Our work is innovative and uncompromised, and our solutions are evidence-based and action-oriented, aimed at creating lasting and concrete improvement. HEUNI's work addresses the individual, the societal and the structural levels through research, expertise and dissemination of information and research findings.

## Vision: Where We Aim

- HEUNI is a centre of expertise that shapes policies and practices to strengthen the rights of individuals in vulnerable positions.





# Values

*We are committed to fairness, and we promote justice, equality and sustainability through our research and work.*

*We strive toward impactful outcomes, we value bold openings, and we continuously expand our expertise.*

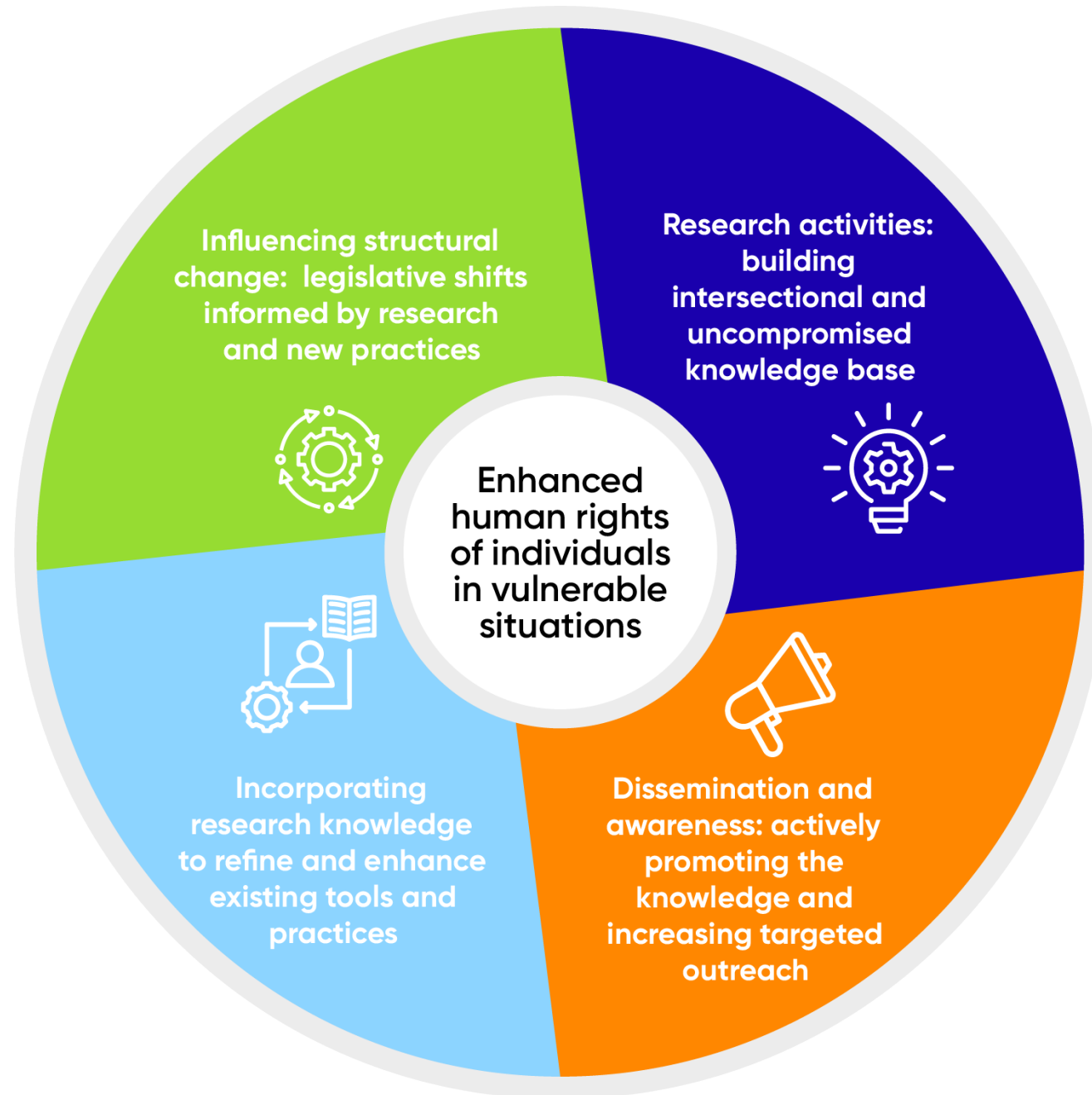


# Cornerstones of the strategy 2024–2027

HEUNI's strategy for the years 2024–2027 places **vulnerability** at its core. The strategy aims at strengthening the human and fundamental rights of vulnerable people and creating resilience and empowerment so that the risk of experiencing crime is reduced and access to justice and remedy is strengthened. The strategy aims to achieve this through focusing on activities that **prevent and address** selected forms of crime and the harms they cause, as well as through focusing on activities that aim to **change** criminal justice and other processes and structures so that they become more **sensitive and attuned** to different forms of vulnerabilities. The activities address the individual, the societal and/or the structural level.

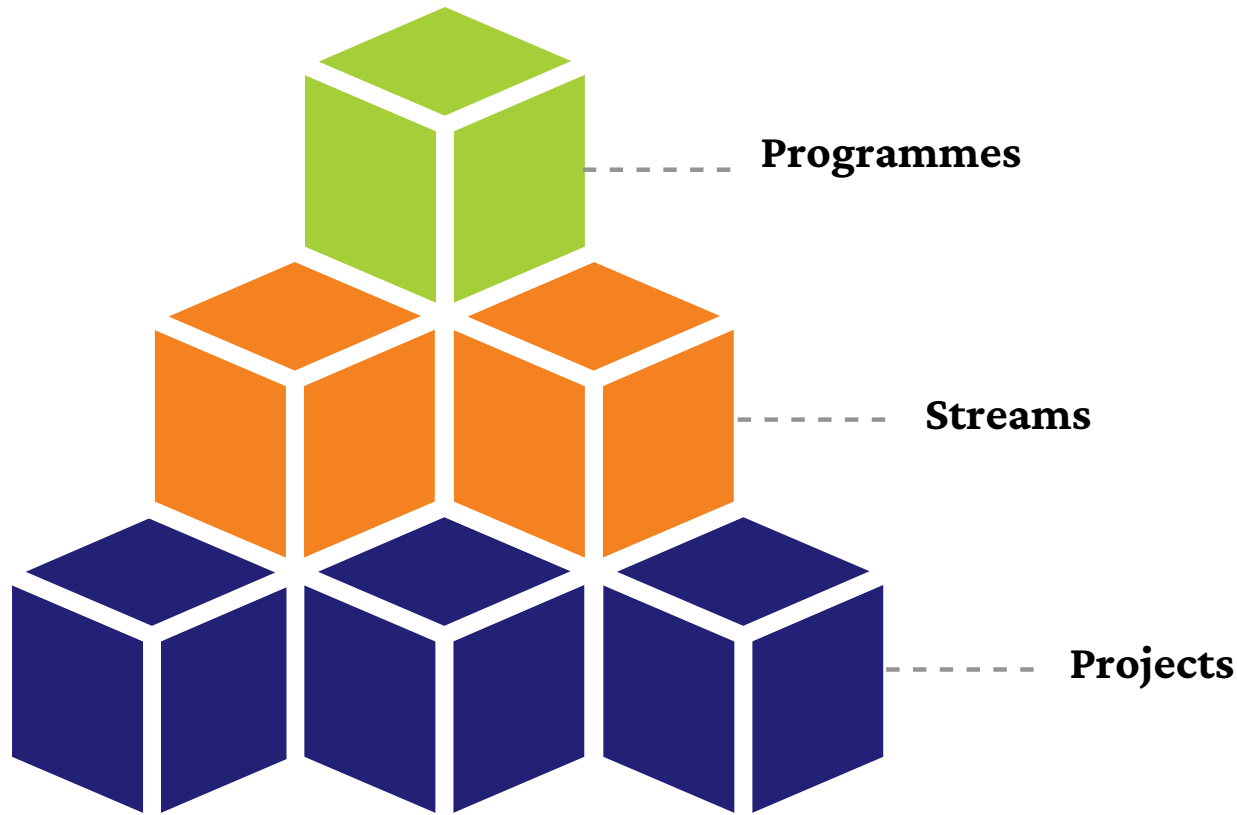
The strategy builds upon the concept of **theory of change**. The theory of change helps to outline how concrete activities and actions produce a series of results that contribute to achieving an overall goal, such as the strengthening of rights of persons in vulnerable positions. In this strategy, the theory of change is used in a simplified version and as a process, whereby

- 1) **information is collected** and used to increase the knowledge-base of the problem at hand and its possible solutions,
- 2) the collected **information is shared** through dissemination and training events, thus increasing *awareness, capacity and understanding* among key actors,
- 3) as a result of the increased awareness, **practices and ways of work are changed** and enhanced among key actors, and
- 4) ultimately and in the longer run, these practices are taken on board by relevant key institutions and organizations and **are incorporated into guidelines, structures and legislation** at the national and/or international levels. Alongside our partners, HEUNI seeks to make societies and criminal systems more just, fair, and rational. In this sense, the goal of the theory of change described above does not end with impacting guidelines, structures and legislation, but we aim for our work to leave a positive imprint on societies and cultures in a deeper and more long-lasting way.





# HEUNI's structure of work



- **Programmes:** overarching initiatives
- **Streams/ thematic pathways:** subdivisions within programmes that focus on specific areas of work. Composed of related projects and such activities as research development, fundraising and dissemination.
- **Projects:** have distinct objectives, timelines, and resources allocated.





# Substantive areas of work

## Human trafficking and forms of exploitation programme:

- Young people/children.
- The criminal justice process, incl. prison.
- Engaging victims/survivors in research and policy.
- Links between corruption, corporate crime, the grey economy, and exploitation.

## CSR/Social sustainability in supply chains programme:

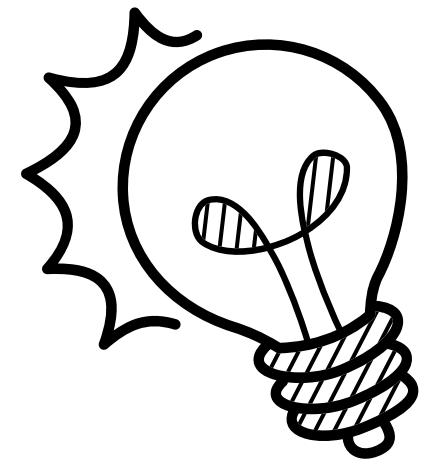
- Remedies for victims of exploitation.
- Responsible recruitment.
- Capacity-building on due diligence and social sustainability.

## Criminal justice processes programme:

- Victim-sensitive practices, incl. digitalized justice, investigative interviews, and interpretation.
- Victim compensation and access to remedies.

## Gender-based and other forms of violence programme:

- Forced marriage and harmful practices.
- Migrants/minorities and violence.
- Hate speech/crime.





# Impact assessment

It is difficult to measure the specific impact of HEUNI's programmatic activities on strengthening the human and fundamental rights of vulnerable people so that their risk of experiencing crime is reduced and their access to justice is enhanced. HEUNI's strategic goals address complex questions, the solutions of which often require changes in both practices and structures. The long-term institutional and societal impact of HEUNI's activities can only be seen over the course of time, as key institutions and organizations incorporate the practices and recommendations developed by HEUNI into their organizational and institutional guidelines, structures, and legislation. The exact impact of HEUNI's activities cannot be measured, but HEUNI's contribution can be highlighted and showcased e.g., in case studies. The impact of the strategy will annually be assessed through quantitative indicators as well as selected small-scale qualitative impact assessments.

## Indicators

- No. of projects developed, approved, implemented.
- No of outputs (reports, policy papers, guidelines, resources).
- No. of events (national, regional, international), incl. trainings, policy-dialogues, and presentations.
- No. of persons reached in all activities.
- No. of media hits (national, regional, international).
- No. of statements in legislative/governmental processes (national, regional, international).

## Impact assessments

- Feedback from project partners/stakeholders/end users on the usefulness of the tools and resources developed (feedback surveys/interviews).
- Case-study of the longer-term impact of specific activities (e.g., focusing on one programmatic area).
- Regular self-assessments are carried out for ongoing projects, the newsletter, the annual report, and the Advisory Board meetings.





# Substantive areas of work

**To implement the strategy, we will continue to expand on our strengths, and at the same time explore new openings that are related to our key areas of expertise.**



# Goals: substantive areas of work

## Cross-cutting principles:

- We are human rights based and take into consideration gender, age, and various positions of vulnerability and we strive to reduce vulnerabilities through strengthening resilience.
- We strive for international outreach and impact in our programming.
- We engage in continuous policy-maker dialogue and dissemination activities to influence legislation and policies, both nationally and internationally.
- We engage in applied research, i.e., we create a balance between practically oriented research and academic outputs.



## Human trafficking and forms of exploitation programme

*Young people and children.*

*The criminal justice process, incl. prison.*

*Engaging victims/survivors in research and policy.*

*Links between corruption, corporate crime, the grey economy, and exploitation.*

### 2024:

Strengthen the investigation of human trafficking through disseminating victim-sensitive investigation models and practices (Modelling project).

Strengthen the investigation of trafficking against children through disseminating handbook for law enforcement (Promise TRM project).

Strengthen the awareness of and capacity to address labour exploitation through Nordic exchange and research outputs (Nordic cooperation and NSfK project).

Develop further research and policy to address exploitation and trafficking of children and young people (such as those running away from institutions of care).

### 2025-2027:

Develop and implement project to strengthen how victims of human trafficking/exploitation are encountered in the criminal process by enhancing hearings, protocols, court proceedings, and interpretation.

Develop and implement a research and policy project on victims of trafficking in the prison context and the practical implementation of the principle of non-punishment.

Use existing materials and knowledge to create and disseminate new outputs such as online training modules on (labour and other types of) trafficking as well as snapshots/policy briefs.

Develop and implement a project to engage exploited persons, e.g., in the construction sector, and incorporate component of survivor-led policy development.

Develop and implement programmatic activities that include a dimension of cybercrime/cyber-enabled crimes and trafficking/exploitation.

## CSR/Social sustainability in supply chains programme

*Remedies for victims of exploitation.*

*Responsible recruitment.*

*Capacity-building on due diligence and social sustainability.*

### 2024:

Strengthen the awareness of and access to remedies in the Baltic Sea region through research and dissemination of results (Safety for All project).

Strengthen responsible recruitment and the implementation of the Employer Pays Principle in selected sectors, e.g., in the wild-berry and agricultural sector (berry/cucumber project).

Strengthen the prevention of exploitation in the construction sector (RT-card/standardization project)

Strengthen the awareness of and capacity to address exploitation among companies and public procurement actors (Commercial activities)

Strengthen the awareness of HEUNI's tools and influence policies through enhanced national and international dissemination and networking.

### 2025-2027:

Develop and implement projects to strengthen adherence to EU due diligence legislation.

Develop and implement projects to address exploitation in specific sectors.

Strengthen the awareness of and capacity to address exploitation among companies and public procurement actors through training (commercial activities).

Strengthen the awareness of HEUNI's tools and influence policies through enhanced national and international dissemination and networking.

## Criminal justice processes programme

*Victim-sensitive practices, incl. digitalized justice, investigative interviews, and interpretation.*

*Victim compensation and access to remedies.*

### 2024:

Strengthen access to justice and fair trials by developing tools to enhance encounters of parties in digitalized proceedings (E-ViVi project).

### 2025-2027:

Develop and implement projects to strengthen victim-sensitive practices in the criminal justice system, including through addressing investigative interviews, interpretation and cultural sensitivity.

## Gender-based and other forms of violence programme:

*Forced marriage and harmful practices.*

*Migrants, minorities and violence.*

*Hate speech and hate crime.*

### 2024:

Strengthen awareness and develop services to victims of forced marriage (EASY project)

Develop guidance to address online child sexual abuse (Promise Elpis project)

Develop research output(s) on migrant women as victims of violence using existing data from HEUNI's previous projects.

### 2025-2027:

Develop and implement a follow-up project on migration and violence.

Develop and implement programmatic activities that include a dimension of digitalisation/ technology-based abuse and gender-based violence.



# Organizational development

**The previous strategic period focused on organizational capacity-building. This strategy continues along the same lines but delves deeper into developing organizational structures and processes to make the best use of existing resources and capacities.**

## **Organizational processes and working routines**

*We have enhanced our information management systems and skills.*

*We have successfully implemented the restructuring process (premises and administration).*

*We have strengthened our risk management and impact measurement processes.*

**Data management**

**Risk management**

**Restructuring**

## **Communications, advocacy, and dissemination**

*We have strengthened the understanding of our target groups and developed more targeted dissemination.*

*We have strengthened our international outreach/dissemination. We have systematized the dissemination of outputs between projects.*

**Systematic international outreach**

**Dissemination between projects**

**Communications practices**

## **Management, human resources, and skills**

*Our staff-wellbeing and work-life balance is at a high level.*

*We have a skill set that responds to the needs of the organization, and we have a stronger academic presence.*

*We have a systematic way to include/engage/recruit HEUNI scholars as well as national and international interns/trainees.*

**Staff-wellbeing and work-life balance**

**Skills**

**Interns and scholars**

## **Funding and partnerships**

*We have expanded our budget and increased the number of staff. We have expanded our funding base and partnerships. We have institutionalized our commercial activities. We have successfully incorporated the NSfK Secretariat into HEUNI.*

**Expanded funding base**

**Expanded partnerships**

**Growth**



**HEUNI**

The European Institute for  
Crime Prevention and Control,  
affiliated with the United Nations

