



# HEUNI STRATEGY

## 2020-2023

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# 1. INTRODUCTION

*The European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI) functions under the auspices of the Finnish Ministry of Justice as an independent research and policy-making institute. HEUNI was established in 1981 with an agreement between Finland and the United Nations. The institute currently has 8 staff members. The main budgetary responsibility for HEUNI lies with the Government of Finland but some 30% of the institute's turnover is covered through the participation in externally funded projects, in particular grants funded by the European Commission.*

*HEUNI's work is guided by its founding statutes, which state that HEUNI: organises seminars for policy-makers, administrators, experts and researchers; collects, provides, publishes and disseminates information; conducts research; and holds conferences and meetings. Today HEUNI's work is increasingly focusing on conducting research, on publishing the findings in easily accessible formats, disseminating the findings to relevant stakeholders, and advocating and participating in policy-making related to the institute's areas of focus. HEUNI's menu of services include the development of research methodologies, the collection and analysis of various forms of data, the development of indicators, measures, practical tools and guidelines, and the provision of training. HEUNI's mandate of work covers all of Europe but HEUNI aims to transfer European practices and knowledge also beyond this geographic region.*

*HEUNI selects and develops its areas of focus independently but is guided by the priorities of the United Nations. HEUNI is the European regional institute in the United Nations Criminal Justice and Crime Prevention programme network (PNI). HEUNI's affiliation with the United Nations means that HEUNI collaborates with other members of this network, closely follows the work of the UN vis-à-vis the prevention of crime and crime control within the framework of criminal justice and supports the UN in the implementation of its priorities, in particular the Agenda 2030 for Sustainable Development and the Sustainable Development Goals.*

The European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI) is approaching its 40<sup>th</sup> anniversary. HEUNI was established at a time when there was a strong divide within Europe, when access to information on crime prevention, crime control and criminology was limited, and when the work of the UN with regard to criminal justice and crime prevention was still new and the capacity limited. HEUNI was established as a regional institute to advance the work of the United Nations in the prevention of crime and crime control within Europe, to bridge the gap between the different countries of Europe, and to share information. In nearly forty years, much has changed. The geopolitical realities have shifted and there has been a revolution in access to information. Globalization coupled with a change in societal values and norms have also altered the forms of crime and criminality in Europe and beyond. There has been increased attention to forms of organized crime, as well as human trafficking and corruption, as exemplified by international treaties focused on addressing these phenomena. The effects of crime and violence on gender, in particular gender-based violence, has also received recognition through international agreements and also through regional and national action. The expansion of the European Union with its free movement of goods and services has increased movement within Europe, while at the same time, there has been an increase in migration from outside of Europe. While both HEUNI's operational environment and the challenges of crime have changed significantly, the original functions of HEUNI still remain notably relevant: to collect and share relevant information, to conduct research, and to organize meetings and seminars for policy-makers, experts and researchers.

This strategy updates, revises and strengthens HEUNI's operations to suit the demands of the 21<sup>st</sup> century. This is a strategy in particular for organizational capacity-building. The strategy aims to strengthen HEUNI's ways of work so as to clarify our goals, make us better equipped to adapt to future changes in the operational environment, and to make HEUNI's approach more efficient and innovative so that we can increasingly produce cutting edge results.

This strategy is informed by an internal assessment – the Common Assessment Framework CAF – carried out by HEUNI staff, combined with internal discussions within HEUNI, consultations with the HEUNI Advisory Board, external consultations with selected counterparts, a stakeholder survey, and an analysis of the external operational environment. The stakeholder analysis has been used to validate the choices made in the strategy.

This strategy outlines HEUNI's purpose, mission and vision, our values, a set of core guiding principles, as well as goals for the selected six areas of work for the period 2020-2023.

In this strategy, we are guided by the ethos of HEUNI's founder, professor Inkeri Anttila, who emphasized respect for human values and rational decision-making in the prevention of crime within the framework of criminal justice. We are also inspired by her poignant point that criminologists should not sit in their chambers, thinking wise thoughts, but should instead actively engage in societal discussion for the improvement of policies and practices.

## 2. AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

We strive towards the achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, in particular goals 5 (gender equality), 8 (decent work) and 16 (peace and justice):

- Goal 5: We work in particular towards the elimination of **violence against women and girls** as well as **trafficking** (goal 5.2) and the elimination of harmful practices, such as **forced marriage** (goal 5.3).
- Goal 8: We work in particular towards the eradication of **forced labour and trafficking** (goal 8.7) and the promotion of access to **rights for migrant workers** (goal 8.8).
- Goal 16: We work in particular towards reducing **violence** (goals 16.1) as well as **violence against children**, including **child trafficking** (goal 16.2), the **promotion of the rule of law** (goal 16.3), addressing **illicit financial flows and corruption** (goals 16.4 and 16.5), and strengthening **access to justice and procedural justice** (goals 16.7 and 16.A).

In addition, our work supports goals 10 to reduce inequality and discrimination and goal 17 to support partnerships for the implementation of the SDGs.



### 3. THE HEUNI STRATEGY 2020-2023 IN A NUTSHELL

#### Purpose

*The fundamental reason for our organization's existence*

***HEUNI aims at a fair and just world by advancing humane and rational criminal justice policies and systems in the European region, in line with the Sustainable Development Goals.***

#### Mission

*The compelling goal we are striving to achieve*

***HEUNI is a bold front-runner in creating and sharing uncompromised knowledge on the prevention of crime within the framework of criminal justice. We engage policy-makers, practitioners and researchers in frank discussions to tackle current problems. We develop innovative and action-oriented solutions to advance the rights of those affected by crime.***

#### Vision

*Our aspiration for what we want to be in the future.*

***HEUNI carries out ground-breaking research that influences policies concerning the prevention of crime and crime control nationally, in Europe and beyond, thus providing a contribution towards the achievement of peace, justice and strong institutions in line with the 2030 Agenda for Sustainable Development.***



## 4.OVERALL GOALS BY AREAS



## 4.1 AREAS OF FOCUS

1. We will improve access to justice and the quality of services for vulnerable victims of crime.
2. We will strengthen the **criminal justice responses to, including identification of** *human trafficking and similar crimes (such as forced marriage, exploitation of children and young people, labour exploitation)*.
3. We will **strengthen the understanding of and the responses to** *economic crime and corporate crime*.
4. We will enhance the skills of **businesses and public procurement agencies** to identify and prevent *exploitation in supply chains*.
5. We will identify a **new area of research** in line with global crime threats and megatrends.
6. We will **strengthen the role of HEUNI in implementing the priorities of the United Nations** vis-à-vis the prevention of crime and crime control.





## 4.2 PARTNERSHIPS

1. We will enhance and strengthen our partnerships with reliable and professional counterparts.
2. We will further develop partnerships to strengthen the impact of our work.
3. We will develop a group of experts (“the HEUNI friends”) with whom we cooperate closely.
4. We will incorporate the idea of knowledge-exchange and mutual learning into our partnerships.



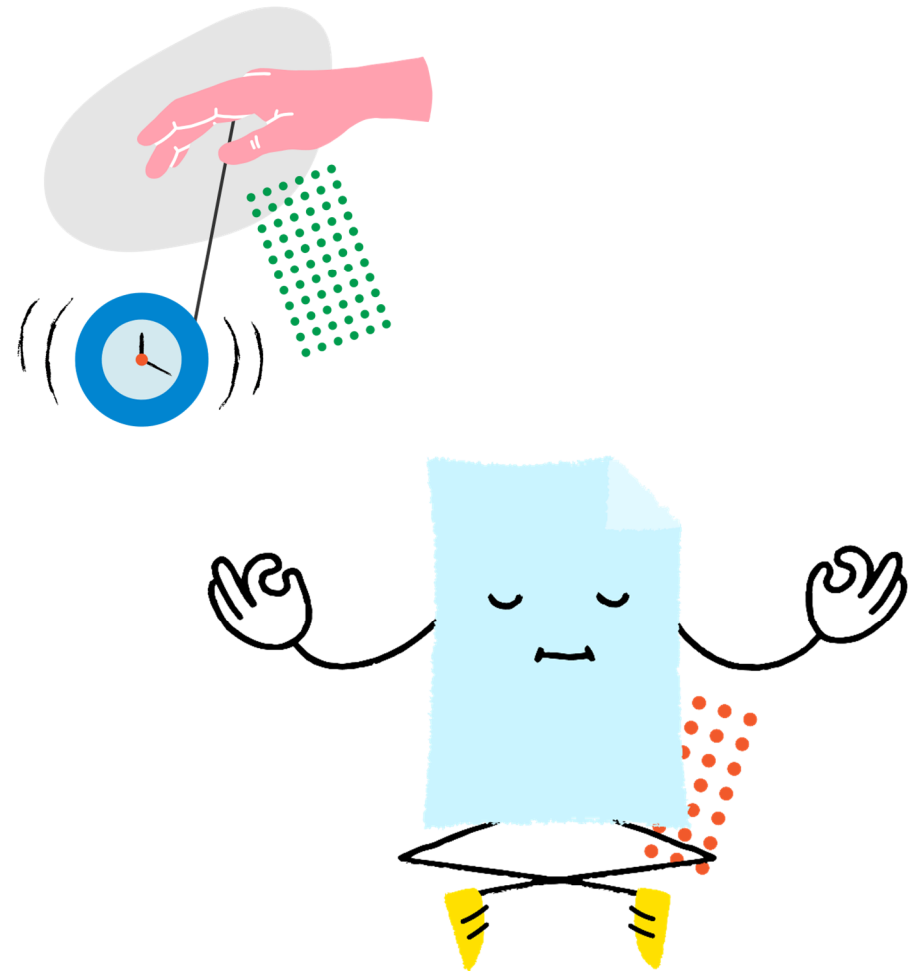
## 4.3 COMMUNICATIONS AND ADVOCACY

1. We will integrate communication into all our activities and project stages.
2. We will communicate effectively and proactively, and we stand behind our messages.
3. We will have a renewed, fresh and easily recognizable visual style communicating HEUNI's mission.
4. We will have a permanent communications expert.



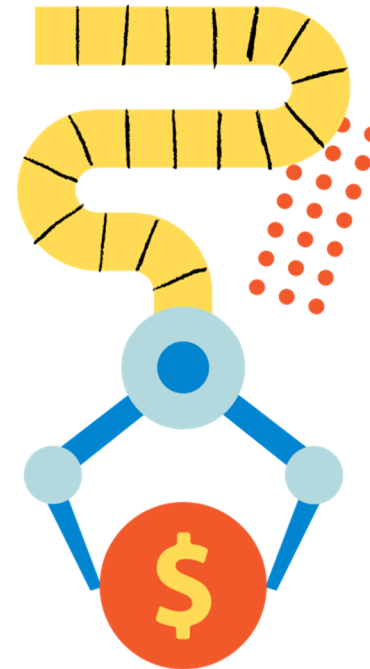
## 4.4. WORKING ROUTINES AND SKILLS

1. We will acquire improved skills, knowledge and capacity to manage projects.
2. We will have a proper documentation of key processes, routines and rituals.
3. We will be skilled in prioritization and use our time and resources wisely.
4. We will strengthen our research skills and capacities, including on new topics.



## 4.5. FUNDING

1. We will broaden and expand our funding base.
2. We will further develop our longer-term budgetary planning practices.
3. We will further develop our expertise in applying for and managing project funding.

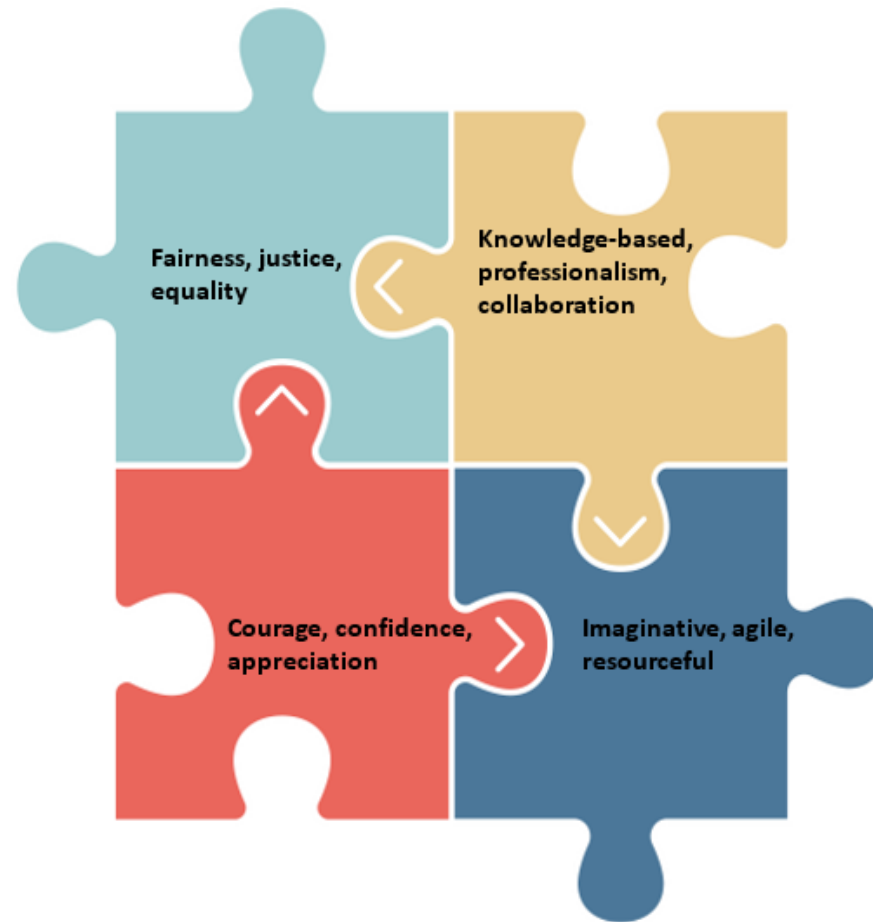


## 4.6. HUMAN RESOURCES

1. We will be an organization that lives up to our organisational values in our human resource practices.
2. We will play an educational role in fostering and supporting young international professionals, in particular interns and scholars.



## 5. HEUNI VALUES



## 6. BRIEF OVERVIEW OF THE EXTERNAL OPERATING ENVIRONMENT

In the coming years, the external environment in which HEUNI operates is likely to face a range of changes, developments and challenges. The future is notably difficult to predict. However, some evident changes – or megatrends – are well-known and likely to affect HEUNI's operating environment in the long-term. The megatrends may not only affect the way societies and organizations work, but also the forms and nature of crime and how they affect people and society in the future. In the short-term the effects may not be so drastic. The following short selection of trends is not all-inclusive, but they may bring with them both positive and negative changes.<sup>1</sup>

**Climate change** is a reality which will affect all areas of life on the planet. In terms of crime challenges, increased climate **migration** may lead to increased smuggling, trafficking, extremism and exploitation of vulnerable populations. Migration is likely to increase not only as a result of climate change, but also due to rising **inequalities** between the global South and the global North. This may increase societal tension and forms of hate crime. Climate change is also likely to lead to crimes against the environment. At the same time, there will be positive developments as migration can replace dwindling populations e.g. in Europe and create more diverse societies. In the area of law, there is likely to be an expansion of legal rights granted to the environment, the climate, and also animals. In our work, we will pay specific attention to vulnerable groups and their access to justice, including female migrants and victims of trafficking. We will also develop new areas of research that incorporate the relationships between global threats, e.g. in the form of environmental corporate crime.

**Changes in democracy, the international order as well as norms and values** may be two-fold. On the one hand, there is a risk of increased **conflict, nationalism and populism**, which may lead challenges to the universalist approach to international law, human rights, the rule of law, the role and significance of multilateralism and threats to the rights of women, girls and minorities, as well as increased polarization. Violent conflicts combined with decreasing respect for democratic ideals, increases in **corruption** and technological advancements may facilitate the increase in **organized crime** and public sector mismanagement. On the other hand, there has been a documented decrease in absolute poverty, **increase in gender equality** and increased recognition of rights for minorities. Modern technologies are increasing citizens' possibility to participate in societal dialogue and young people are becoming more liberal and individualistic also in traditional societies. This in turn, may increase the spread of democratic ideas and ideals and strengthen democracy in different parts of the world. We will work to support the upholding of democratic institutions and prevent corruption as well as forms of serious crime.

**Changes in the nature of work and digitalization as well as development of artificial intelligence** will affect the way organizations and societies function. **Lifelong learning** and adaptation to technological advancements will be a basic requirement at work. At the same time, forms of employment will change, with increased **employment insecurity** and flexibility as a result. This may in particular affect marginalized and disadvantaged populations and may lead to increased **exploitation** of labour. The development of artificial intelligence, on the other hand, will lead to the digitalization of many current forms of work. Artificial intelligence may also lead to yet unknown forms of **cybercrime**. The internet of things and blockchain is likely to affect our future both in positive and negative terms. In our work, we will address the rights of disadvantageous workers to prevent exploitation, and work with both businesses and governments to address economic crimes.

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<sup>1</sup> Sources: UK Ministry of Defense (2018): Global Strategic Trends. The Future Starts Today. Sixth Edition; SITRA (2019): Tulevaisuusbarometri 2019; SITRA (2017): Megatrends 2017 from Sitra - the Finnish Innovation Fund; World Bank (2019): World Development Report 2019: The Changing Nature of Work. Washington, DC: World Bank; Perotti, Burcher & Zekic (2018): Imagining the Future of Crime and Politics. International IDEA Discussion Paper 2/2017.

## 7. CROSS-CUTTING PRINCIPLES FOR OUR WORK

### *Professionalism*

All HEUNI's processes take into consideration that HEUNI is an organisation that respects and fosters professionalism, and that strives for structured yet human-centered project management and routines, taking into account the wellbeing of staff.

### *Sustainable funding*

With regard to external funding, we prioritise grants and own projects rather than tenders. Our goal is one new major project every year.

### *Continuous learning*

We emphasize continuous learning and development. Boldness means that we boldly take on new working methods and are ready to challenge old perceptions and adopt new ways of thinking.

### *Intersectionality*

Our research always takes into consideration gender, age, and various positions of vulnerability. We are aware of our privileged position when engaging with vulnerable or marginalized groups.

### *Climate change awareness*

We acknowledge that climate change is a reality, which will affect also our work and organization. We take this reality into consideration in the following ways:

- **Travel:** International and national travel is an integral part of HEUNI's work. We will take steps to mitigate the impact of air travel, including through online conferencing, using alternative means of transport, lower emission flights, and through offsetting.
- **Energy and housing:** We will assess our energy consumption and make amendments to reduce it.
- **Programming:** We will take into consideration the potential effects of climate change on the substantive topics we engage in.

### *Sustainability*

In our work, we strive towards social and environmental sustainability. We purchase sustainably produced goods and services, whenever possible, and we pay our interns a fair wage.



## 8. YEARLY GOALS AND AIMS 2020-2023

This section outlines concrete activities that we intend to undertake during the years 2020-2023. The activities are based on the overall strategic goals. The substantive activities (“Areas of focus”) are listed first followed by other areas of work (“Partnerships”, “Communication and advocacy”, “Working routines and skills”, “Human resources”). The implementation of the planned substantive activities depends on available resources, including financial and human. The workplan will therefore be reviewed annually in order to adjust to changing funding and internal as well as external circumstances.

### I. We will improve access to justice and the quality of services for vulnerable victims of crime.

#### Workplan 2020:

- Dissemination of the “Handbook on Counselling Asylum seeking and refugee women victims of violence” to professionals via seminars and trainings.
- Launch of the HEUNI report on refugee women’s experiences of gender-based violence and the nexus of the asylum and criminal justice system.
- Awareness-raising among practitioners on refugee women’s needs as victims of gender-based violence through training and information sharing.
- Research on promising practices to prevent re-victimization during the criminal justice process, including through expert meetings and interviews.
- *Pending funding*: Research on compensation schemes for victims of trafficking.

#### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Awareness-raising among practitioners and victims through training and information sharing
- Model developed for victim assistance for victim service and criminal justice practitioners (in particular migrant women victims of GBV)
- Guidelines developed on policies and procedures that can be used by courts and legal practitioners to better support traumatized victims of crime; transnational conference organised for the dissemination of the findings.
- Contribution to changes in legislation in Finland, in particular, that concerns victims; access to services for trafficking victims, improved services for GBV victims.
- *Pending funding*: Training for practitioners on compensation schemes
- *Pending funding*: Development of online tool for the prevention of online hate speech, and dissemination of information to policy makers, journalists and other relevant actors.

## **2. We will strengthen the criminal justice responses to, including identification of, human trafficking and similar crimes (such as forced marriage, exploitation of children and young people and labour exploitation)**

### Workplan 2020:

- Dissemination of the UNODC Issue Paper on the linkages between marriage and human trafficking to criminal justice practitioners and other relevant actors.
- Training and awareness-raising for criminal justice practitioners and other relevant actors on the linkages between marriage and trafficking.
- Further dissemination of the findings of the child trafficking report in order to strengthen the understanding of child trafficking among criminal justice practitioners and other actors.

### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Implementation of new study on new forms of trafficking and/or access to justice among victims.
- Contribution towards legislative amendments concerning forced marriage in Finland, in particular.
- Contribution towards legislative amendments concerning labour exploitation in Finland, in particular.

## **3. We will strengthen the understanding of and the responses to economic crime and corporate crime**

### Workplan 2020:

- Enhanced understanding of corruption and how to measure corruption through the development of indicators on how to measure hidden forms of corruption and unethical conduct; launch of the indicators.
- Investigation aid for law enforcement and labour inspectors developed to better address economic crimes and labour exploitation.
- Strengthened collaboration between police and labour inspectors to jointly address economic crime and its linkages to labour exploitation.

### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Dissemination of the findings of how to measure corruption nationally, in Europe and beyond.
- Training for relevant practitioners and organizations on the identification and prevention of corruption.
- Dissemination of the tools for law enforcement and labour inspectors on how to better identify and investigate labour exploitation and related financial crimes.
- Training for law enforcement and labour inspectors on how to better counteract labour exploitation and related financial crimes.

## **2. We will enhance the skills of businesses and public procurement agencies to identify and prevent exploitation in supply chains.**

### Workplan 2020:

- Develop guidance for public procurement bodies on how to address labour exploitation in local supply chains.
- Train public procurement bodies on exploitation in supply chains.
- Develop normative guidance on how businesses can address labour exploitation as part of their sustainability policies.
- Develop concrete collaboration with business to strengthen the use of existing HEUNI tools.

### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Train public procurement bodies on exploitation in supply chains.
- Develop concrete collaboration with business to strengthen the use of existing HEUNI tools.
- Contribute to the adoption of the HEUNI public procurement guidelines in selected municipalities.

### **3. We will identify a new area of research in line with global crime threats and megatrends.**

#### Workplan 2020:

- Attend a minimum of two events outside of our current core areas of focus.
- Liaise with relevant counterparts to gain contacts and understanding of global threats, crimes and megatrends.

#### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Develop an outline for a new project on a relevant topic in line with global threats.
- Implement a new project on a relevant topic in line with global with research needs based on global threats.

### **4. We will strengthen the role of HEUNI in implementing the priorities of the United Nations vis-à-vis the prevention of crime and crime control.**

#### Workplan 2020:

- Attend key United Nations events, incl. the UN Crime Congress and the Crime Commission.
- Liaise with relevant PNI counterparts to strengthen the implementation of selected SDGs.
- Strengthen the visibility of HEUNI's areas of focus within the UN programme on the prevention of crime and crime control.

#### Tentative workplan 2021-2023 (to be confirmed on an annual basis):

- Attend key United Nations events, incl. the annual UN Crime Commission.
- Liaise with relevant PNI counterparts to strengthen the implementation of selected SDGs.
- Strengthen the visibility of HEUNI's areas of focus within the UN programme on the prevention of crime and crime control.

## Other areas

Desired state in 2024	Partnerships	Communications and advocacy	Working routines and skills	Funding	Human resources
	1. We will enhance and strengthen our partnerships with reliable and professional counterparts.	1. We will integrate communication into all HEUNI's activities and project stages.	1. We will acquire improved skills, knowledge and capacity to manage projects.	1. We will broaden and expanded our funding base.	1. We will be an organization that lives up to our organizational values in our human resource practices.
	2. We will develop a group of experts ("the HEUNI friends") with whom we cooperate closely.	2. We will communicate effectively and proactively, and we stand behind our messages.	2. We will have a proper documentation of key processes, routines and rituals.	2. We will further develop our longer-term budgetary planning practices.	2. We will play up to our educational role in fostering and supporting young professionals, in particular interns and scholars.
	3. We will incorporate the idea of knowledge-exchange and mutual learning into our partnerships.	3. We will have a fresh and easily recognizable visual style communicating HEUNI's mission.	3. We will be skilled in prioritization and use our time and resources wisely.	3. We will further develop our expertise in applying for and running project funding.	
		4. We will have a permanent communications expert.	4. We will strengthen our research skills and capacities, including on new topics.		

**Define** what kind of partners HEUNI needs and **map** them in a digital platform (ongoing 2020-2023)

**Define** criteria for collaboration and engagement with project partners → **develop** a checklist for these criteria.

**Develop** an internal template/ToR for HEUNI principles for partnerships.

**Implement** a PNI survey to support the process of revitalizing the PNI.

**Identify** key PNIs for closer collaboration.

**Participate** in the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice to showcase HEUNI's work and forge new partnerships.

**Attend** a minimum of two events yearly outside our core area of expertise (ongoing 2020-2023).

**Develop** an internal communication educational plan for internal communication capacity building.

**Implement** communication training, part I: media training and public speaking.

**Define** what resources (financial and human) are needed to sustain the current level of communication expertise and prepare a long-term plan for sustaining it.

**Map** the audiences for HEUNI's products.

**Revise and harmonize** the HEUNI visual style.

**Strengthen** the project management skills of staff → **develop** criteria for and **identify** a project management tool and **organize** training for staff.

**List and document** existing working processes and procedures, incl. weekly and yearly activities → **prepare** checklists and **create an** annual calendar of reoccurring activities.

**Take into use** a literature management tool and **organize** training for staff.

**Strengthen** the financial skills at HEUNI → **enhance** use of existing financial management tools.

**Ensure** proactive and regular monitoring of EC and other funding sources.

**Call together** a network for organizations managing EU funds in Finland to **share** experiences and expertise.

**Continue to strengthen** contacts with key ministries and public actors in Finland (ongoing 2020-2023).

**Assess and develop** the menu of services of what HEUNI offers and can deliver.

**Include** the implementation of the strategy in the annual workplan of all staff.

**Define** what the HEUNI values mean in practice → **organize** annual teambuilding events, incl. for the strategy (ongoing 2020-2023).

**Define** the working culture of HEUNI → **organize** discussions on different ways of working and different personality types and how to accommodate for differences.

**Assess** the skills-needs of staff and **plan** training (ongoing 2020-2023).

**Hire** 2-3 interns annually (ongoing 2020-2023).

**Organize** regular in-house learning sessions, incl. briefing of events and lessons learned (ongoing 2020-2023).

2021	<p><b>Create</b> a “close friends of HEUNI” list.</p> <p><b>Organize</b> celebration of “HEUNI 40 years” in the fall of 2021.</p> <p><b>Enhance</b> collaboration with the UN.</p>	<p><b>Develop</b> a strategic advocacy plan as a model for how to share our research results.</p> <p><b>Develop</b> a template for project communication to be used for each new project (both planning and implementation).</p> <p><b>Implement</b> communication training, part II: how to carry out impactful communication, incl. what to include in an effective policy brief.</p>	<p><b>Strengthen</b> time management skills by engaging an external expert to train staff.</p> <p><b>Take into</b> use the new data storage system in line with government requirements.</p> <p><b>Organize</b> internal reading circle to strengthen our understanding of “rational and humane criminal policy” (reading circle ongoing 2021-2023 on different topics).</p>	<p><b>Develop</b> the billing of hours and services → incorporate accurate costs in all projects.</p> <p><b>Continue to map</b> funding sources.</p> <p><b>Further develop</b> mechanism to more accurately track time allocated for projects.</p>	<p><b>Define</b> the contents and meaning of workplace recreational activities.</p> <p><b>Develop</b> a plan for a staff exchange programme.</p> <p><b>Assess</b> the HEUNI scholarship programme and revitalize it to support knowledge exchange and mutual learning.</p>
2022	<p><b>Develop</b> protocol for knowledge exchange, sharing of good practices and mutual learning into the structure of all projects.</p> <p><b>Identify</b> 2-3 ministries of justice in other European countries and develop a strategic relationship with them to disseminate our findings.</p>	<p><b>Develop</b> a range of communication/advocacy products for different audiences and needs.</p> <p><b>Implement</b> communication training, part III: visualizations, including data visualizations.</p>	<p><b>Develop and update</b> existing checklists for internal staff-related processes, such as recruitment and retirement.</p> <p><b>Renew</b> the information/onboarding folder.</p> <p><b>Implement</b> in-depth training on qualitative research methods.</p>	<p><b>Implement</b> a visit to the EC/DG Justice and Home in Brussels to discuss project implementation practicalities.</p> <p><b>Assess</b> the in-house financial skills set and needs.</p> <p><b>Assess</b> the budgetary planning practices and skills.</p>	<p><b>Implement</b> the survey on workplace wellbeing (every 4 years; 2018→2022).</p> <p><b>Explore and develop</b> ways of hiring experts on a short-term basis for projects/individual tasks.</p> <p><b>Implement</b> the revised scholarship programme.</p>

**Assess, update and revise**, if needed, the partnership criteria and the actual engagement with the selected partners, the PNI and the UN.

**Implement** closer collaboration with selected ministries of justice in other European countries to strengthen the dissemination of our findings.

**Implement** communication training, part IV: social media management skills.

**Monitor and follow-up** communications development.

**Implement** training on quantitative research methods

**Update** the project management skills by additional training/capacity building.

**Assess and revise** the project and time management skills as well as the documentation of processes.

**Assess** whether the funding base has been broadened and whether budget planning has been comprehensive.

**Assess** the actions taken to strengthen work well-being and the educational role of HEUNI.