



HEUNI'S STRATEGY

1. The basis for HEUNI's strategy: HEUNI's European context, HEUNI's expertise, HEUNI's ability to communicate and HEUNI's resources

The European Institute for Crime Prevention and Control, affiliated with the United Nations (HEUNI), was established in 1981 by the Government of Finland and the United Nations. As the European regional institute for the United Nations crime prevention and criminal justice programme, it is a founding member of the United Nations Programme Network of Institutes.

HEUNI's objective is defined as being to “provide for the regular exchange of information and expertise in crime prevention and control among various countries of Europe with different socio-economic systems. The Institute shall also promote the training of experts in this field, and shall undertake studies and research on crime prevention and criminal justice policies.”

HEUNI's main functions are defined as being:

- (a) the organization of seminars for policy-makers, administrators, experts and researchers;
- (b) the collection of information on matters falling within its field of competence, provision of relevant information to interested Governments, and publication and dissemination of relevant materials and information;
- (c) the conduct of research serving the objectives of the Institute, within the limits of its resources; and
- (d) the holding of conferences and meetings serving these objectives.

HEUNI has a very broad mandate, and a large geographical area to serve. This requires the adoption of a strategic approach to ensure that HEUNI's resources can best be leveraged to achieve its objective.

HEUNI's strategy should reflect the strategy of the United Nations and of HEUNI's host organization, the Ministry of Justice (“Vision 2025”). The United Nations strategic framework is provided by the Sustainable Development Goals approved in 2015 by the General Assembly, and the priorities established by the United Nations Commission on Crime Prevention

and Criminal Justice. Furthermore, HEUNI's strategy should be based on four factors: Europe as a source for evidence-based information on "what works" in crime prevention and criminal justice, HEUNI's expertise in the collection and analysis of such information, HEUNI's potential for bringing information to the attention of the relevant policy-makers and other stakeholders, and the availability of resources.

Each of these factors requires strategic choices. The first factor requires a *substantive strategy*: what areas and issues should be HEUNI's current focus. The second factor requires a *personnel strategy*: the strengthening of HEUNI's own personnel resources, as well as HEUNI's network of partners in the collection and analysis of information. The third factor requires a *communications strategy*: HEUNI should develop its capacity to "package" information in the appropriate form, and bring it to the attention of key policy-makers at the appropriate time. The fourth factor requires a *partner and networking strategy*: HEUNI should seek additional resources and use the available resources as effectively as possible.

2. HEUNI's substantive strategy: HEUNI should seek to continue identify evidence-based promising practices in Europe that may have wider application, both in and beyond Europe.

As the European regional institute, HEUNI serves a region with an exceptionally active criminological community, with a number of different legal systems, and with governments that are relatively receptive to research and innovation in criminal justice. Europe has two major intergovernmental organizations that have fostered international cooperation also in criminal justice: The Council of Europe and the European Union. As a consequence, Europe forms a crucible for innovation in national and international criminal justice, and for innovation in research. The lessons learned in Europe, and the promising practice developed in Europe, may have wider, global application. *HEUNI should seek to identify evidence-based promising practices in Europe that may have wider application, both in and beyond Europe.*

HEUNI's substantive strategy **requires prioritization**: the identification of issues where European experience can benefit other countries and other regions. Such issues may be widely studied issues where new approaches appear promising. Such issues may also be emerging, or for other reasons issues that have received the attention they deserve, such as new forms of crime (among them, cybercrime and hate crime) where the collection of data and the development of indicators may help to inform policy.

In view of these considerations and HEUNI's current strengths, HEUNI designates as its priorities for 2017 – 2018 issues related to trafficking in persons and the smuggling of migrants, such new forms of crime as cybercrime, online harassment and radicalization, and criminal justice issues related to equality and fundamental human rights, such as violence against women, and victim support. These priorities have been reflected in HEUNI's annual action programme for 2017 agreed upon with the Ministry of Justice.

The substantive strategy also requires outreach: HEUNI staff should continue to seek to become acquainted with the current needs of governmental, academic and private sector entities that both produce and use information on these issues.

3. HEUNI's personnel strategy: HEUNI should ensure that it can maintain a highly professional and motivated team of experts

HEUNI staff members have acquired substantive expertise in a number of key fields in crime prevention and criminal justice (such as trafficking in persons, organized crime, violence against women, victimisation, corruption, corrections, international cooperation in criminal justice) as well as in the qualitative and quantitative aspects of the collection and analysis of information. HEUNI has a proven track record as a partner in international research projects. *HEUNI should maintain a high standard in its ability to use a multidisciplinary approach in the collection and analysis of data from different criminal justice systems.*

In order to maintain a high standard, HEUNI should:

- encourage the present staff members to continue to expand their expertise;
- explore all opportunities to maintain and expand the number of staff members (securing of outside funding to retain staff members; expansion of the number of staff members on permanent contract);
- seek to ensure that staff members as a multidisciplinary team cover the requisite skills and expertise;
- prepare for transitions in staff structure, such as in connection with the retirement of staff members;
- develop a network of "HEUNI experts" who can assist HEUNI on an ad hoc basis as necessary; and
- systematically explore the possibilities of partnering with other authorities, institutes, organizations and individual experts in the conducting of research projects.

HEUNI's core personnel should, individually and collectively, ideally fulfil the following criteria:

- appropriate education (social sciences, law);
- substantive expertise in the operation of the criminal justice system;
- methodological expertise in the collection and analysis of data on crime prevention and criminal justice;
- experience in working in an international environment (social skills, ability to work with multicultural project teams);
- experience in working with an international organization (such as the United Nations, the Council of Europe, the European Union);
- excellent ability to speak English; good ability to read and speak Nordic languages. In addition, HEUNI should also seek staff members with a good ability to read and speak other

- UN working languages (French, Russian, Spanish), as well as other languages widely used in Europe (in particular, German);
- ability to condense complex information and communicate this to policy-makers in a form that they can understand and use in their policy development.

HEUNI should also work to strengthen its network of partners in the collection and analysis of information. This requires constant outreach to stakeholders in government, academia, the private sector and civil society. These partners can serve actively within the framework of projects, or as sources of information and expertise on specific issues.

HEUNI's scholarship programme, which is oriented towards promising young scholars and practitioners, should be used more strategically to strengthen HEUNI's network of partners, for example by commissioning short reports from them, and by continuing to foster links with and among after their scholarship period has ended.

4. HEUNI's communications strategy: HEUNI should continue to strengthen its visibility and contacts with policy-makers and other stakeholders internationally in order to advance evidence-based policy-making that promotes rational and humane crime prevention and criminal justice.

Because of its acquired expertise and position as the European regional institute in the UN crime programme, HEUNI has unique potential to bring evidence-based promising practices in Europe to the attention of policy-makers and other stakeholders not only in Europe, but also globally. *HEUNI should continue to strengthen its contacts with policy-makers and other stakeholders internationally in order to advance evidence-based policy-making that promotes rational and humane crime prevention and criminal justice.*

Several potential target audiences can be identified: intergovernmental, including above all the United Nations (the UNODC and the Commission) as well as the Council of Europe and the European Union; governmental policy makers and legislators involved in crime prevention and criminal justice issues; professionals in crime prevention and criminal justice; influential non-governmental organizations; academia; the mass media; and the general public. Of these, intergovernmental and governmental policy-makers should receive priority; the other target audiences are primarily instrumental in conveying to the policy-makers information regarding promising practice.

HEUNI's communication strategy should seek to be increasingly targeted, with a preference for focused and timely presentation of information to policy-makers on issues that they themselves regard as relevant, and with less focus on general and broad-sided publication of information. HEUNI should also explore new avenues and visual techniques in communicating the results from e.g. research projects or other tasks. Particular attention should be paid to

summarising information and presenting it in a manner that takes into consideration the needs of the target audiences.

HEUNI should increase its use of social media, including Twitter and Facebook. Consideration should be paid to building on interest generated by major international events, such as the World Day Against Trafficking in Persons to send out related messages.

5. HEUNI's partner and networking strategy: HEUNI should seek to engage widely with its current networks and create new partnerships, including with the major funding organizations

HEUNI should also work to strengthen its network of partners in the collection and analysis of information. This requires constant outreach to stakeholders in government, academia, the private sector and civil society. These partners can serve actively within the framework of projects, or as sources of information and expertise on specific issues.

HEUNI's activities are extensively dependent on the availability of funding opportunities. Recently, HEUNI receives extra budgetary project funding primarily from sources of the EU Commission such as DG-Home, DG-Justice, the Fundamental Rights Agency, and the European Institute for Gender Equality. HEUNI should seek to take a proactive approach to these and other similar funding opportunities, identifying future calls in sufficient time to identify good partners for projects and preparing a carefully drafted project proposal.

HEUNI should seek to be more proactive in "creating" funding opportunities, such as in submitting suggestions on future themes to be funded by EU Commission financial instruments. HEUNI should also continue to explore the availability of additional funding opportunities and create contacts to potential donors.

HEUNI should seek to ensure that it is recognized by funding agencies as a professional and dependable partner in providing the information required.