Board Induction Event

09 July 2021 (10.00 – 12.00 BXL time)

To be held online on the VSE hub

Supporting Documents to the Executive Board Team

1. Agenda
2. VSE Strategy
3. VSE constitution
4. VSE Structure and organigramme
5. Management policy
6. Board administration requirements
7. VSE Operating Grant (OG) activities 2021
8. Projects overview
9. Calendar of VSE events
10. EU and international consultations and surveys in 2020/2021
11. EU structures
12. Draft VSE Communication strategy 2021-25

AGENDA

Time	No.	Item
09 July 2021 – Board Induction Event		
10.00 – 10.05	0.	Introduction and welcome
SESSION 1 - Introduction to VSE		
	1.	General into to VSE work
10.05 - 10.10		- VSE structure and strategy-vision, mission, values
10.10 - 10.25		- Decision making structure: a. Roles of the Management Team and Executive Board b. Code of Conduct- ethics and expectations within the Board
10.25 – 10.30		- Board administration requirements
10.30 – 10.35		- Financial management
10.35 – 10.43 **10.43 - 10.53** **10.53 – 11.00**		- Forward look on VSE work 2021/22 a. Advocacy, policy and networking b. Projects c. Communication strategy
11.00 - 11.05		Short Break

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SESSION 2 - Introduction to EU		
11.05 – 11.55	2.	EU structure a. Key structures of EU b. Key stakeholders for VSE and our influence c. EU Legislative cycle – how the law is made: strategies - proprieties evaluation – impact assessment – inter-service consultation – non legislative activities including infringement proceedings
11.55– 12.00	3.	Closing remarks

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of the European Union

VSE STRATEGY 2021 – 2025

MEMBERS PAPER

Victim Support Europe

THE FUTURE OF VSE: A VISION FOR THE NEXT FIVE YEARS

30 years ago, VSE was founded by 17 national victim support organisations. At the time, victims or survivors of crime were largely forgotten. Victims' needs and their treatment inside and outside of the justice system were mostly ignored despite the fact that around 15% of people fall victim to serious crime every year, the terrible impact crime can have on people's lives and the knowledge that victim

oriented practices can change victims' lives for the better. From those beginnings, VSE has grown to encompass today, more than 60 members from 30 countries who jointly have contact with or provide support to millions of victims of crime every year.

In those 30 years, VSE has focused its efforts on establishing victims' rights in Europe. We have worked to exchange knowledge between organisations and have helped them grow in strength and expertise.

In 2010, we took on our first staff member and two years later, we opened an Office in Brussels. That same year, 2012, we achieved a significant victory with the adoption of a European Directive on the rights, support and protection of victims of crime. Today, ten years on, we have total of 17 people working or volunteering for us on multiple activities across Europe and internationally, to advance rights of victims and provide them with better and more accessible services.

We continue to be the leading voice of victims' issues in Europe and beyond. National, European and international actors are increasingly turning to VSE for advice and support as they develop their own laws, policies and services. VSE's 2015 Strategy was focused on putting in place strong foundations based on the capabilities of a newly established office with very few staff.

VSE's 2021-2025 Strategy comes at a different time in our development. It reflects a growing need and capability to not just lobby for change, but also to support the implementation of that change through gathering evidence, developing policies and drafting laws. Perhaps even more evident, is VSE's ability to support capacity and capability building of organisations and governments alike to better serve victims. An increasingly strong network able to gather international best practices and research, coupled with increasing internal expertise, is able to support transformative action on the ground.

VSE activities in the coming five years must reflect the responsibility we have to meet this demand through the highest quality of research, policies and guidance. Our work must recognise positive opportunities as well as operating landscapes where a range of crises are making the implementation of rights and services more difficult. In 2020, the public health crisis has tested victim support in an extremely restrictive environment. Yet, as ever, together we have persevered and succeeded in adjusting to meet victims' needs.

The future will no doubt bring more challenges and opportunities. This strategy positions us to prepare for the first and to maximise the latter. Yet even with this growth and these ambitions, it is essential we prioritise our work to have the greatest impact on the areas of greatest need.

It has been almost a decade since the Victims' Rights Directive was adopted in 2012. Many other EU, national and international instruments reinforcing the basic rights of victims have also been adopted, yet there is still much room for

improvement. Victims' rights are must still be fully implemented and new rights, models, techniques and solutions must also be developed. Just as criminals constantly adapt and evolve their approaches, so too must we continually improve the way we serve victims.

Amongst our most pressing priorities are the recognition of victims, their proper treatment by society and professionals, support for victims, safe justice and effective compensation. There is little reliable data about the recognition of victims, and many crimes go unreported and are not investigated. For those victims who step out and report their crimes, there still is a notable lack of respect of their experiences and their needs. Secondary victimisation is widely spread, particularly for vulnerable victims.

To respond to the needs of victims, in the next five years, we will push the promotion of rights and work towards victims' recovery while building resilient societies and strengthening victim support. To ensure that all victims recover from their crime as much and as fast as possible, we will work on facilitating full access to victim support for all victims that need it and support the development of well-functioning national victim support frameworks.

To ensure victims are recognised and their rights respected, we want to encourage and support development of victim-centered justice and compensation systems and together with our members we will work towards that goal.

In the next five years, we will continue growing as an organisation to meet these demands, and we will ensure that we get stronger in our resources and our positions - moving towards a better and supportive future.

Towards that future, in 2021 to 2025, VSE will promote the following six strategic priorities:

1. **PROMOTE IMPLEMENTATION AND STRENGTHENING OF VICTIMS' RIGHTS**
2. **ENSURE VICTIMS ARE RECOGNISED, TREATED WITH RESPECT AND PROTECTED FROM SECONDARY VICTIMISATION**
3. **PROMOTE THE RIGHTS, RESILIENCE AND RECOVERY OF VICTIMS, AND STRENGTHEN VICTIM SUPPORT**
4. **FACILITATE FULL ACCESS TO SUPPORT FOR VICTIMS WITHIN A NATIONAL FRAMEWORK**
5. **WORK TOWARDS VICTIM-CENTRED JUSTICE AND COMPENSATION SYSTEMS**
6. **GROW AND STRENGTHEN VSE**

All the while we will be working on achieving these strategic objectives for all victims of all crimes, we will continue to give particular attention to victims of specific crimes that have been in our focus in the previous period:

- **Terrorism**
- **Cybercrime**
- **Hate Crime**
- **Gender Based Violence**

At the same time, we will also focus on how crime disproportionately affects vulnerable victims – children, women, persons with disabilities, migrants, minorities and others. In our policy solutions, we will always assess such vulnerabilities making sure our solutions are inclusive and sensitive of such vulnerabilities.

These areas have been prioritised based on our evaluation of where there is a lack of expertise in a field, a lack of support focused knowledge or action, where VSE is most able to add value, and those which are most relevant to the work of our members. Fundamentally, specialisation in these areas does not reduce or minimise in any way, our fundamental approach to carry out actions of benefit to all victims – one which respects that there should be no hierarchy of victims.

We believe that to achieve our goals, each action needs to be based on the best data available, and this is why we believe that data collection is a basic premise which needs to support our work. States need to collect victim-related data in a comparable manner, to enable measurement of their performance of obligations they are due to victims.

VSE's Objectives and sub-objectives are summarised in the annex to this paper. In the following section, we have provided an explanation to members of the types of work and actions we intend to carry out in the next five years under each of the objectives.

These explanations are provided to aid members understanding but won't be presented in this way in the public facing Strategy.

VSE OBJECTIVES: 2021 - 2025

1. PROMOTE IMPLEMENTATION AND STRENGTHENING OF VICTIMS' RIGHTS

As of 2020, actions and laws for victims have been well established for many years – we are not starting from scratch. Multiple Directives, Conventions, Recommendations and commitments exist at the EU, Council of Europe and UN level. For the EU, these establish specific, enforceable obligations on Member States to ensure rights and services for victims.

Despite progress, these laws are far from being fully implemented. To make victims' rights a reality, requires a concerted, comprehensive effort. In particular, clear evidence and evaluation is required to demonstrate what the status quo is and what is or is not in place. Using this evidence as a baseline will support corrective action, development of relevant policies, laws, best practices etc. It will also empower VSE, victim organisations and the European Commission to advocate for change. This is why, in the next five years, we will continue working towards mainstreaming of victims' rights into all elements of our work.

WHAT WE WANT TO ACHIEVE

FULL IMPLEMENTATION OF THE VICTIMS' RIGHTS DIRECTIVE

1.1 Develop new initiatives assessing the implementation of the Directive and consistent for responsibility of the instances of non-implementation.

Whilst a first round of research through the Vociare project was successful and revealed problems and good practices, a more detailed understanding of specific articles and obligations is required. Activities with members should aim to understand what exactly is happening on the ground, whether laws are in place and whether these are translated into a real change. This means understanding what are the drivers of problems, what are the barriers to victims accessing their rights, and how can these be overcome. To do this, will also involve a more detailed interpretation of rights, particularly where these may be vague. In such situations, governments can ignore these rules or implement badly. Our aim is to press for clarity that results in consistent, high quality implementation. Some of this work can only be done effectively through large multi-national projects – similar to Vociare. However, we can also do more limited information gathering on very specific topics. We will also press the EU and others to fund research in this field – including internal reporting by e.g. Commission, EIGE, FRA, Council of Europe etc.

1.2 Provide support and advice to our members and other actors on how to implement the Directive

This is a co-operative process where research should be carried out in collaboration with members and external experts. This will help us to understand what areas are most important to members, and find out what are the best ways of implementing or delivering a particular right or service. Global best practices combined with local and national situations should be combined for best results.

1.3 Work with the European Union to develop an environment where the full implementation of the Directive is a priority for the EU and Member States.

This primarily involves advocacy work to influence how the EU takes action with respect to EU legislation. This means continued pressure to ensure there is

a detailed action plan coming out of the EU Strategy for victims (achieve due to VSE advocacy), inclusion of priorities in EU Council conclusions, holding of consultations and conferences etc. This also means ensuring the EU evaluates implementation, evaluates EU laws, and enforces them.

MAKING SURE THAT VICTIMS' RIGHTS ARE TAKEN INTO CONSIDERATION IN LAW AND POLICIES

1.4 Ensure that victims' rights are mainstreamed into legislative and policy initiatives across the board.

This is primarily focused on advocacy and having the evidence based to persuade policy makers. In particular, VSE will be broadening its stakeholder contacts to raise their understanding of victims issues, even where these aren't apparent. E.g. connecting health, education, climate change policy to the victims' agenda. Globally, this also means linked victims work to the UN Sustainable development goals which are a main policy driver for many governments and international organisations. Notably, VSE will continue to develop its advocacy capability for European countries outside of the EU, in particular through its developing co operation with the Council of Europe.

1.5 Develop policy makers', legislators' and other stakeholders' sensitivity to victims' issues.

Working with a broad range of stakeholders, VSE intends to create more tools and content to support this process awareness raising. VSE is developing its advocacy team and will co-ordinate their work with VSE's policy team to be mutually supportive. For example, info sheets for parliamentarians which provides data, recommendations, cases studies and examples of what victims experience will help them understand the importance of victims issues, and what to do.

1.6 Ensure that there are mainstreaming and coordination infrastructures within institutions.

Already VSE has been successful in pushing this agenda with the creation of the EU Victims Co-ordinator and the Victims Right Platform. However, there remains a risk that not all necessary actors will be involved or sufficiently interested. Equally, within the Council of Europe, such structures may not exist or be co-ordinated. VSE will carry out stakeholder engagement to push for more effective collaboration. This often involves attendance of wide ranging meetings and events and informing stakeholders of these activities. VSE operates very effectively to connect organisations and will continue to expand this work.

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MAKING SURE THAT VICTIMS RIGHTS ARE TAKEN INTO ACCOUNT IN LAW AND POLICIES

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2. ENSURE VICTIMS ARE RECOGNISED, TREATED WITH RESPECT AND PROTECTED FROM SECONDARY VICTIMISATION

It is critical that victims are recognised on different levels. This means firstly that anyone who is affected by crime is identified and is helped to come forward – whether to report the crime or seek support. It also means that there is consistency in the criminalisation of certain behaviours so that victims have equal access to justice. This is particularly relevant for new and emerging crimes such as cybercrime, or where developing knowledge means that some States are more advanced in how they respond to crime. At another level, recognition is linked to respectful treatment and requires that behaviours and infrastructure properly recognise victims and their needs, and respond appropriately.

To achieve respectful treatment of victims requires that there is a much better understanding in all sectors of our communities, about victimisation issues, the impact of crime and the needs of victims. With this knowledge, we must act to change the way that people perceive victims, react to them and engage with them. This means changing human behaviours, changing the culture of organisations and it means changing infrastructure and procedures to be victim centric. Ultimately, this requires change at the personal level, leadership level and institutional level. These issues are perhaps most acute and urgent within justice and law enforcement. Our work will therefore focus on both societal changes and organisational changes, in particular in the justice and law enforcement world.

WHAT WE WANT TO ACHIEVE

RECOGNITION OF ALL VICTIMS

2.1 Empower victims to report crime, improve the identification of victims and their ability to come forward.

Over the next five years, VSE will start working on addressing unreported crime issues. This means establishing baseline knowledge of what prevents victims from reporting crime, as well as what helps them. This knowledge will be used to carry out both advocacy work and capacity building work to push for changes to resolve reporting issues. Some of the issues will require long term societal changes e.g. due to fear of the police. However, VSE will also explore actions, projects etc. focusing on more practical issues such as anonymous reporting, online reporting, community engagement and outreach, information and advice to victims, firewall systems for undocumented migrants etc. VSE will examine not only how to support state actors to make these changes, but also whether VSE can develop products that would support awareness raising and reporting such as mobile apps. These actions are dependent on sufficient investment opportunities but it reflects a general objective of VSE to develop tools that can be provided to or used by VSE members which support victims.

2.2 Support action to identify which serious crimes are not fully recognised and criminalised across Europe and promote action to ensure a harmonious approach. Support the European Commission in its work in this field.

Discussions with our members and experts has shown that some countries do not criminalise certain activities such as Stalking, or their criminal codes are not well designed to address issues related to certain crimes e.g. different cybercrimes, notions of consent in rape cases. These issues commonly arise in relation to crimes that particularly affect women – gender based violence crimes. At the same time, a range of countries are progressively improving the way their criminal law and policies are drafted and enacted to ensure that victims benefit from the most effective protection. Our aim is to ensure that the best practices which maximise protection, justice and support are implemented and available in all

countries. This is not a simple process and will need to recognise different cultures, legal systems and the politics of the day. Nevertheless, VSE will start the process of understanding where are the greatest problems in this field and what are the best solutions. Based on this it will advocate for change and the EU and national level, including through harmonising legislation. VSE has already identified the criminalisation of the specific act of stalking as a priority. We will press for the European Commission to include this in its examination of future EU.

2.3 Act to ensure victims are fully of informed of their rights and services, and can access them.

Information is amongst the most important needs and rights of victims. It is a conduit right meaning that it gives victims access to many other rights and services. Over the next five years, VSE will work to ensure information is prioritised by the EU, international organisations and States. We will carry out activities to develop information, information tools and mechanisms which can be used by organisations to inform victims. This includes developing clear and easy to understand content, including innovative approaches through non-traditional media. As previously mentioned, depending on investment and funding, VSE will explore ways to create apps or other information tools. We will also support national activities and projects such as infovictims, previct and others to embed information for victims into the priorities of all stakeholders at the national level. VSE will aim to not only improve an understand of rights, but will continue to map out support services in countries and explain what national solutions exist. VSE will also begin developing more content aimed at directly advising victims and supporting their understanding of victimisation. This will include information to support prevention, cope with crime and recover.

2.4 Train professionals in different fields to be able to recognise victimisation and respond to it.

VSE is committed to developing knowledge in professionals and those coming into contact with victims, as part of a wider objective to create victim sensitive cultures. To do this requires a number of actions in the coming years. VSE will engage with professional bodies responsible for different professions working with victims – including european and international bodies. The aim is to develop partnerships to press for the inclusion of victim focused training in the curricula of training bodies as well as in university and professional training. VSE will at the same time begin developing its own training programmes to ensure that training content – developed by victim support experts – is ready to be used. Moreover, through projects, VSE's online training platform and wider fund raising activities, VSE will work in partnership with members to deliver training to a wide range of actors. Ultimately over the next five years, VSE will create a Training Academy to represent a quality mark in training services within the field of victims rights. The academy and online platform will support members which don't have extensive training capacity themselves as well as enabling global experts to participate in the development and delivery of training.

2.5 Improve the understanding of society and professionals of foundational victim issues including - the causes of crime, the impact of crime on victims, the problems they face, how victims may react, how to help victims.

Linked with earlier objectives, VSE will develop content and materials for improving knowledge and will use various mechanisms for disseminating this knowledge including through its online training platform, online media, training activities, broader campaigns etc. This work will require a collaborative approach with members and VSE's wider network and will need to take into account language requirements to make information as widely accessible as possible. VSE will start to explore how victim related knowledge and training can be better integrated into our education systems whether in schooling, in higher education or in professional education. We will also explore how to develop and disseminate information in the most impactful way, taking into account modern communication styles and the potential of different online platforms.

2.6 Improve the way that individuals react to victims, talk to and about victims and ensure a victim centric engagement with victims.

As part of our approach to improve the public's understanding of the situation of victims, VSE will also examine negative or unhelpful reactions, the drivers behind these behaviours and how we can inform and educate the public to improve their reactions and interactions with victims. The area is complex and multiple social factors can influence reactions. VSE will explore how to systematically explore the issues and address those which tend to be common to all or most victims, as well begin to develop solutions for specific groups or situations. Solutions will be delivered in a similar way to 2.5.

2.7 Act to reduce secondary victimisation and its causes in law enforcement and justice.

There can be wide ranging causes for victims experiencing secondary victimisation. These can broadly be split between those caused by human reactions and behaviours, and those caused by the design of systems and services which victims engage with. Much research has already been carried out on the issue. VSE will continue this work aiming to better compile and demonstrate in a comprehensive way, the different ways that secondary victimisation is being cause. We will begin to identify practices which mitigate secondary victimisation, in particular with the aim of describing model services, for example within the law enforcement setting or with criminal proceedings. This research will support advocacy activities at the International, European and national levels as well as form part of VSE's capacity building objectives aimed at helping States transform justice systems to be victim centric.

2. ENSURE VICTIMS ARE RECOGNISED, TREATED WITH RESPECT AND PROTECTED FROM SECONDARY VICTIMISATION

RECOGNITION OF ALL VICTIMS

2.1 Empower victims to report crime, improve the identification of victims and their ability to come forward.

2.2 Support action to identify which serious crimes are not fully recognised and criminalised across Europe and promote action to ensure a harmonious approach. Support the European Commission in its work in this field.

2.3 Act to ensure victims are fully of informed of their rights and services, and can access them.

2.4 Train professionals in different fields to be able to recognise victimisation and respond to it.

ENSURE RESPECT AND FIGHT AGAINST SECONDARY VICTIMISATION

2.5 Improve the understanding of society and professionals of foundational victim issues including - the causes of crime, the impact of crime on victims, the problems they face, how victims may react, how to help victims.

2.6 Improve the way that individuals react to victims, talk to and about victims and ensure a victim centric engagement with victims.

2.7 Act to reduce secondary victimisation and its causes in law enforcement and justice.

3. PROMOTE THE RIGHTS, RESILIENCE AND RECOVERY OF VICTIMS, AND STRENGTHEN VICTIM SUPPORT

In the previous five years, VSE has begun to describe a model of a national victim support framework which recognises every person's role in helping victims. Starting at the centre with the victim themselves – encompassing the notion of empowerment and self actualisation – the model reflects the role of a victim's social network and that of wider society. In the next five years, VSE's strategy will support the implementation of this framework. This objective therefore focuses on personal and societal aspects of support. It looks to develop an individual's own capacity to cope with crime and recover from it. This means carrying out activities which strengthen individuals before any crime occurs – to ensure resilience in the face of a crime. It also means developing resilience in victims as part of their support and recovery plan.

It is also focussed on improving societies role in helping victims. Actions aim to help every individual understand their role in supporting victims as well as demonstrating the relevance of victim focussed activities across a wide range of issues – in particular those related to the UN Strategic Development Goals (SDGs). In this way, this objective is mutually support of the previous objective.

WHAT WE WANT TO ACHIEVE

DEVELOP RESILIENT SOCIETIES

3.1 Develop a resiliency framework for victims and wider society

It is largely recognised that significant suffering is experienced not because of what a happens to a person, but their perception of it. This means that individuals can learn to have a more resilient mindset before ever experiencing a crime, and after experiencing a crime, the same concepts and approaches can be used to support the progress of victims to a new normal. The field is not new, but VSE has not worked on these issues. In the next five years, we will therefore begin to identify and develop the best approaches resiliency concepts. VSE will research what approaches work are and scientifically supported and will examine which methods can be used well within victim support settings and within wider society. Based on this research it will develop its own resilience framework and promote this in its advocacy and capacity building work.

3.2 Work towards introducing resiliency education in schools

To truly be successful in introducing resiliency notions into our societies, it is essential that individuals learn from the earliest point. Just as importantly, children can be exposed to many different kinds of traumas, some of which can have long lasting effects through to adulthood. Children are amongst the most vulnerable of victims and their victimisation can be difficult to identify and they also often find it difficult to come forward. Working with children on resiliency, can not only help them cope should they become a victim, but it can facilitate the introduction of education on broader victimisation issues. VSE has so far not worked with children, not in education settings. There are numerous complications and sensitivities to this work. VSE will therefore start researching where and how such education already exists and begin to develop partnerships with the most successful and experienced individuals and organisations. Based on this work, we will explore possibilities to run projects or pilots to implement resiliency education in schools.

MAINSTREAM VICTIM SUPPORT IN ALL SPHERES OF SOCIETY

3.3 Work with employers, educators and health workers towards recognising signs of victimisation and respecting the victim.

As part of VSE's objective to address unreported crime, support victims to come forward and ensure they are treated respectfully, VSE intends to work with actors outside of the criminal justice sector to improve their understanding of victimisation, help them know the signs of victimisation and discover them, and develop knowledge and tools to act on that knowledge. VSE will carry out and collate research to set out the behaviours and signs of victimisation within different settings such as schools, universities, medical locations etc. We will also identify existing good practices used in these settings to train relevant staff. This work will involve not only awareness raising and training, but also the development of tools, procedures etc., that services should follow to ensure victims are treated appropriately, that their wishes are respected and that referral mechanisms to support services are set up. VSE actions will focus around the development of knowledge and information to be used for advocacy as well as within capacity building projects. VSE's upcoming work with the Estonian Government in 2021, will be foundational in this work.

3.4 Ensure that all actors understand how to respond to victimisation and how to ensure support for victims.

This objective links to activities under objective two but focuses in on primarily on professionals working with victims in different settings. As with members of the public, professionals do not necessarily know how to respond to a victim and how to be supportive of them. VSE will work to develop best practices on appropriate engagement with victims developing materials, training programmes, awareness raising activities and direct capacity building work to transform professionals knowledge and behaviours on these issues. Whilst the approaches and information may largely be common to those with the general public, VSE will seek to develop specialist approaches that are most appropriate to each professional setting.

3.5 Work to ensure that victims' issues are incorporated in EU and international policies, legislation and action.

As part of VSE's mainstreaming agenda, we will continuously advocate for the incorporation of victims issues across wide ranging sectors. This will entail education and awareness raising of officials in sectors not normally exposed to the victims field. VSE has already identified at least 6 of the UN SDGs has being the most relevant or support by positive actions for victims. Using these as a baseline, VSE will develop evidence based arguments and recommendations on why each sector should include victim issues and how they can best support victim priorities.

3.6 Provide training to diverse groups on elements of victimisation and victim support.

Training and knowledge development are key cross cutting priorities for VSE in the next five years. Previous training objectives focused on issues such as respectful treatment or understanding victims. Under this objective, training will be developed to help different sectors understand victims support needs, learn what their role is in providing support – and how to provide it, and also learn about other support services and how to provide information on those services, as well as referral.

3. PROMOTE THE RIGHTS, RESILIENCE AND RECOVERY OF VICTIMS, AND STRENGTHEN VICTIM SUPPORT

DEVELOP RESILIENT SOCIETIES	3.1 Develop a resiliency framework for victims and wider society 3.2 Work towards introducing resiliency education in schools
MAINSTREAM VICTIM SUPPORT IN ALL SPHERES OF SOCIETY	3.3 Work with employers, educators and health workers towards recognising signs of victimisation and respecting the victim. 3.4 Ensure that all actors understand how to respond to victimisation and how to ensure support for victims. 3.5 Work to ensure that victims' issues are incorporated in EU and international policies, legislation and action. 3.6 Provide training to diverse groups on elements of victimisation and victim support.

4. FACILITATE FULL ACCESS TO SUPPORT FOR VICTIMS WITHIN VSE'S NATIONAL FRAMEWORK CONCEPT

This is at the core of the next five years. The aim is to use the current VSE national support framework to improve the way that support services are delivered and made available to victims.

It recognises the different types of support and channels for delivering support. This will require VSE to develop a more detailed understanding on each aspect of the framework and to promote the implementation of all parts of the framework.

WHAT WE WANT TO ACHIEVE

ENSURING ACCESS TO EXISTING SERVICES

4.1 Develop a better knowledge of what constitutes high quality victim support and push for this to be the recognised standard for implementation

At the international and European level, various obligations and commitments exist on ensuring access to victim support. Yet there is insufficient European or international agreement on what this means and the best ways to achieve it. VSE therefore commits to carrying out detailed research and consultation to set out criteria and methodologies to determine what is required to achieve accessible support services. VSE's Vociare synthesis report has already begun examining some of these issues and this work will be further expanded. In addition, VSE has established a clear set of standards for quality victim support services. In the next five years, VSE will develop these further, improving on the depth of guidance and understand of how best to implement the standards. VSE will also begin exploring with members the need for or interest in other standards or standards focused on other aspects of assisting victims – such as standards for those working directly with victims as part of their profession.

4.2 Support the strengthening of high quality victim services (generic and specialist) across Europe.

Based on the work under objective 4.1, VSE will advocate for the use of these standards as baselines standards across Europe and will support its members and other support organisations to put those standards into practice. We will continue to improve the self-accreditation system as well as providing direct support to organisations outside of the context of accreditation. Beyond developing standards, VSE will also explore projects to develop or improve the way support is offered to victims – to assist VSE members in their support activities. This may include for example the development of support techniques and technical tools such as apps, online systems or case management systems. VSE will work with members to identify the greatest challenges in delivering support and improving services over time. We will seek to maximise synergies by developing solutions which can be used or adapted by VSE support service members.

4.3 Promote support of victims across all social settings – in particular in education, in the work place, and in organisations or institutions which have more frequent contact with victims.

Connected with previous mainstreaming objectives, VSE will develop knowledge on how actors outside of support service settings can offer support in an appropriate manner suited to their occupation, situation and level of knowledge. We will also look to develop specific projects and services to delivering training and programmes to establish support capability within organisations.

4.4 Improve access to support for cross border victims

VSE will continue to identify barriers and challenges for victims seeking

support services across borders and will advocate at all levels to reduce those barriers. In particular, VSE will advocate to ensure that States fund support services to offer assistance where victims were victimised outside of their country of residence. We will advocate for improved co-ordination mechanisms to ensure that support organisations in the country of the crime and of victim residence work effectively together. Within VSE's membership, we will continue to improve the cross border referral mechanism to ensure it is efficient and easy to use, and well known amongst members. We will explore whether additional functions are required and develop them. We will also explore whether and how to expand the system to trusted organisations outside of VSE's membership as well as examining options for separate systems with partners such as Victim Support Asia. In addition to ensuring support services exist and collaborate, VSE will assist in the development of services to be more accessible or 'friendly' to foreign victims, to better take into account their needs.

DEVELOPING NEW SUPPORT SERVICES

4.5 Establish new support services in countries which don't have them

This is a core component of VSE's work, yet highly complex to achieve. VSE will continue to advocate at all levels for the implementation of European laws requiring that national generic and specialist support services are accessible to all victims. This advocacy will focus on both supportive measures and enforcement action through infringement proceedings. We will also work with Governments and national organisations to support implementation. Activities ranging from stakeholder meetings, knowledge and awareness raising, capacity building projects, direct support to organisations interested in starting services will be carried out. VSE will

also continue to develop evidence based reports, guidance etc, to help governments and organisations understand how to set up services and how to fund such services.

4.6 Develop a psychological first aid programme for use by members of the public

Psychological first aid is the system used by professionals to provide initial basic assistance to victims in the immediate aftermath of a crime. It involves basic level listening and response skills. Programme for professionals are widely available and established. However, a similar system for members of the public is not generally available. As part of VSE's national support framework, we will look to improve the ability of members of the public to assist victims and react appropriately. With that objective, VSE will research how existing psychologic first aid programmes operate, how suitable they are for civilian use and how they should be adapted to be offered to civilians. If feasible, VSE will develop its own psychological first aid programme for members of the public and will deliver the programme through training schemes.

4.7 Advocate for the establishment of 116 006 helplines across all EU and national helplines across Europe.

Helplines are considered an essential method for victims to reach support services and in many cases to receive some level of support. VSE will therefore advocate at all levels that such services should exist across Europe, and within the EU that the 116 006 service should exist in every country. Beyond seeking the prioritisation of this issue, VSE will pursue the implementation of its 116 006 position paper which includes clear recommendations to the EU and Member States on how to establish helplines. With its Members, VSE will also maintain its distance support centre of excellence, developing further activities to help organisations improve and expand their services. In particular, we will explore how a future VSE online social hub can be used for these purposes.

4.8 Support the running of distance support services including exploring options regarding online, self-service and AI run systems.

As part of VSE's centre of excellence activities and its wider work, VSE will continue to gather best practices for the provision of distance support. We will also purse project opportunities

which support the development of new technologies that will help deliver or improve distance services. Such projects could include the development of victim self-guided support apps or web based services.

4.9 Establish VSE actions useful to victims – information, apps etc. NB: these are static style services primarily focused around information and connection to others.

VSE's contacts with victims continues to increase as does traffic towards VSE websites. Whilst its priority remains to connect victims to support services in their own country, and whilst VSE is not a support organisation in itself, we will develop information tools and other static tools (i.e. those not requiring direct input from VSE staff) that can help victims understand their experience of victimisation, and find solutions including by accessing support services. Solution such as victim factsheets, guidance documents, video explanations, interactive maps of victims services will continue to be developed as part of this objective.

4. FACILITATE FULL ACCESS TO SUPPORT FOR VICTIMS WITHIN VSE'S NATIONAL FRAMEWORK CONCEPT

ENSURING ACCESS TO EXISTING SERVICES

4.1 Develop a better knowledge of what constitutes high quality victim support and push for this to be the recognised standard for implementation

4.2 Support the strengthening of high quality victim services (generic and specialist) across Europe.

4.3 Promote support of victims across all social settings – in particular in education, in the work place, and in organisations or institutions which have more frequent contact with victims.

4.4 Improve access to support for cross border victims

DEVELOPING NEW SUPPORT SERVICES

4.5 Establish new support services in countries which don't have them

4.6 Develop a psychological first aid programme for use by members of the public

4.7 Advocate for the establishment of 116 006 helplines across all EU and national helplines across Europe.

4.8 Support the running of distance support services including exploring options regarding online, self-service and AI run systems.

4.9 Establish VSE actions useful to victims – information, apps etc. NB: these are static style services primarily focused around information and connection to others.

5. WORK TOWARDS VICTIM-CENTRED JUSTICE AND COMPENSATION SYSTEMS

Accessing safe justice systems remains a fundamental problem for victims. Not only do many victims never enter the justice system, but for many the experience is unnecessarily traumatic. There are many examples of rules and actions which are harmful to victims, as well as jurisdictions which follow more victim centric approaches.

VSE will spend the coming years improving its knowledge on what works best, understanding where countries are failing or succeeding, and promoting improvements in justice systems.

WHAT WE WANT TO ACHIEVE

VICTIM CENTERED JUSTICE SYSTEMS

5.1 Pursue full implementation of measures to protect victims from secondary victimisation in criminal proceedings – focusing both on behaviours, rules and infrastructure

As reflected in work to ensure implementation of EU laws, VSE will prioritise actions to fully understand the victim's experience within criminal proceedings, identifying in what ways victims experience secondary victimisation and what the causes and drivers of those negative experiences are. Research will be carried out to determine existing and new practices which could mitigate problems. VSE will use this knowledge to develop clear recommendations for change based around a model vision of victim centric justice systems. As part of our advocacy work, we will also examine whether existing EU legislation is sufficient in scope and detail to support mitigation of secondary victimisation and if not we will promote changes to laws. Whilst international advocacy can make an important impact across a wide region, VSE will also work to influence change at the national level in partnership with Members. This will in particular be through the support of Members' advocacy efforts as well as capacity building and justice focused projects – working collaboratively with governments and practitioners. This will include new methods of supporting victims in their testimonies e.g. through facility dogs, and exploring how new technologies can be used for the benefit of victims.

5.2 Promote the implementation of international best practices on protection measures for victims

Currently there are wide ranging approaches to protection measures – both in terms of the types of measures that exist as well as how those measures can be adopted. The variety of measures results in greater or lesser protection for victims depending on which country they are in. Simply put, this can cost lives. VSE will work to ensure that in the EU at least, there is some level of harmonisation on the existence and application of protection measures, in line with best practices. The EU has already raised the point thanks to VSE lobbying. VSE will next start to gather evidence of the ways in which different kinds of victims (though often gender based violence victims) require protection and what systems work best. VSE will promote the adoption of EU legislation based on this evidence and the greatest priorities for victims.

5.3 Promote and facilitate victims' central role in criminal proceedings

For many victims the possibility and ability to participate in criminal proceedings is crucial. Different states permit different roles for victims within proceedings providing them with greater or fewer participatory rights. At the same time, even where rights to participation do exist these may be limited due to lack of information, insufficient support within the process, or poor procedures which discourage participation, overburden victims or cause them harm. As part of VSE's overarching objective to advocate for

safe justice systems where fair trial and procedural justice apply fully to victims, VSE will seek to determine what are the most effective means of support full participation of victims within criminal proceedings – within the constraints of their existing legal role. VSE will also begin examine whether the role of victims should and could be expanded in European states.

5.4 Develop stronger victims' rights in non-criminal judicial proceedings – civil, administrative etc.

VSE has so far not advocated with respect to the rights of victims of crime in non-criminal proceedings – except with respect to state compensation. However, different groups of victims often have to go to civil or administrative courts in relation to issues arising from the crime they have suffered for example divorce or custody proceedings. At present, it appears there are few similar protections for victims in these proceedings compared to criminal proceedings. VSE will therefore start to explore the issues to determine if and what might be the most urgent advocacy and change priorities. Depending on findings VSE will begin to advocate for specific changes in proceedings, or will carry out further research in preparation of the next five year period.

VICTIM CENTERED COMPENSATION SCHEMES

5.5 Promote reform of state and offender compensation schemes to improve access, treatment and positive outcomes for applicants.

VSE carried out extensive research in 2019-2020 on compensation systems. It has published a report on recommendations for change and will next pursue advocacy and capacity building activities to support implementation of those recommendations. In particular, VSE will push for amendments to existing EU compensation legislation, we will encourage improved cross border co-operation, in particular through the strengthening of the Compensation Authority Network and we will explore projects aimed at working with national governments to improve the operation of compensation systems. This work will include additional research on the funding of victim funds.

5.6 Ensure that compensation is awarded without the need for victim to pursue first a direct civil compensation claim against the offender.

VSE's research has shown that most State compensation systems operate on the basis of last resort, requiring victims to seek recompense from elsewhere first (the offender, insurance etc.) VSE does not necessarily oppose this system, but we have identified schemes which are able to pay victims quickly from State compensation mechanisms, with the State pursuing or reclaiming monies from others afterwards. This is much less harmful for victims. VSE will pursue this objective in both its advocacy work and capacity building activities.

5. WORK TOWARDS VICTIM-CENTRED JUSTICE AND COMPENSATION SYSTEMS

VICTIM-CENTRED JUSTICE SYSTEMS

5.1 Pursue full implementation of measures to protect victims from secondary victimisation in criminal proceedings – focusing both on behaviours, rules and infrastructure

5.2 Promote the implementation of international best practices on protection measures for victims

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VICTIM-CENTRED COMPENSATION SCHEMES

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6. GROW AND STRENGTHEN VSE

In order to achieve the extensive objectives already elaborated, VSE will need to increase in size – staffing and budget-wise – and will need to establish better infrastructure to develop knowledge and implement actions.

This means not only strengthening VSE office capability but also strengthening VSE members and making better use of their knowledge and expertise. VSE will pursue these objectives through the delivery of more projects as well as focusing more time on obtaining sponsorship and paid services.

WHAT WE WANT TO ACHIEVE

GROW VSE

6.1 Continue to grow VSE's budget and staff to deliver its priorities

VSE will continue to fund its activities through normal funding streams such as EU operating grant, EU action grants, contracts and membership. However, such funding limits VSE's ability to fully address all identified priorities whilst also not leaving sufficient unrestricted income to cover all costs. VSE strongly believes that it can provided significant added value by growing as an organisation and delivering more. It therefore commits to continued growth at a pace which fits with financial and organisational stability, and which does not risk the internal cohesion of the organisation or its membership.

6.2 Develop specialised units in VSE office to improve the development and delivery of its work

As VSE has grown, it is better able to focus on specific types of work. At the same time, to truly deliver effectively in some areas requires a more specialised focus. This is particularly the case with respect to advocacy, project management, communications and event management, training and victim content knowledge. VSE will continue to develop specialist expertise in these areas and will grow its team in the most efficient manner using a combination of employees, volunteers, interns, contract workers and contracted companies to support delivery of objectives.

6.3 Increase the use of members' knowledge and that of external partners through new co-operation structures

VSE's foundational strengthen and the reason for its credibility and success, is its members. Currently VSE regularly engages and consults with members through various meetings, survey consultations and through our Centre of Excellence on Distance Support. Moreover, VSE's Board is very active and consists of 10 of our Members. At the same time, we engage directly with specific Members known to have expertise in a certain field and also partner or contract Members to support the delivery of our projects. Whilst this has worked so far, VSE will begin exploring with Members whether more permanent methods of consultation and knowledge exchange would be helpful and more efficient. VSE intends to launch an online social platform in early 2021, which may provide a good opportunity to create specific working or advisory groups or other mechanisms for consultation. VSE will explore these ideas from 2021. In addition to such structure, VSE will also explore how to collate and present research, activities and publications from Members countries and members, to improve knowledge sharing.

6.4 Grow VSE membership and networks

VSE is becoming increasing known on the European and global stage. Our credibility remains high and organisations trust our work. This is reflected in some increase in Membership, yet growth in this area does not reflect the significant

developments of VSE, in particular with respect to our services for members. VSE benefits from a larger membership by having a wider knowledge pool for us and for members to draw on, by having more organisations that we can connect victims to, and by increasing our unrestricted income. VSE will therefore start taking more proactive action to recruit members, particularly those which may be leaders in their countries on specific victims' issues. At the same time, conscious of VSE's origins and its strength through trusted relationships, VSE will engage with full and associate members to understand their ambitions for membership for the organisation to determine a clear membership growth plan beneficial to all.

STRENGTHEN VSE

6.5 Develop new income streams to improve financial stability and to grow the organisation.

Whilst VSE is operating successfully across multiple years, it is rare for VSE's budget to be fully financed at the beginning of the year. To support a more stable financial structure and growth, VSE will develop the capability to deliver own services such as training or product development. This approach will also explore seeking funder investment to take forward income generating activities. Areas such as a training academy, virtual reality and new technologies, and company packages to assist employees who are victims will be explored.

6.6 Assist members to strengthen their own activities

One of the single greatest measures of VSE's success is if its membership is supported in the delivery of its priorities, in particular the delivery of high quality support services. VSE's priorities will continue to align with Member priorities and we will explore directly with members how we can support their work. IN particular, VSE will seek to support their advocacy work, include organisations in VSE projects as well as support organisations to win their own projects. VSE will also look at opportunities for efficiencies where VSE with Members builds organisational tools that can be used by members at either no cost or at a much lower cost than developing solutions on their own. This may include for example an online training platform that members can use to deliver external or national training, case management systems that can be adapted for organisations, common training programmes that can be adapted by organisations for their own purposes, advocacy and campaigning tools to support their national priorities.

6. GROW AND STRENGTHEN VSE

GROW VSE	6.1 Continue to grow VSE's budget and staff to deliver its priorities 6.2 Develop specialised units in VSE office to improve the development and delivery of its work 6.3 Increase the use of members' knowledge and that of external partners through new co-operation structures 6.4 Grow VSE membership and networks
STRENGTHEN VSE	6.5 Develop new income streams to improve financial stability and to grow the organisation. 6.6 Assist members to strengthen their own activities

With Financial support from
the Justice Programme
of the European Union

DECEMBER 2020

Victim Support Europe

VSE CONSTITUTION

Company number: 828.549.254
Name: VICTIM SUPPORT EUROPE
Legal form: Non-profit international association
Registered office: Avenue Louise, 65, box 4, Brussels (1050 Brussels)

Purpose of the act: Constitution

Under an act

- received on 19 May 2010 by Maître Gérard Indekeu, associated Notary residing in Brussels, being part of the civil law partnership in the form of a private limited company "Gérard Indekeu – Dimitri Cleenewerck de Crayencour", BCE number 0890.388.338,

- and registered at the Second Registry Office in Jette on 21 May 2010, volume 16, folio 66, box 6, the 25 euros fees having been charged by the Chief Inspector W. Arnaut and the amending act

- received on 9 August 2010 by Maître Dimitri Cleenewerck de Crayencour, associated Notary residing in Brussels, being part of the civil law partnership in the form of a private limited company "Gérard Indekeu – Dimitri Cleenewerck de Crayencour", above mentioned

- and submitted before being registered to the qualified registry office

the non-profit-making international association called "Victim Support Europe" was constituted.

Founding members

1. WEISSER RING, Austria
2. STEUNPUNT ALGEMEEN WELZIJNSWERK, Belgium
3. BILY KRUH BEZPECI, Czech Republic
4. VICTIM SUPPORT DENMARK, Denmark
5. Rikosuhripaivystys Suomessa, Finland
6. ARBEITSKREIS DER OPFERHILFEN IN DEUTSCHLAND E.V., Germany
7. WEISSER RING E.V., Germany
8. FEHER GYURU, Hungary
9. ASSOCIACAO PORTUGUESA DE APOIO A VITIMA (APAV), Portugal
10. SOPROTIVLENIE, Russia
11. VICTIMOLOGY SOCIETY OF SERBIA, Serbia
12. POMOC OBETIAM NASILIA, Slovakia
13. WEISSER RING SCHWEIZ, Switzerland

14. SLACHTOFFERHULP NEDERLAND, The Netherlands
15. VICTIM SUPPORT ENGLAND & WALES, UK
16. VICTIM SUPPORT NORTHERN IRELAND, UK
17. VICTIM SUPPORT SCOTLAND, UK

Those present are all originators, promoters of the idea and responsible for the formation of the non- profit-making international association now constituted, the aforementioned are thereafter referred to as founding members of the association.

Those appearing hereby present the articles of association of an international non-profit-making association under Belgian law, which they declare to be formed between them in the following terms:

TITLE I: NAME, OFFICE, OBJECTS AND ACTIVITIES

1. NAME

1.1 This non-profit-making international association (AISBL) is called "Victim Support Europe", hereafter 'VSE'. Full and abbreviated names can be used together or separately.

1.2 All deeds, invoices, announcements, publications and other documents emanating from the international non-profit association must mention its name, immediately preceded or followed by the words "international non-profit association" or the acronym "AISBL" as well as headquarters address.

2. ADDRESS OF THE REGISTERED OFFICE

2.1 The head office of the association is established in the area of Brussels-Capitale.

2.2 The seat of the association may, by simple majority decision of the members present or represented of the Executive Board , be transferred to any other place in Belgium.

2.3 Any act noting the transfer of the association's headquarters must be filed (in extenso) in the association's file in the registry of the Company Court at the association's headquarters and published in the Annexes to the Moniteur belge.

3. OBJECTIVES

3.1 The activities of the association will focus on the member states of the Council of Europe and it may also work globally. The association has the following non-profit, international objectives:

a) to drive forward improvements on victims' issues and support the delivery of high quality victims' services whilst operating sustainably and growing the association's capability.

b) to promote justice, freedom and security for victims and others affected by crime, including the prevention of crime, re-victimisation and secondary victimisation, and to work to ensure the needs of victims are met.

c) to advance knowledge and awareness of victims' rights, the problems faced by victims and those affected by crime, and the remedial action required.

d) To promote fair and equal treatment of victims of crime and those affected by crime, and to promote the human rights of victims and those affected by crime.

e) To promote the relief of poverty, sickness and distress which has arisen as a result of any criminal offence committed by any person or through any means whatever

3.2 In furtherance of the above objects, the association may:

a) represent the interests of victims and members to national, European and international institutions, bodies and organisations.

b) carry out, provide or develop projects, research, events, training, capacity building activities, accreditation, awareness raising activities, exchanges, co-ordination activities, services, andproducts.

c) carry out any other activities within the law relevant to the fulfilment of the objectives.

d) Any commercial or economic operation, generally any and in the broadest sense of the term, of whatever nature, nothing exempt or reserved.

4. LANGUAGE & DURATION

4.1 In principle the working language is English. Nevertheless, instruments and documents of the association required by current legislation for the purposes of legal publication or deposition must be written in French.

4.2 The association is formed for an unlimited duration.

TITLE II: MEMBERS

5. THE NOTION OF MEMBER

5.1 The association is composed of full, associate and supporter membership.

(a) Full membership is only open to non-governmental organisations that operate in a European state as defined by the Council of Europe that provide generic support services to victims of crime meeting the criteria laid down by the association. The number of full members is unlimited. The numbers of and arrangements for full membership may be changed on resolution by a General Assembly.

(b) Associate membership is open to State level governmental bodies, academic institutions, other governmental and non-governmental organisations not fulfilling criteria for a full membership as well as victim organisations meeting the criteria laid down by the association. Such organisations may have a legitimate interest in contributing to and benefiting

from the association's work. The number of associate members in each European state is unlimited. The number of associate membership may be changed on resolution by a General Assembly.

(c) Supporter membership is open to all natural and legal persons on condition that they do not act, through words or actions, in any way contrary to the interests and values of Victim Support Europe, its members or victims of crime.

5.2 Full members are legal persons legally formed according to the law and usage of their country of origin.

5.3 Given the association's activities, a full member:

(a) shall not restrict the scope of its activities by refusing assistance to a victim on the basis of age, sex, sexual orientation, race, religious beliefs, political opinion, culture, disability, or the nature of his / her complaint for any reason unless it can demonstrate that an already existing organisation provides effective service to the group of excluded victims.

(b) may refer a victim, with their consent, to another organisation which provides an effective service for a specific group of victims';

(c) shall submit up-to-date information about its activities in a form agreed and at intervals specified by the association.

6. ADMISSION AND EXCLUSION

6.1 Full members, Associate members and Supporter members

(a) Each applicant for full, associate and supporter membership must fulfil eligibility criteria and comply with rules established in the association's membership policy and procedures. The Executive Board will submit to the General Assembly for approval the membership policy and procedures.

(b) An application for any category of membership, and decisions relating to the application shall be submitted in accordance with the association's membership policy and procedures.

(c) Any request for membership, for any category of members, will be examined in accordance with the association's internal policies and procedures. The Executive Board is responsible for this. A single member of the Board, appointed by the Board, can make decisions relating to the application for membership for a supporter member.

(d) Appointments to any category of membership will be reported to each General Assembly.

(e) In the case of an applicant being rejected, the applicant may be heard by the Executive Board as part of an appeal process set out in the association's membership policy and procedure.

6.2 Termination of Membership

Membership of full, associate and support members, and any benefits attached to such membership, is terminated if the member concerned:

(a) gives verifiable written notice, by electronic or other means, of resignation. The representation of the outgoing member shall cease upon notification of resignation;

(b) ceases to exist or in the case of natural persons is deceased.

(c) supporter membership is also terminated where the member does not renew its membership and pay the required fees within the prescribed payment period.

6.3 Exclusion of Members

(a) The General Assembly may exclude a full or associate member of the association after the Executive Board hears representations from the interested party, where requested by the member, and reports to the General Assembly.

(b) Exclusion of Full and Associate members may take place:

- should a member no longer meet the membership conditions contained in Articles 5 -7, or the criteria and rules established in the Member policy and procedures;
- should a member be six months in arrears in paying the relevant subscription (but in such a case the member may be reinstated on payment of the amount due).
- for any other reason aimed at protecting the association's mission, integrity or reputation.

(c) The Executive Board may terminate any supporter membership upon recommendation of the Head Office where: there is prima facie evidence that the member has acted in a way contrary to the interests and values of the association, its members or victims of crime; or for any other reason aimed at protecting the association's mission, integrity or reputation.

(d) Any supporter member who is accused of such behaviour or targeted by a foregoing reason, has a right of written defense, before the decision of the Executive Board.

7. CONTRIBUTIONS AND ASSETS

7.1 Every member of the association undertakes to contribute to the assets of the association.

7.2 The contribution shall be fixed by the General Assembly on the basis of a proposal from the Executive Board.

7.3 Levels of contributions shall be provided for full, associate and supporter members.

7.4 The contribution shall be payable on a date each year to be fixed by the AGM. The contribution for a new member shall be due immediately after the admission of that member to the association.

7.5 Contributions may never be refunded.

7.6 Payment of the contribution shall be made in Euros (€).

7.7 The ability to participate in the work of the association and the benefit of any documentation distributed by the association shall depend upon receipt of the contribution payable.

7.8 Any natural or legal person must give their written consent to be recognized as a supporter member

7.9 Whatever the date of recognition of membership, membership fees are due per calendar year. Renewal of membership is made from calendar year to calendar year (from January 1 to December 31 of each year). The contributions due for the first year will be calculated in proportion to the date of membership

7.10 Members must generally subscribe to the principles, policies, standards and principles of good practice that may be adopted by the association

7.11 The general assembly is competent to determine the conditions of accreditation of active and associate members.

8. INCOME AND PROPERTY

8.1 The income and property of the association shall be applied solely towards the promotion of its objects as set forth in these Statutes and no portion of such income and property shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit, to members of the association.

8.2 The director's mandate is exercised free of charge, subject to the reimbursement of costs and expenses as approved by the board of directors

8.3 Subject to the above, the intervention of the Association in the costs and expenses of the administrator cannot simultaneously concern a majority of directors

8.4 Board members shall be reimbursed reasonable out of pocket expenses

8.5 A Board Member shall withdraw from any meeting whilst his or her own instruction or remuneration, or that of his firm, is being discussed.

9. GENERAL ASSEMBLY

9.1 Composition

(a) The General Assembly shall be composed of full members whose membership contributions are up to date.

(b) Each active full member shall have one sole vote. Associate and supporter members shall have no vote.

(c) Members shall be represented by the physical person designated by them.

(d) The General Assembly shall be presided over by the President of the Executive Board. In the

absence of the President, one of the Vice Presidents of the Executive Board or another Board member elected at the meeting shall chair the meeting

9.2 Meeting

(a) The association shall in each calendar year hold its Annual General Assembly in addition to any other meetings in that year, and shall specify the meeting as such in the notices calling it;

(b) not more than 6 months shall elapse between the closure of the annual accounts and the Annual General Assembly

(c) Any General Assembly other than Annual General Assembly shall be called Extraordinary General Assembly.

9.3 Notice of General Assembly

(a) The Executive Board convenes the General Assembly. Not fewer than five members may call upon the Executive Board to convene General Assembly;

(b) the Annual General Assembly shall be called by at least two months' notice in writing prior to the meeting;

(c) An Extraordinary General Assembly may be held, within two (2) months, at the written request of the President of the Executive Board, or of a quarter (1/4) of the members. This period may be reduced if the interest of the association so requires.;

(c) notice shall be sent to members in writing, by electronic or other means

(d) the notice shall enclose the agenda and specify the place, the day and the hour of meeting;

(e) any convocation is sent to the address communicated by the member. Members are obliged to spontaneously notify any modification of this address to the association.

9.4 Proceedings at General Assembly

The General Assembly has the full power to realise the objectives and activities of the association

9.5 The business to be transacted at an Annual General Assembly shall include the consideration of:

(a) a report of the work of the association since the previous General Assembly, drawn up by the Executive Board; a report of the Auditor of the finances of the association and adopt the budget any resolution notified by full member organisations or the Executive Board; any amendments to the statutes which may be proposed; appeals from organisations which have not been admitted to full or associate membership; the priorities of work for the coming year;

(b) the deciding of the annual membership fee; the dates and venues for future General Assembly; rules, regulations or guide-lines governing the association or its General Assembly ; the winding up of the association and select the liquidators; the association budget, following receipt of the Auditor's report;

(c) The election of the Executive board and its members, and the Auditors.

9.6 No business shall be transacted at any General Assembly unless a quorum of full members is present at the time when the meeting proceeds to business; one-third of the full membership, each member represented by a delegate entitled to vote, shall be a quorum.

9.7 Two delegates (but no more) from each full and associate member organisations shall be entitled to attend and speak at any General Assembly;

9.8 At any General Assembly a resolution put to the vote of the meeting shall be decided on a show of hands of full members unless a poll is (before or on the declaration of the result of the show of hands) demanded:

(a) by the President; or

(b) by at least 2 representatives of full members present and having the right to vote at the meeting;

9.9 Unless a poll is so demanded, a declaration by the President that a resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost and an entry to that effect in the minutes of proceedings of the association shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution;

9.10 The demand for a poll may be withdrawn before the poll is taken, but only with the consent of the President. The withdrawal of the demand for a poll shall not invalidate the result of a show of hands declared before the demand for the poll was made;

9.11 Except where otherwise provided by Belgian law, every issue shall be decided by a majority of the votes cast;

9.12 A resolution in writing signed by all the members entitled to receive notice of and to attend and vote at General Assembly (or, being organisations, by their duly authorized representatives) shall be as valid and effective as if it had been passed at a General Assembly duly convened and held. Any such resolution in writing may consist of 2 or more documents in like form each signed by one or more members.

9.13 Resolutions of the General Assembly shall be recorded in a register, signed and held kept by the President and kept by the President, who shall make them available to members at the registered office. Resolutions are notified in accordance with Article 13 of these statutes within 4 weeks of their adoption by letter and e-mail.

9.14 Votes of Members

(a) Every full member shall have one vote. One representative from each full member organisation may vote on behalf of his or her organisation.

(b) No full member shall be entitled to vote at any General Assembly unless all amounts due presently payable by it to the association has been paid.

(c) voting is done by show of hands except for votes relating to members of the Executive Board mandates, which are organised by secret ballot.

10. Administrative body – Executive Board

10.1 Composition

(a) The association is administered by a Board composed of a minimum of six (6) and a maximum of ten (10) Board members.

(b) Each member of the association can be represented on the board by one maximum representative.

(c) When funds are available for this purpose the Board Members shall be paid all reasonable out of pocket, hotel and other expenses properly incurred by them in attending and returning from Executive Board meetings or General Assemblies of the association or in connection with the business of the association.

10.2 Powers and Duties

(a) The Executive Board shall retain all of the powers of management and administration, subject to those reserved to the General Assembly.

(b) In accordance with the law, the Executive Board shall produce each year the annual accounts of the past financial year as well as the budget for the following term

(c) The executive board may establish a main office and endow it with specific powers, as well as any other office with specific powers. The main office is headed by a Board member appointed by the Board.

(d) The Executive Board's power of management and administration include, but are not limited to the following:

- to provide overall direction to the association in line with the association's vision, mission and values;
- to oversee the implementation and evaluation of the association's strategic plan and annual work programme implemented by the Head Office and any other Office;
- to supervise the management of the Head Office and any other Office;
- to report on the activities of the association to the General Assembly;
- to ensure that accurate accounts are kept regarding the capital, the income and expenditure of the association in due fulfilment of accounting requirements, to prepare the annual accounts and the budget and to submit a financial report including the audited annual accounts and the budget to the General Assembly for approval;
- to approve or decline the admittance of new members and to recommend the exclusion of Members in the cases foreseen in the statutes;
- to establish regional offices or other bodies to support it in the delivery of its objectives. A regional office will be any office other than the Head Office in which a

staff member is appointed to operate activities on behalf of the association;

- to determine the structure and organisation of staff in the Head Office or any other Office.

10.3 Election of Board Members

(a) The General Assembly appoints the Board members who will sit on the Board as well as a President, one or two Vice-President(s) and a Treasurer.
(b) The natural person representatives of an active and associate member can be appointed Board members
(c) Active members may propose (i) a candidate for the post of Board member, who is a representative of an associate member as long as the board is made up of at least five Board members representing active members; or (ii) two such candidates, if the number of Board members representing active members is greater than five.
(d) the total duration of exercise of the function of Board member cannot exceed twelve (12) years. The exercise of the function of President, or Vice-President or Treasurer, by the same Board member, cannot exceed two (2) terms in the same function.
(e) any member of the Council can be co-opted for an additional period of three (3) years, if necessary and in the interest of the Association, without exceeding the limitation of point (d) above.
(f) After one (1) year of absence from the board, a former member of the board may be re-elected and serve on the board for a maximum period prescribed in paragraphs d and e
(g) the Executive board may appoint a new board member to fill a vacant mandate or to reach the minimum number of board members. The general assembly will confirm these appointments at the first assembly which follows
(h) The minimum age required is eighteen (18) years for board members, who can be dismissed under the conditions described in point 10.4 of these statutes
(i) Active members can nominate a candidate for the post of board member, who must be a representative of an active member of the association. The designation follows the procedure laid down by the Executive Board. Designations cannot be signed by the designated person
(j) When they are proposed to sit on the Executive Board, associate members are subject to the conditions described in point (i) above
(k) all candidates for the mandate of member of the board are required to be physically present at the general assembly during which the vote is scheduled, under penalty of having their candidacy suspended, unless in a case of force majeure
(l) the member of the board is elected by an absolute majority. Otherwise, a second round is organized with the two (2) candidates having obtained the largest number of votes. Then a simple majority is enough to be elected. If applicable, they are decided by lot
(m) candidacies for the position of board member are sent to the main office at least fourteen (14) days before the date of the general meeting
(n) As an exception, when the circumstances prevent the regular election of a Board member, the President can collect the proposals of candidates made by the General Assembly and proceed to the vote
(o) The general assembly designates among the Executive Board: a President, one or two Vice-Presidents (s) and a Treasurer, and up to six (6) members of the Board.

10.4 Revocation of Board Members

(a) Any member of the Board will be removed if they :

(i) becomes bankrupt or makes any arrangement or composition with his creditors generally; or

(ii) ceases to be a Board Member by virtue of any provision in Belgian law; or

(iii) becomes incapable by reason of mental disorder, illness or injury of managing and administering his property and affairs; or

(iv) resigns his office by written notice to the association; or

(v) in the event of an undeclared conflict of interest.

(b) The office of Executive Board member may also be revoked by an ordinary resolution, of which special notice has been given. The General Assembly may by ordinary resolution appoint another person in place of a Board Member removed under this Article. The Board Member so appointed shall not be a representative of a full member who is already represented on the Executive Board and no more than two members of the Board may come from any one European state.

(c) A Board Member shall not vote in respect of any contract in which he is interested or any matter arising out of it, and, if he does so vote, his vote shall not be counted.

10.5 Meetings and calling meetings

(a) The Executive Board shall meet at least once a year, at the requisition of the President on 14 days notice.

(b) The requisition shall be sent in writing by electronic or other means [Aligned with other articles on written information]

(c) Any four Board Members may request the President at any time to summon an Executive Board meeting.

10.6 Deliberations of the Executive Board

(a) The Executive Board may meet together for the dispatch of business, adjourn, and otherwise regulate its meetings, as it thinks fit. Questions arising at any meeting shall be decided by a simple majority of votes. In the case of an equality of votes the President shall have a second or casting vote

(b) The quorum of attendance necessary for the deliberations of the Executive Board is four (4) members present or represented

(c) The Executive Board may act not withstanding any vacancy in its body. If the number of Board Members is reduced below the number fixed by or pursuant to the Articles of the association as the necessary quorum of Board Members, the Executive Board may act for the purpose of increasing the number of Board Members to that number, or of summoning a General Assembly of the association. Until such time as there are sufficient Board Members to form a quorum, the Executive Board and Head Office may only act in accordance with existing work programmes, to fulfil existing obligations and contracts, or on matters agreed by the General Assembly

(d) The Executive Board may delegate any of its powers to sub-committees made up of persons at its discretion; any sub-committee thus formed must comply with any regulations which may be imposed on it by the Executive Board and must report all its acts and deliberations fully and promptly to the Executive Board.

(e) A resolution in writing, signed by all the Board Members entitled to receive notice of all Executive Board meetings, shall be as valid and effectual as if it had been passed at an Executive Board meeting duly convened and held, and may consist of several identical documents each signed by one or more Board Members.

(f) The resolutions shall be recorded in a register, signed by the President and kept by him, and shall be kept at the disposal of the members at the registered office of the association

10.7 Executive Body (also called 'executive office' or 'management team')

The Executive Board may create a Management Team composed of the President, one or two (2) Vice-President (s) and the Treasurer. This Management Team will exercise management missions and support the main office in the exercise of the action plan.

11. REPRESENTATION

11.1 All acts which bind the association are, except a proxy, signed by two (2) administrators or by the President, who are appointed by the Executive Board, and who will not have to justify to third parties the powers conferred on this ends.

11.2 By way of exception, the Executive Board may adopt rules allowing for the signature of contracts related to daily operations, by the Executive Director of the Head Office or his/her delegate.

11.3 The association shall be validly represented at law as plaintiff or as defendant by two Board Members or by the President alone, or by a sole administrator appointed specifically for this purpose.

11.4 Acts relating to the appointment, the revocation and the termination of functions of persons accustomed to representing the association, which are passed in accordance with the law, shall be communicated to the clerk of the court of commerce so that they may be placed on file and they shall be published in the Annexes of the "Moniteur Belge" at the expense of the association.

12. ACCOUNTS

Accounts shall be prepared in accordance with the provisions of Belgian law, and start from 1 January to 31 December.

13. NOTICES

13.1 The official communication of the association as well as the correspondence with its members or Board members will be done in writing or electronically

13.2 The association may give any notice to a member either personally or by sending it by post to him or to his registered address or by leaving it at that address;

13.3 Notice of every General Assembly shall be given in any manner authorised by the statutes to: every member; the statutory auditor of the association; and each Board Member; No other person shall be entitled to receive notice of General Assembly.

13.4 A member present in person at any meeting of the association shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called;

13.5 Sending the invitation by email to the address provided by the member is sufficient to prove that it has been sent.

14. LIABILITY

14.1 Liability of members is limited.

14.2 The association is responsible for facts attributable to its employees or to the entities through which it acts.

14.3 Administrators and persons entrusted with the daily management are not personally bound by the obligations of the association.

14.4 Their ability is limited to the execution of their assigned task and the faults committed in their management.

14.5 Members, in their capacity as members, do not contract any personal liability regarding the obligations of the international non-profit association.

15. INDEMNITY

Subject to the provisions of Belgian law every Board Member or other officer or statutory auditor shall be indemnified out of the assets of the association against any liability incurred by him in that capacity in defending any proceedings, whether civil or criminal, in which judgment is given in his favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability from negligence, default, breach of duty or breach of trust in relation to the affairs of the association.

16. MODIFICATION OF THE STATUTES

16.1 Without prejudice to the legal provisions in force, international non-profit associations and foundations, any proposal seeking to modify the articles of the statutes or to dissolve the association

must come from the Executive Board or at least 5 active members of the association.

16.2 The Executive Board must bring to the attention of the association's members, at least two months in advance, the date of the meeting of the General Assembly which will decide the aforementioned proposal. Amendments which have been proposed shall be sent at least one month in advance of the meeting.

16.3 The General Assembly may validly decide the proposal only if two thirds (2/3) of full members of the association eligible to vote are present or represented

TITLE III; Funding and internal regulations

17. Funding

In addition to the contributions that will be paid by the members, the associations will, among other things, be financed by the income from its activities.

18. Internal regulations

Internal regulations may be established by the Executive Board and presented for approval to the general assembly. Changes to this rule may be made by a general assembly, acting by a simple majority of active members present or represented.

TITLE IV: DISSOLUTION - LIQUIDATION

19. Dissolution

The association may be dissolved at any time, by decision of the general assembly taken under the same conditions as those provided for the modification of the object or disinterested purpose of the association. The reporting obligations, if applicable, which are legally applicable, will be respected in this context.

20. Liquidators

In the event of the dissolution of the association, for any reason and at any time whatsoever, the board members in office are designated as liquidators by virtue of these statutes if no other liquidator has been appointed, without prejudice to the right to the general assembly to appoint one or more liquidators and to determine their powers and emoluments.

21. Allocation of net assets

In the event of dissolution and liquidation, the extraordinary general assembly rules on the affectation of the patrimony of the association, which must in any event be assigned to a disinterested purpose.

This condition is operated after payment of all debts, charges and costs of liquidation or after deposit of the amounts necessary for this purpose.

TITLE V: MISCELLANEOUS

22. Election of domicile

For the execution of these statutes, any member, board member, commissioner or liquidator domiciled abroad, elects domicile at the seat where all communications, summons, assignments,

meanings can be validly made to him if he has not elected another domicile in Belgium vis-à-vis the association.

23. Jurisdiction

For any dispute between the association, its members, board members, commissioners and liquidators relating to the affairs of the association and the execution of these statutes, exclusive competence is attributed to the courts of the seat, unless the association does expressly renounces it.

24. Common law

The provisions of the Companies and Associations Code from which it would not be lawfully derogated are deemed to be included in these statutes of the association and the clauses contrary to the provisions of the Companies Code are deemed to be unwritten.

VSE Structure (Staff, Volunteers, Contractors)

This paper is an overview of the key structures already in place in VSE and who is in each structure

Executive Board

Geraldine Hanna – President
Petra Klein – Vice president
Jerome Moreau– Vice President
Carmen Rasquete – Treasurer
Frida Wheldon– EB member
Livija Plancic – EB Member
Gabor Vaisz – EB member
Tobias Körtner – EB member
Rosa Jansen – EB member
Silvia Taravan – EB member

Management team

Geraldine Hanna – President
Petra Klein – Vice president
Carmen Rasquete– Treasurer

VSE OFFICE

Management:
Levent Altan –Executive Director
Aleksandra Ivankovic- Deputy Director

Project and policy Managers:
Antonio de Martin-Project Manager
Cristina Ana-Policy Manager

Officers:
Léa Meindre-Chautrand – Policy officer
Ruth Shrimpling – Policy officer
Marina Kazakova –Communication officer
Mazen Siufi – Finance officer
Ines Nunes De Freitas- Project officer

Assistants:
Iris Lokerse – Policy assistant
Annelies Blonde – Project assistant
Keti V. Botterman – Administrative assistant
Solène Baudouin-Naneix – Policy assistant
Kristina Marfeldt - Project assistant

Interns and Volunteers and Contractors:
Lieselotte Van Den Heuvel –Communication assistant –Intern
Oleksandra Boychenko- Researcher
Pamela Dalby-Project assistant
Veronica Altieri- Researcher
An Verelst – Volunteer
Gerlinde Grunt-Volunteer
Dr Sigal Haimov-Volunteer

Organisations working with VSE

Elastik – platform and hub developer
LOGFRAME- external evaluator
CGraphika- IT
Julia Olomskaia- Designer
DLA Piper –Law Firm
Osborne Clarke-Law Firm

MEMBERS Full and Associate

Albania - 2, Austria - 1, Belgium-4, Croatia -4, Chez R -1, Denmark -2, Estonia- 2, Finland -1, France -1, Germany-2, Hungary-2, Ireland -8, Israel-1, Italy-4, Lithania-1, Latvia- 1, Malta -1, Nederland -2, New Zealand - 1, Poland -1, Portugal-1, Russia-1, Serbia-2, Spain-1, Sweden-1, Switzerland -3, UK-7, USA- 1,

Centres and co-ordination groups:

EUCVT
Centre of Excellence for distant support

Victim Support Europe

President
Geraldine Hanna *

Vice President
Petra Klein *

Vice President
Jérôme Moreau *

Treasurer
Carmen Rasquete *

Deputy Director
Aleksandra Ivanković **

Executive Director
Levent Altan *

Project Manager
Antonio de Martin

Policy Manager
Cristina Ana

Policy Officer
Ruth Shrimpling

Policy Officer
Léa Meindre-Chautrand

Communications Officer
Marina Kazakova

Financial Officer
Mazen Alsiufi

Project Officer
Inês Nunes de Freitas

Administrative Assistant
Keti Varoshlija Botterman

Project Assistant
Annelies Blondé *

Policy Assistant
Iris Lokerse

Policy Assistant
Solène Baudouin-Naneix

Project Assistant
Pamela Dalby

Project Assistant
Kristina Marfeldt *

Researcher
Oleksandra (Sasha) Boychenko

Researcher
Veronica Altieri

Communication Assistant (Internship)
Lieselotte Van Den Heuvel

Volunteer
An Verelst

Volunteer
Gerlinde Grunt

Volunteer
Dr. Haimov Sigal

* Management Team
* EU Center of Expertise for Victims of Terrorism
* AREV project Estonia

Board Administration requirements and important information

Legal requirements		
		Process
1.	**Registration in Moniteur Belge –Belgian official gazette of the changes in the organisation.**	According to the Belgian law we have to report in official gazette: - **Statutory changes** (notary presence at the AGM – necessary papers to be provided by VSE Full members (proxy from the legal representative of each organisation full member + copy ID document) - **Changes of the Executive Board** Special form signed with original signature and recto verso by the legal representative (copy of ID document recto-verso + proof of address: electricity, gas bill or signed Declaration of honour) - **Changes of the address** (signature on the minutes of the AGM by the Board + copy of ID document from each of the Board members)
2.	**UBO register -Information related to the beneficial owners**	When the changes are published in the official gazette, according to the Belgian law we have to report the changes of the beneficiary owners to the ministry of finances. This is as a proof that we are not supporting any terrorist activities. - Done electronically by the Legal representative of VSE, only with Belgian ID card (to discuss with law firm on the possibilities to do it electronically by providing proxy to VSE staff with Belgian ID) - At the moment we are having direct communication with the Ministry of Finances and they do the changes for us. We receive now extract of the register directly by the ministry.
3.	**ING Bank – changes of the beneficiary owners**	When the changes of the Board are published in the Official gazette we have to inform our Bank (ING) to register this changes. We have to provide: - Annual report

		- Form provided by the Bank where we provide information for each Board member signed by VSE legal representative - Copy of ID document recto verso from each Board member - Proof of address from each Board member (Driving license (indicating the address), Identity card (indicating the address), Tax return less than 1 year old (indicating the address), Tax demand less than 1 year old (indicating the address), Electoral summons less than 1 year old (indicating the address), Social security document less than 1 year old (indicating the address), Electricity, gas or water bill less than 3 months old (not a phone bill)
Other Important information for Board Members		
4..	**Intranet**	the intranet was created only for VSE members to provide different information. This internal platform acts as the backbone of communications both within and between all of the organisation's structures – headquarters, the management team, the executive board and the member organisations. On this platform, the network can access VSE's announcements, as well as receive latest updates on the developments in the victims' rights field. On the intranet we have separate section only available for the Board members where I share the documents and minutes from all Board meetings. There's also a contact database – a people directory, as well as an extensive digital library of over 600 articles (Knowledge Database) and a referral mechanism that would guide victims through the support service system. From each VSE member we have one representative who have access to this referral system.
5.	VSE Hub and training platform	we have created as more dynamic, engaging tool with lot of opportunities for members. What makes the hub unique is its ability to provide us with a two-way communication with members, partners and other stakeholders.
6	**MMS**	Members Management system will help us to improve our way of working and engaging with members and also enable to facilitate better the application process for new members. As part of this system, we will have contact data base where important contact details from our partners, stakeholders and collaborators is stored. The platform is not functional now but itis in the last stage of the development.
7	**Traveling and hotel arrangements for the EB meetings**	VSE or Board member

8	**VSE Governance paper and Code of Conduct**	a set of rules outlining the norms and responsibilities or proper practices of the organization. We were asked by the MT to produce such paper. We have already first draft of this document that will be provided to the MT for further review and comments and later to the Board The second document the Governance paper will become part of the Management Policy. In this document we have reflected more specifically the roles of the Board, MT and the Brussels head office.
9.	**Management policy**	this document was approved by the Board in 2016 and reflects the staff management, decision making processes and planning, reporting on activities, preparation of board meetings, signatures of documents and financial management. This paper will need review so the changes that happened in the past years from 2016 until now are reflected in the new document. The new reviewed paper is planned to be ready towards the end of the year.
10.	**SOP-Standard operating procedures**	a set of step-by-step instructions compiled in one paper to help the staff to carry out routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, The first version was created in 2014 reviewed in 2017 and 2019 but we are now in process of preparing a new document which have much clear structure and is separated in 3 main sections administration/communication and finances. Our plan is to have this document ready at the end of this year. Sure, this is alive document and needs constant update, but the structure will stay the same.

Victim Support Europe

With Financial support from the Justice Programme of the European Union

List of deliverables for VSE 2021 Operating Grant (JUST-NETW-OG-2020)

48 deliverables

Activity	Status/Timing	Follow up	Responsible staff	Risk
Annual Conference	Completed (19-20 May 2021)	Satisfaction survey / report	Marina, Keti, Sasha, Lieselotte	
Autumn Conference	In preparation -> Week of 15 Nov (exact dates TBD)	Face to face, only for members. Send save the date after MTM Agenda, speakers TBD Place TBC Plan B if online?	Marina, Keti, Sasha, Lieselotte	
General meeting (x2)	Ongoing - 26 May 2021 - In Autumn	If Autumn conference face to face – GM along it If Autumn conference online – no obligation to have it at same time	Keti, Marina, Lieselotte	GM #2
Executive Board meeting (x4)	Ongoing - 26 February 2021 - 19 May 2021 - Week of 6-10 September 2021 (face to face) - November/Dec 2021 (prep GM2)	Induction of new members 9 July September: - Day1: EBM - Day2: strategizing workshop (future activities of VSE…)	Keti	
Management Team meeting (x4)	Completed - 11 January 2021 - 15 February 2021	Additional dates? - 1st July: proposal for theme and location for Autumn Conf (Marina)	Keti	

	- 15 March 2021 - 8 April 2021	- 1 or 2 more		
Regional knowledge exchange event	In preparation October TBD	Agree on actions and objectives by end of June (LA/AI)	Aleksandra	
Staff exchange	Call for interest published Autumn 2021	Members interested: - VS Netherlands - VS NI - Witness and Victim Support Services Croatia	Aleksandra, Marina, Lieselotte, Ruth	
National victim support meeting (x4) Croatia, Italy, Ireland, Lithuania	In preparation Dates TBD - Italy – autumn (call with Silvia 15/06) - Croatia – Sept TBD - Ireland - Lithuania (December TBC)	- Ireland : Iris, Levent - Italy : first contact with Rete Dafne ; Aleksandra, Léa - Croatia: Aleksandra, Solene - Lithuania: Léa, Levent	Levent, Aleks, Lea, Solene	
External evaluation	In search of new contractor Contractor to find before end of summer Report for February 2022	AI set up meeting with candidate contractor	Aleksandra, Levent, Léa	
External audit report	Ongoing February 2022	Mazen to organise and plan	Mazen	
INVICTM Annual symposium	TBD	TBC online (workshop or seminar) in 2020 or face to face in 2021	Levent, Léa	
EU NGO Roundtable	Completed Feb	Organise another one mid September linked to the evaluation of Victims Rights Directive with ICF	Léa, Solene, Levent	
Centre of Excellence (3 online meetings and 1 workshop)	Ongoing Online meetings: - 9 March 2021 - 4 May 2021	3rd online meeting to organise Workshop – dates TBC week of 18 October F2F in Brussels, agenda, presentations	Aleksandra, Léa, Solène	

	- Date TBD Workshop in Brussels: 19-20 October 2021	Léa (hotel, budget, catering…)		
Policy paper (x2)	Not started December 2021	Safe justice National support framework	Léa, Iris, Solène, Sasha, Annelies, Levent	
Response to EU consultations (x3)	Ongoing	Consular protection, GBV, CSA online, hate crime/hate speech, organised crime, CEPOL, justice scoreboard, modernising judicial cooperation, research and innovation ….. Pam to work on summary / factsheets	Léa, Solene, Levent	
Training (x3)	Not started Dates TBD	- September on Hub (Sigal) - ERA (Lev) on victims' rights 1h lecture - Ruth training	Cristina, Sigal, Ruth	
Workshop (x3)	Not started Dates TBD	- Alongside GM on safe justice - EBM September - VSE hub (Sigal)	Sigal, policy team	
ECHR/ECJ Report	Ongoing December 2021	Report + regular articles on Intranet and website	Solène, Aleksandra	
Annual report 2020	Ongoing July 2021	Designed by July	Marina	
PR Campaign (x2)	Ongoing 19-20 May 2021 – publicity campaign Autumn 2021 – publicity for Autumn conf		Marina, Lieselotte	
Media campaign (x2)	Ongoing 22 February 2021 / 21 August 2021 EC's autumn information campaign	"It exists" campaign 22 Feb – end summer EC campaign 2nd part of "It exists"	Marina, Lieselotte	

Newsletter (x4)	Ongoing Newsletter 1: 25 February 2021 Newsletter 2: 15 July 2021 Newsletter 3: 15 October 2021 Newsletter 4: 20 December 2021		Marina, Lieselotte	
Victim consultation	Not started Dates and content TBD		TBD	

Victim Support Europe

With financial support from the Justice Programme of the European Union

List of active VSE projects

Project name/ Coordinator & VSE role	Main objectives	VSE Role	Implementation period	Partners	Available VSE budget - VSE contribution
PREVICT - Promoting Rights of European Victims **Coordinator:** Victim Support Europe	- Conduct research on good practices in providing information to vulnerable groups; - Develop information campaign for victims based on best practices; - Develop a methodology to measure the impact of campaigns for victims; - Measure the impact of the information campaign and deliver an impact report.	VSE role is to ensure: - Day to day project management; - Research; - Correctness of financial activities; - Timely delivery; - Quality assurance.	1/6/2019 – 31/12/2021	**BE** – Victim Support Europe (Lead) **PT** - APAV **MT** - Victim Support Malta **HR** -Victim and Witness Support Association **HU** - Feher Gyuru **AL** - Human Rights and Democracy Centre **LT** - VILIAS **MT** - Transcendent Media Consulting	123.274,70 € -20% contribution

CREST - Fighting Crime and Terrorism with an IoT-enabled Autonomous Platform based on an Ecosystem of Advanced Intelligence, Operations, and Investigation Technologies **Coordinator:** Protection and Guard Service RO	- Equip law enforcement agencies (LEAs) with an advanced prediction, prevention, operation, and investigation platform by using big data and innovative technologies for: i. threat detection and assessment; ii. mission planning and improved surveillance; iii. distributed command and control of law enforcement missions; iv. sharing of information and exchange of digital evidence based on blockchain; v. delivery of pertinent information to different stakeholders in an interactive manner tailored to their needs; vi. provide chain-of-custody and	VSE's role is to develop information materials to educate the wider public on identifying threats (terrorism and violent crime) and on how to behave in case of an attack. Information campaigns will be developed and launched. VSE will also participate in the development of training for law enforcement agencies.	1/6/2019 – 28/02/2023	**RO** - Protection and Guard Service (Lead) **BE –** Victim Support Europe **EL -** Information Technologies Institute **IL -** Motorola Solutions Israel LTD **UK -** Sheffield Hallam University **ES –** Everis Spain SL **PL –** Military Technical Academy **RO -** Siveco Romania SA RO **IE -** National University of Ireland Maynooth **DE -** COPTING GMBH **NL -** CYBERLENS BV NL **EL** - National and Kapodistrian University of Athens **ES -** Robotnik Automation SLL **AT –** University of Vienna	230.750,00 € - no contribution

	path-to-court for digital evidence.			**IT -** IN MM S.R.L. **EL -** Center for Security Studies **DE -** University of Applied Sciences for Public Administration and Legal Affairs in Bavaria **MD -** The State Protection and Guard Service **PT –** Ministry of Justice **EL –** Police Directorate **EE -** Police and Border Guard Board **UK -** Police Service of Northern Ireland UK	
INHeRE - Inclusive Holistic Care for Refugee and migrant victims of sexual violence in Belgium, Sweden and the UK	- Improve holistic care for migrants, applicants of international protection (AIPS) and refugees (MAR) who have been sexually victimized and/or sex-trafficked, regardless of their sex, gender, sexual orientation, legal and/or protection status; - Build capacity and enhance the culturally/diversity-	VSE's role is to support partners by identifying best practices and contributing to the dissemination of project results.	1/9/2019 – 31/10/2021	**BE –** Ghent University (Lead) **BE –** Victim Support Europe **BE –** Belgian Federal Agency for health, food safety and the environment **BE –** Payoke **UK –** King's College Hospital	35.000,00 € - 20% contribution

Coordinator: University of Ghent	competent practices of 5 key professional groups (asylum reception staff, nurses & psychologists at police authorities, follow-up psychologists and cultural intermediators/interpreters) working with MAR by providing online and onsite training; - Align national policies with EU regulations and guidelines for the safe reporting of sexual violence regardless of legal status; - Bridge the competencies, practices and policies across professions to streamline the care pathways.			NHS Foundation Trust **IE** - Department of Justice and Equality	
EUCVT - EU Centre of Expertise for Victims of Terrorism **Coordinator:** Victim Support Europe	- Develop specialised guidelines and training materials, and organise training activities for national authorities and national support organisations on victims' needs and practical aspects of the implementation of the EU rules on victims of terrorism; - Act as a hub of expertise on all issues related to victims of terrorism and to set up a website;	VSE will develop the European Centre of Expertise for Victims of Terrorism. The main goal is to increase the EU expertise on the rights of victims of terrorism through delivering handbooks (EU + 26 national), delivering training (Train the Trainers + 26 national), operating 2 hubs of	01/01/2020 - 31/12/2021	**BE -** VSE (Lead) **FR -** Fondation Lenval **FR -** Association française pour les victimes du terrorisme (AfVT) **NL -** ARQ Impact	550.000,00 € – no contribution

	- Assist the European Commission and the European Network on Victims' Rights in reinforcing operational coordination between the Member States and victim associations which include assisting in identifying the authorities responsible for victims' attention and care in each Member State, as well as establishing safe communication channels allowing an immediate exchange of information about victims of different nationalities, in case of terrorist attacks; - Evaluate the necessity and the feasibility of setting up an EU Coordination Centre for Victims of Terrorism by delivering an *ad hoc* Report on this.	expertise (general experts on terrorism and psychotrauma experts).			
FYDO - Development of European Facility Dog Service **Coordinator:** Victim Support Europe	- Develop and introduce an innovative training programme for FYDO dogs and handlers; - Train 5 FYDO dogs and up to 10 handlers; - Support at least 200 highly vulnerable victims; - Raise awareness and disseminate results to	VSE main tasks are: - Project management; - Research; - Correctness of financial activities; - Timely delivery of project activities;	01/01/2021-31/12/2022	**BE** - Victim Support Europe (Lead) **BE -** Canisha VZW **IT -** Dog4life Onlus **IE -** University College Cork - National	164.245,00 € - 10% contribution

	inform stakeholders and the general public; - Advocate for the embedding of the service into the justice systems and extension of the service in project countries and the rest of the EU.	- Quality assurance; - Development of dissemination of the project.		University of Ireland, Cork **BE -** Hachiko vzw **FR -** Handi'Chiens **FR -** Viaduq 67	
Infovictims III **Coordinator:** Associação Portuguesa de Apoio à Vítima	- Strengthen victims' knowledge on their rights and ways to exercise them; - Contribute to the effective and coherent application of EU criminal law; - Contribute to the reduction of secondary victimisation.	Victim Support Europe will: - ensure the project's transnational perspective and dimension both with respect for contents and dissemination; - Develop recommendations on how to provide information to victims; - contribute to the dissemination of the project.	01/11/2020-31/09/2022	**PT** - Associação Portuguesa de Apoio à Vítima (Lead) **BE** - Victim Support Europe **PT** - Procuradoria-Geral da República **PT -** Direção-Geral da Política de Justiça **DE** - Weisser Ring Gemeinnutziger Vereinzur Unterstutzung Von Kriminalitatsopfern Und Zur Verhutung Von Straftaten Ev	49.706,85 € - 10% contribution

				PL - Ogolnopolski Zwiazek Pomocy Osobom Pokrzywdzonym Przestepstwem Subvenia Victima **FR -** France Victimes **IT** - Associazione Libra - Rette Per Lo Studio E Lo Sviluppo Delle Dinamiche Di It Mediazione **EL** - European Public Law Organization **LT** - Viesoji Istaiga Vilniaus Pazangiu Studiju Institutas **IE** - Irish Council for Civil Liberties Limited **CZ -** Bily kruh bezpeci	
PROTECT – Exchanging good practices on restorative justice and promoting the victims' rights protection	- Promote the respect of the victims' rights through the implementation of restorative practices paths; - Improve the skills and competencies of the trainers/operators of the victim' support organizations involved in the project;	VSE will actively participate in the training activities and will organise the final conference.	01/09/2020-31/08/2023	**IT -** Welcome (Lead) **IT** - Association "Spondé" **BE** - European Forum for Restorative Justice	20.263,00 € – no contribution

Coordinator: Welcome	- Facilitate the implementation of restorative justice paths, spreading the meaning of reparation and promoting the assumption of responsible attitudes towards victims, society and community rules.			**BE** - “Mediante” Agency for criminal mediation **BE** - Victim Support Europe **PT** - Associação Portuguesa de Apoio à Vítima **ES** - Barcelona University **DE** - Waage Hannover	
AREV - Development of Victim Support Services in Estonia **Coordinator:** Victim Support Europe	- Improve understanding of the gaps in support services available to victims of crime; - Increase stakeholders’ knowledge about each other’s capacity and capability to deliver services and support for victims; - Improve delivery of information to victims; - Increase stakeholders’ understanding of victims’ needs; - Improve referral to support services; - Improve victims’ experiences in their recovery; - Improve public awareness about victims’ rights and services available to them.	VSE main tasks in the project are: - Project and financial management; - Development of research; methodology and tools for data collection; - Development of training; - Development and implementation of dissemination of the project.	29/03/2021-28/03/2023	**BE** - Victim Support Europe	500.000,00 € – no contribution

Breaking Barriers: Understanding the needs of victims/survivors to empower access to community supports **Coordinator:** Ontario Provincial Police	- Reduce barriers & improve access to wraparound support services for victims/survivors of Human Trafficking (HT); - Enhance knowledge of the needs of victims/survivors of HT; - Enhance relationships with community partners to improve referrals and identify gaps in support services for victims/survivors of HT; - Enhance and improve trauma-informed and victim-centred approaches being used by police to support victims/survivors of HT; - Introduce victim's needs assessments and transition planning for victims/survivors of HT to empower victims to access the supports they need; - Enhance the understanding of serious and organized crime issues and the needs of victims/survivors amongst policy decision-makers to support informed policy making/legislative recommendations and/or direction and decisions.	VSE main tasks in the project are: - Research on: mapping on support services; access to support for HT victims/survivors; referral mechanism; community and victims needs assessment; - Development of research methodology and tools; - Identification of tools for community needs assessment, victim needs assessment and referral mechanism.	31/03/2021-31/03/2024	**CA** - Ontario Provincial Police (Lead) **BE -** Victim Services Europe **CA** - Kenora Sexual Assault Centre **CA -** Kenora Coalition to End Human Trafficking **CA** - Lanark County Interval House and Community Support **CA** - Canadian Resource Centre for Victims of Crime	TBD

Service Contracts					
ENABLE - Early Network-based Action against abusive Behaviours to Leverage Victim Empowerment **Coordinator:** CIPM – Centro Italiano per la Promozione della Mediazione	- Prevent gender-based violence; - Develop partnerships between law enforcement and civil society; - Contribute to the protection of victims; - Promote capacity-building within local services.	Contract: VSE is solely responsible for the project evaluation.	04/01/2021- 04/01//2023	**IT** - CIPM – Centro Italiano per la Promozione della Mediazione **IT** - Associazione Ares Aps (Ares) **IT** - Cipm(Centro Italiano Per La Promozione Della Mediazione) Liguria Aps C.I.P.M. Lig.) **IT** - Cipm Sardegna Associazione Per La Gestione Pacifica Dei Conflitti E Per La Giustizia Riparativa (Cipm Sardegna) **IT** - Universita Cattolica Del Sacro Cuore (Ucsc) **IT** - Centro Italiano Per La Promozione Della Mediazione. **IT** - Associazione Per La Gestione Pacifica Dei Conflitti.Emilia -	12.804,00€

				Cipm Emilia (Cipm Emilia)	
Study on online identity theft and identity-related crime	- Obtain a better understanding of the scale of the problem of online identity theft and identity-related crime in the EU; - Provide a detailed comparative analysis of various legislative and non-legislative measures and approaches to combat online identity theft and identity-related crime and their effectiveness.	Service contract, for which VSE main tasks are: - Mapping of the legal frameworks and regulatory and non-regulatory approaches to combat identity theft in Malta and Netherlands; - Contribute to analyse the scale of the problem of online identity theft and identity-related crimes; - Contribute to the mapping of relevant practical measures to prevent and combat ID Theft and identity-related crimes; - Contribute to the formulation of best practices.	2021	ICF	13.440,00€
Study to support the evaluation of the Counter-	Support DG HOME by developing a study on the implementation of the Counter-Terrorism Directive.	Service contract, for which VSE main tasks are:	2021	ICF	12.000,00 €

terrorism Directive		- Review of methodology and research tools; - Conduction of consultations through the involvement of national associations representing the interests of victims.			
Study to support the evaluation of Directive 2012/29/EU of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime	Support DG JUST by providing a sound basis (qualitative and quantitative) for the evaluation of the Directive.	Service contract, for which VSE main tasks are: - co-development of research methodology and research tools; - contribution to data collection; - selection and development of case studies.	2021	ICF	TBD
Projects Submitted – Pending Decision					
CYBERCOP - Facilitating and supporting cybercrime victims through an online crime-reporting platform	The CYBERCOP project aims at developing a common practice to manage the overall process concerning victims of cyber offences and to favour the cross-border and transnational collaboration of LEAs. The project will: analyse the requirements of LEAs, of judicial	VSE will lead on research.	**Info to applicants:** June 2021 **Signature of grant agreement:** July 2021	**IT –** INDIRE - Istituto Nazionale Di Documentazione per L'innovazione e la Ricerca Educativa (Lead) **BE -** Victim Support Europe	403.925,00 € - 10% contribution

Coordinator: INDIRE - Istituto Nazionale Di Documentazione per L'innovazione e la Ricerca Educativa	authorities at a local and national level, and subjects dealing with victim support; develop a distributed cloud-based platform integrated with LEAs legacy systems; engage stakeholders in one-year pilot evaluation to assess impacts.		**Provisional starting date of the action:** August 2021	**BE -** Spin System **IT -** Comune Di Torino **RO -** Software Imagination & Vision Srl **SI -** Institut Za Korporativne Varnostne Studije Ljubljana **SK -** Ministry Of Interior Of The Slovak Republic **BiH -** Republic Of Srpska - Ministry Of Interior Bosnia And Herzegovina **IT -** Rete Dafne Italia - Rete Nazionale Dei Servizi Per L'assistenza Alle Vittime Di Reato **DE -** Der Polizeiprasident in Berlin	
InterCept - Intercepting child sexual abuse through cooperation	InterCept project presents a pioneering initiative in the European Union that triangulates between sex workers (SW), law enforcement authorities (LEAs) and victim support services to develop an innovative approach towards preventing trafficking in children for sexual exploitation	VSE is the coordinator of the project and will lead on communication and dissemination.	**Information to applicants**: July 2021 **Signature of grant agreement:** September 2021	**Provisional starting date of the action:** October 2021	214.021,40 € -10% contribution

Coordinator: Victim Support Europe	(CSE), identify child victims of trafficking online, and ensure that they receive the support they need. In addition, the project looks into facilitating the reporting of suspected perpetrators and the collection of admissible evidence that can lead to their effective criminal prosecution.				
LANSELOT- Judicial Training on Victims' Rights through Legal Analysis of Narratives Supported by Experiential Learning of Trainers **Coordinator:** Viesoji Istaiga Vilniaus Pazangiu Studiju Institutas	The LANSELOT project aims to create a module for mutual capacity and empathy-building of criminal justice practitioners (judges, police officers, etc.) that would expand their knowledge of and would strengthen their sensitivity to the needs and expectations of victims.	VSE will lead on research and training.	**Info to applicants:** September-October 2021 **Signature of grant agreement:** October-December 2021	**LT** - Viesoji Istaiga Vilniaus Pazangiu Studiju Institutas (Lead) **BE -** Victim Support Europe **PT** - Associação Portuguesa de Apoio à Vítima **LT** - Nusikalstamumo Prevencijos Lietuvoje Centras **IT -** Associazione Libra - Rette Per Lo Studio E Lo Sviluppo Delle Dinamiche Di Mediazione **GR** - Panepistimio Thessalias **IT -** Rete Dafne Italia - Rete Nazionale Dei Servizi Per	149.309,00 € - 10% contribution

				L'assistenza Alle Vittime Di Reato **IT -** Elastik Di Gn	
ForVictims - promoting the capacity and awareness towards victims' rights and protection **Coordinator:** Associação Portuguesa de Apoio à Vítima	The ForVictims project was designed to promote the rights of victims of crime through the training of members of the judiciary, judicial staff and law enforcement agencies (LEAs).	VSE will play a role in the delivery and dissemination of training, as well as in the dissemination of the transferability of the project.	**Info to applicants:** September-October 2021 **Signature of grant agreement:** October-December 2021	**PT** - Associação Portuguesa de Apoio à Vítima (Lead) **BE -** Victim Support Europe **PT –** Ministério da Administração Interna **PT -** Procuradoria-Geral Da Republica **ES -** Fiscalía General Del Estado **PT –** Direcção-Geral da Administração da Justiça **LT -** Viesoji Istaiga Vilniaus Pazangiu Studiju Institutas **SE -** Brottsofferjouren Sverige	31.391,66€ - 10% contribution
Link - Linking Information and Data Systems for Equal Access to Courts	The LINK project aims to improve access to information, support and protection in criminal proceedings for persons with disabilities by conceptualising the role, form and feasibility of concrete uses of	VSE will lead on research.	**Info to applicants:** September-November 2021 **Signature of grant agreement:**	**HU** - Validity Alapitvany-Kozpont a Mentalis Serulek Jogaiert (Lead)	60.037,70 € - 10% contribution

Coordinator: Validity Alapitvany-Kozpont A Mentalis Serulek Jogaiert	digitalisation and artificial intelligence to address existing accessibility barriers.		November-December 2021	**BE -** Victim Support Europe Hungary **PT** - Associação Portuguesa de Apoio à Vítima **LT -** Psichikos Sveikatos Perspektyvos Viesoji Istaiga **LV -** Resursu Centrs Cilvekiem Ar Garigiem Traucejumiem "Zelda" **CZ -** Spolecnost Pro Podporu Lidi S Mentalnim Postizenim V Ceske Republice, Z.S. **BG -** Kera Foundation Bulgaria **PT -** Fenacerci - Federação Nacional de Cooperativas de Solidariedade Social **IT -** Consiglio Nazionale Delle Ricerche	

DLT4VIC - Distributed Ledger Technologies for Innovative Victim Support **Coordinator:** Pravo I Internet Foundation	The Distributed Ledger Technologies for Innovative Victim Support (DLT4VIC) project focuses on facilitating the provision of information to victims of crime during criminal proceedings through the use of distributed ledger technologies (DLT).	VSE will lead on research and dissemination.	**Info to applicants:** September-November 2021 **Signature of grant agreement:** November-December 2021	**BG -** Pravo I Internet Foundation (Lead) **BE -** Victim Support Europe **IT -** Engineering - Ingegneria Informatica Spa	112.435,60 € - 10% contribution
Learn2support **Coordinator:** Centre For Crime Prevention In Lithuania - NPLC	The Learn2support project objective is to develop circles of empowerment that will unite members of local communities willing to prevent domestic abuse and to assist and provide support to victims.	VSE will lead on research, the development of the model/methodology for the circles of emporwerment and dissemination.	**Info to applicants:** October-November 2021 **Signature of grant agreement:** December 2021 – February 2022	**LT** - Centre For Crime Prevention In Lithuania - NPLC (Lead) **BE -** Victim Support Europe Aisbl **PT** - Associação Portuguesa De Apoio à Vitima **LT -** Viesoji Istaiga Vilniaus Pazangiu Studiju Institutas **IT -** Associazione Libra - Rette Per Lo Studio E Lo Sviluppo Delle	148.693,00€ - 10% contribution

				Dinamiche Di Mediazione **FR** - Forum Europeen Pour La Securite Urbaine	
Intercultural Approach to Prevent Gender-Based Violence **Coordinator:** IAPV	The Intercultural Approach to Prevent Gender-Based Violence goal is to provide online and face-to-face training in intercultural mediation on SGBV targetedat first-line practitioners and migrant communities for: (1) early detection, prevention, and response to SGBV crimes; and (2) to guarantee agility and adequacy of support to potential migrant victims, including situations of an exceptional nature, such as crisis and pandemics.	VSE will lead on the training component of the project.	**Info to applicants:** October-November 2021 **Signature of grant agreement:** December 2021 – February 2022	**PT -** Instituto Politecnico De Viseu (Lead) **BE -** Victim Support Europe Aisbl **IT -** Fondazione Agenfor International **EL -** Praksis Association **PT** - Associação Portuguesa De Apoio à Vitima **ES** - Associació Fòrum Dona Activa 2010 **IT** - Cooperativa Lotta Contro L'emarginazione Coop. Sociale Onlus **PT** - Comissão Para A Cidadania E A Iguldade De Genero	78.089,00€ - 10% contribution

				IT - Fondazione Per Le Iniziative E Lo Studio Sulla Multietnicita' - Ismu **PT -** Alto Comissariado Para As Migracones I.P. **PT** - Community Impact, Unipessoal Lda.	
Proposals being developed					
VOCIARE II	The project's goal is to conduct an assessment of the state of the implementation of the Victims' Rights Directive	VSE will coordinate the project	Deadline for submission: September 9	tbd	tbd
Rights & Remedies LA STRADA	The overall goal of the project Rights & Remedies is to enhance access to justice for victims of crime by contributing to the effective and coherent application of relevant EU criminal law in particular provisions for the right to	tbd	Deadline for submission: September 9	tbd	tbd

	information, safe reporting, complaint mechanisms and compensation at national and European levels.				
INDEED	Contribute to research, awareness-raising, development of technology and training on online identity theft.	tbd	Deadline for submission: 23 Nov 2022	tbd	tbd

Last update: 02/07/2021

Victim Support Europe

With financial support from the Justice Programme of the European Union

CALENDAR OF VSE EVENTS

DATE	NAME OF EVENT	ORGANISED BY	PLACE	ATTENDED BY	NOTES
MAY 2021					
19 & 20	VSE Annual Conference 2021	Marina, Keti, Lieselotte	online		
JUNE 2021					
22	EUCVT Webinar Discussion on Trauma-Informed Care for Victims of Terrorism	EUCVT (Annelies and Léa)	online		
SEPTEMBER 2021					
Week 6 - 10	Workshop at EBM				
TBD	National VS meeting - Croatia	Al	TBD		
TBD	Training on VSE Hub	Sigal			
OCTOBER 2021					

Paper 9- VSE events calendar

DATE	NAME OF EVENT	ORGANISED BY	PLACE	ATTENDED BY	NOTES
TBD	National VS meeting - Italy	AI and Léa	TBD		Date: autumn 2021
TBD	National VS meeting - Ireland	Lev and Iris	TBD		Date: autumn 2021
TBD	Workshop on Safe Justice (alongside GM)	Sigal, policy team	TBD		Date: autumn 2021
TBD	International Staff Exchange	AI, Marina, Lieselotte	TBD		Autumn 2021, currently VS NI, VS NL and Witness and Victim Support Services Croatia interested
TBD	Regional Knowledge Exchange Event	AI	TBD		Date TBD
Week 18	Centre of Excellence Workshop	Léa			In week of 18 October, most probably beginning of the week but TBC
NOVEMBER 2021					
Week 15	VSE Autumn Conference 2021 on Safe Justice	Marina, Keti, Lieselotte	Brussels		**Dates:** 19 (main conference part), 20 November (networking part) 2021 **Hosting venue:** Martin's Hotel Genval (backup: Google Headquarters in Brussels) **Theme:** "Safe Justice" (Transforming Justice Systems to Create Safe and Resilient Communities) **Approach:** The conference programme will be organized around the compressive victim support model to expand our collective understanding of approaches to safe justice especially as they align with other systems such as via victim

DATE	NAME OF EVENT	ORGANISED BY	PLACE	ATTENDED BY	NOTES
					support, education, health care, social and community services, private sector, etc. **Topics:** - Concept, values and origins of safe justice. What does safe justice mean for victims? - Supporting victims in the criminal justice system - Justice in Education - The Private Sector and Criminal Justice - What is a community justice? How do justice agencies collaborate with social services?
DECEMBER 2021					
TBD	National VS meeting - Lithuania	Lev and Léa	TBD		
13 or 14	EUCVT Final Conference	AI and Annelies	Brussels		We are intending to organize the conference at Martin's Hotel Genval as part of the series of VSE-led events within the currently discussed long-term partnership with the hotel.
February 2022					
22	VSE's event at 'Future of Europe Conference'	Marina, Lea, Keti, Lieselotte	Online		We are intending to use the 'Future of Europe's' platform to reach a broad audience, to debate on Europe's challenges and priorities ragrding the advancement of victims' rights. The Conference is placed under the authority of the three

DATE	NAME OF EVENT	ORGANISED BY	PLACE	ATTENDED BY	NOTES
					institutions, represented by the President of the European Parliament, the President of the Council and the President of the European Commission, acting as its Joint Presidency.
MAY 2022					
TBD	VSE Annual Conference 2022	Marina, Keti, Lieselotte	Malta		Location TBC: if no response from Victim Support Malta, look for other members (priority: Croatia)

EU and International consultations and surveys (2020-2021)

All VSE submission can be found on VSE Intranet: https://members.victim-support.eu/activities/european-law-and-policy-development/

Time frame	Type of consultation	Topic	Link
2020			
16 January 2020 - 13 February 2020	European Commission Roadmap	EU Gender equality Strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12114-Gender-equality-in-the-EU
05 March 2020 - 02 April 202	European Commission Roadmap	EU victim rights strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12239-EU-Strategy-on-victims-rights-2020-2024-
15 April - 30 May 2020	FRA Survey	Mid term review of FRA 2018-2022 Strategy	https://eu5se.voxco.com/SE/default.aspx
6 - 13 May 2020	United Nations Victims of Terrorism Unit Survey	Theme for the 2020 International Day of Remembrance of and Tribute to the Victims of Terrorism	https://forms.office.com/Pages/ResponsePage.aspx?id=2zWeD09UYE-

			9zF6kFubccEX38sMMdXpAqLqbDlDU1xFUQkVOUEpZUDVaWVZSTFFFREZJWFBEVk41RS4u
05 June 2020 - 03 July 2020	European Commission Roadmap	Fight child sexual abuse strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12433-EU-strategy-to-fight-child-sexual-abuse_en
29 May 2020 - 10 July 2020	European Commission Roadmap	LGBTI Equality Strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12410-LGBTI-equality
17 June 2020 - 05 August 2020	European Commission Roadmap	Child Rights Strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12454-Delivering-for-children-an-EU-strategy-on-the-rights-of-the-child
01 July 2020 - 09 September 2020	European Commission Evaluation	Evaluation CEPOL	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12484-Evaluation-of-the-European-Union-Agency-for-Law-Enforcement-Training-CEPOL-Regulation-
03 July 2020 - 21 August 2020	European Commission Roadmap	Violence against women and domestic violence – fitness check of EU legislation	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12472-Fitness-check-of-the-EU-legislation-on-violence-against-women-and-domestic-violence
30 July 2020 - 10 September 2020	European Commission Roadmap	Digitalisation of justice in the EU	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12547-Digitalisation-of-justice-in-the-European-Union
July - 13 November 2020	European Commission Public consultation	Disability rights strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/1929-European-Disability-Strategy-2010-2020-evaluation

November 2020	Review UNOCT	Global Counter Terrorism Strategy	/
1 September - 03 December 2020	European Commission Public consultation	Child Rights Strategy	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12454-EU-strategy-on-the-rights-of-the-child-2021-24-/public-consultation_en
October - 19 November 2020	European Commission Roadmap	Combatting Terrorism Directive	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12545-Evaluation-of-Directive-EU-2017-541-on-combating-terrorism
2 December - 30 December 2020	European Commission Roadmap	Fighting child sexual abuse: detection, removal and reporting of illegal content online	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12726-Fighting-child-sexual-abuse-detection-removal-and-reporting-of-illegal-content-online
2 December - 30 December 2020	European Commission Roadmap	evaluation of the Victims' Rights Directive	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12727-Supporting-crime-victims-evaluation-of-the-Victims-Rights-Directive
11 December 2020 - 08 February 2021	European Commission Initiative Europol Regulation	Police cooperation – stronger mandate for Europol	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12387-Police-cooperation-stronger-mandate-for-Europol
16 December - 13 January 2021	European Commission Roadmap	Combating gender-based violence – protecting victims and punishing offenders	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12682-Combating-gender-based-violence-protecting-victims-and-punishing-offenders

9 December - 20 January 2021	FRA Survey	FRA consultation on civic space	https://fra.europa.eu/surveys/index.php/134741?lang=en
2021			
13 January- 10 February 2021	European Commission Roadmap	Consular protection – review of EU rules	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12830-Consular-protection-review-of-EU-rules
15 February - 15 March 2021	European Commission Roadmap	Tackling organised crime - EU agenda for 2021-2025	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12735-EU-Agenda-to-tackle-organised-crime-2021-2025-
23 February 2021 - 20 April 2021	European Commission Roadmap	Hate speech & hate crime – inclusion on list of EU crimes	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12872-Hate-speech-hate-crime-inclusion-on-list-of-EU-crimes
12 March 2021 - 09 April 2021	European Commission Roadmap	Research, innovation, education & young people – a new global approach	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12947-Research-innovation-education-young-people-a-new-global-approach
11 February - 15 April 2021	European Commission Public consultation	Fighting child sexual abuse: detection, removal and reporting of illegal content online	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12726-Child-sexual-abuse-online-detection-removal-and-reporting-
11 March - 08 April 2021	European Commission Roadmap	EU Justice Scoreboard	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12903-2021-EU-Justice-Scoreboard

8 February - 10 May 2021	European Commission Public consultation	Combating gender-based violence – protecting victims and punishing offenders	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12682-Preventing-and-combatting-gender-based-violence-/public-consultation
16 February - 11 May 2021	European Commission Public consultation	Modernising judicial cooperation between EU countries – use of digital technology	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12685-Digitalisation-of-cross-border-judicial-cooperation
18 March - 13 May 2021	European Commission Public consultation	CEPOL Evaluation 2016-2020	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12484-EU-agency-for-law-enforcement-training-CEPOL-evaluation-2016-20-
07 June 2021 - 05 July 2021	European Commission Roadmap	Strategy on combating antisemitism and fostering Jewish life in the EU	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13068-Strategy-on-combating-antisemitism-and-fostering-Jewish-life-in-the-EU_en
15 June – 16 July 2021	FRA Survey	Stakeholders consultation on FRA Director's Note 2023	/
UPCOMING CONSULTATIONS			

Summer 2021	European Commission Public consultation	Evaluation of the Victim Rights Directive	https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/12727-Supporting-crime-victims-evaluation-of-the-Victims%E2%80%99-Rights-Directive_en
Upcoming	European Commission Roadmap / Public consultation	Combating child sexual abuse – review of EU rules	https://ec.europa.eu/info/law/betterEurope-regulation/have-your-say/initiatives/13073-Combating-child-sexual-abuse-review-of-EU-rules_en

EU institutions and other bodies most relevant to VSE work

EU institutions

European Commission

EU's executive arm composed of 27 commissioners. Proposes legislation to the Parliament and Council
President: Ursula von der Leyen

High Representative of the EU/Vice-President: Josep Borrell
European External Action Service (EEAS): the EU's diplomatic service
Secretary General: Stefano Sannino

Directorate-General for Justice (DG JUST)
Commissioner for Justice: Didier Reynders
Commissioner for Equality: Helena Dalli
Director-General (acting): Salla Saastamoinen

Directorate-General for Migration and Home Affairs (DG HOME)
Commissioner: Ylva Johansson
Director-General: Monique Pariat

Directorate-General for Civil Protection & Humanitarian Aid Operations (DG ECHO)
Commissioner: Janez Lenarčič
Director-General: Paraskevi Michou

Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR)
Commissioner: Olivér Várhelyi
Director-General (acting): Maciej Popowski

Directorate-General for Communications Networks, Content and Technology (DG CONNECT)
Commissioner: Thierry Breton
Director-General: Roberto Viola

European Parliament
705 elected members and acting as co-legislator with the Council
President: David Sassoli

Committee on Civil Liberties, Justice and Home Affairs (LIBE Committee)
Chair: Juan Fernando López Aguilar (S&D, ES)

Committee for Women's Rights and Gender Equality (FEMM Committee)
Chair: Evelyn Regner (S&D, AT)

Subcommittee on Human Rights (DROI Committee)
Chair: Maria Arena (S&D, BE)

Special Committee on Artificial Intelligence in a Digital Age (AIDA Committee)
Chair: Dragos Tudorache (Renew, RO)

Council of the European Union
Ministers from Member States and acting as co-legislator with the European Parliament

Justice and Home Affairs Preparatory Body

Working Party on Terrorism

Working Party on Cooperation in Criminal Matters (COPEN)

Coordinating Committee in the area of police and judicial cooperation in criminal matters (CATS)

Committee of the Permanent Representatives of the Governments of the Member States to the European Union (COREPER)

EU Advisory bodies

Committee of the Regions
Body of 350 representatives of regional and local governments working to increase participation of European regions in the EU community

European Economic and Social Committee
Non-political body that gives representatives of Europe's civil society groups a platform to express opinions on EU issues

Key EU Agencies for VSE

Fundamental Rights Agency (FRA)
Agency for Criminal Justice Cooperation (EUROJUST)
European Institute for Gender Equality (EIGE)
Agency for Law Enforcement Training (CEPOL)
Law Enforcement Agency (EUROPOL)

EU Coordinators

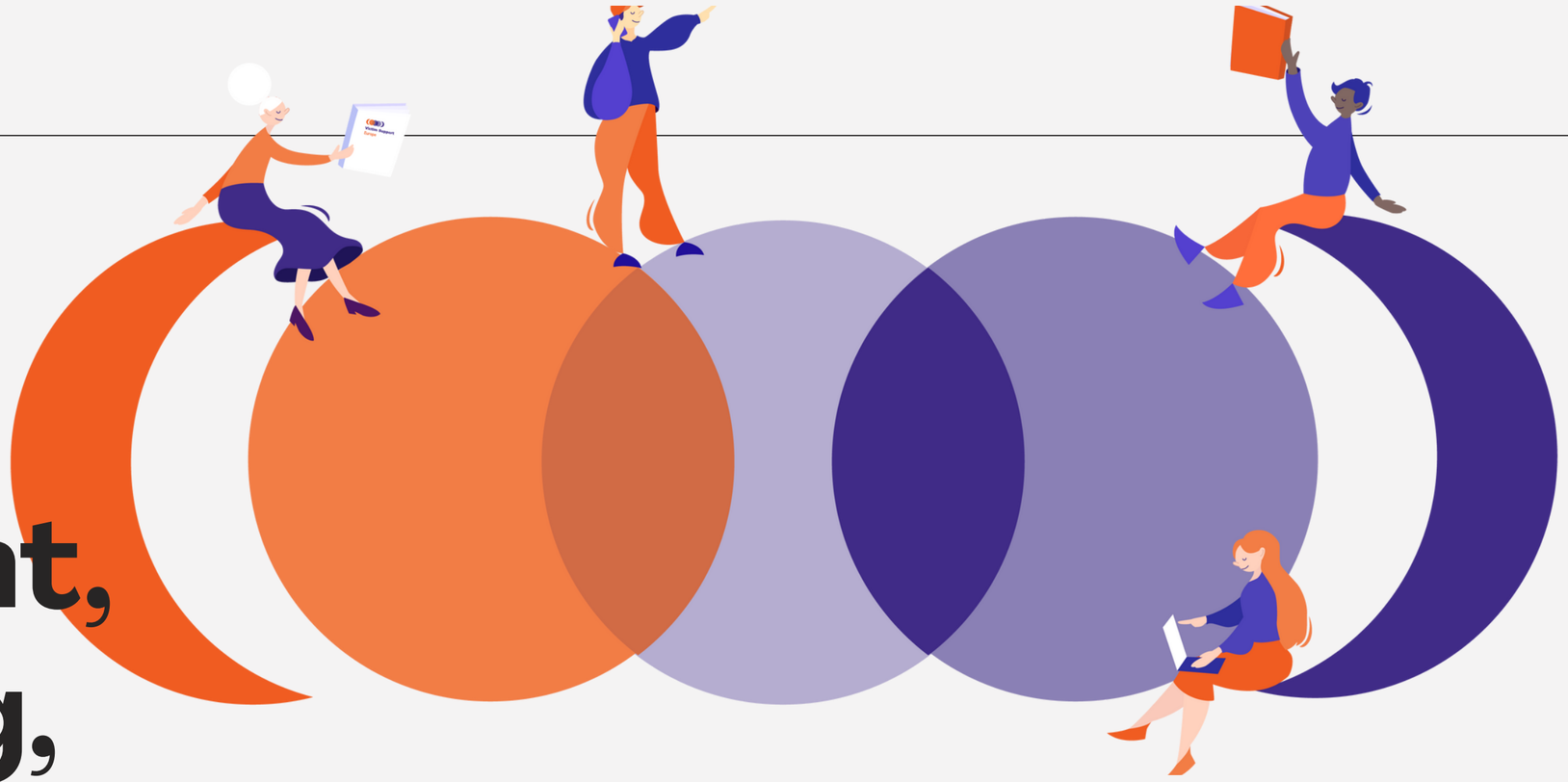
Specialised in one topic and working across EU institutions and agencies in a coordinated manner
Victims' Rights: Katarzyna Janicka-Pawlowska
Rights of the Child: Valeria Setti
Anti-trafficking: Olivier Onidi
Anti-terrorism: Gilles De Kerchove

Court of Justice of the European Union
Ensures that EU legislation is interpreted and applied consistently across the EU

Data Protection Supervisor
Independent authority aiming to ensure that the institutions comply with the data protection laws

List of European networks with State entities
European Judicial Network (EJN)
European Judicial Training Network (EJTN)
European Network of Councils for the Judiciary (ENCJ)
European Network on Victims' Rights (ENVR)
Council of Bars and Law Societies of Europe (CCBE)
European Institute of Public Administration (EIPA)

Victim Support
Europe



More evident, more strong, more supported

Draft Version of VSE's Communication Strategy 2021-2025

[to be adopted in autumn 2021 after the board approval]

What we have lined up for these years:

1. Who is the strategy for?
2. Objectives & purpose
3. Our goals
4. Audience summary
5. Audience motivations
6. Framing victms' rights
7. When we talk
8. Roll out

01

Who is the strategy for?

Communication is central to our theory of change. It is how we change minds and win the trust of our supporters.

So this strategy is not just for our communication teams, it is for anyone at VSE who wants to build our influence, raise more money, and win more campaigns.

01

This is how we will change minds and extend our influence – because it will be much more difficult to dismiss VSE as a niche pressure group if we represent more than a niche audience.

Take a moment to think about someone you know that doesn't talk in our strange NGO language and has different priorities from you. Perhaps they see you as a bit of a do-gooder – admirable, but different.

Meanwhile, they are getting their ideas about victims' rights from mainstream media – and now they can't hear the term 'victims' rights' without thinking about terrorists, or a remote European bureaucracy. It is not because victims' rights are too hard or too complex. It is not because they don't have time. Or that they don't value compassion, equality or fairness. They need us to inform, educate and engage them in ways that are relevant to their lives.

Ask yourself this: How am I going to persuade this person to support victims' rights and to support VSE?

02

Objectives & purpose

This is not about growth for growth's sake. It's not about numbers in a Annual Report, or a disconnected marketing objective. It is core to our purpose – because we know that with more people comes more power, through:

A constituency ready to act when victims' rights come under threat.

Broader public attitudes creating a favourable environment for change.

More income, enabling us to do more to help the victims of crime.

03

Our goals

We communicate to talk about the change we make in the world as well as to make change happen.

We'll have to become more:

- integrated
- audience-centered
- focus on measuring communications outcomes

Our strategy will do this in a number of ways. It will:

Broaden popular support for victims' rights

Grow demonstrable support for our cause and for our campaigns

Build engagement with the VSE brand

Help generate more money through fundraising

04

Audience summary

This is a summary of our attitude groups

awareness level: ★★★

1.Comfortably Convinced

Key characteristics
'Heartland' audience – most strongly aligned to the cause.

Role in this strategy
Strongest advocates, and high-value donors.

04

Audience summary

This is a summary of our attitude groups

awareness level: ★★

2.Believers

Key characteristics
Instinctively aligned, they have a strong sense of social justice derived from direct experience. Less exposed to VSE, and likely to be preoccupied with close-to-home issues.

Role in this strategy
Some donors, but also potential community activists and advocates.

04

Audience summary

This is a summary of our attitude groups

awareness level: ★

3.Young Optimists

Key characteristics
Low awareness of VSE and often uninformed about victims' rights. Different degrees of alignment, but many still forming political identities, and can be persuaded with the right argument.

Role in this strategy
Social media advocates, activists and future donors.

→

05

Audience motivations

Three motivations will drive our communications

For example

- **We might say:** You care about victims' rights.
- **We might show:** Your actions have worked. You made a difference.

Positive affirmation

Most of us respond better to positive affirmation than to criticism. If we are rewarded for doing good, we are likely to do good again. So we'll remind our audiences that they are good people. This will make them feel better, and be more likely to engage with us. This does not mean at all that we shy away from showing the problems we exist to fix – because there is really nothing good to say about injustice or violence. But it does mean we will engage our audiences with a genuine warmth and generosity of spirit. Change will come about because of the goodness and humanity of our supporters, so let's thank them in advance.

05

Audience motivations

For example

- **We might say:** Because you care about your family, you care about victims' rights.
- **We might show:** By sharing our content you can inform and engage your friends.

Pre-existing commitments

Everyone has commitments in life, and are likely to do things that help them fulfil those commitments. Some of our audiences are already committed to campaigning for social justice, which means we just need to provide the opportunity for them to act. But for others, the dominant commitment will be something else entirely – perhaps protecting their family, or enhancing their reputation among peers. We will find ways to link those commitments to our cause.

05

Audience motivations

For example

- **We might say:** People in your community are campaigning to improve support services.
- **We might show:** Spokespeople or supporters that look more like our target groups.

Social norming

We are all guided by social norms – rules for what is considered normal behaviour for people like us. This happens both consciously and unconsciously and helps explain, for example, why victims' rights campaigners in the EU are often very similar. To broaden support we will tell our new audiences that people like you stand up for victims' rights.

06

Framing victims' rights

To broaden support, we need to frame victims' rights in a way that will engage core support of all our target groups.

Here are some common grounds/messages relevant for all above-mentioned stakeholders:

1. Victims' rights belong to you and are part of the legal framework that protects you. All we are asking is that those in power abide by the law, just as you do.
2. Make victims' rights personal. When we talk about distant problems we remind people that these are the same rights that they enjoy. We show how victims' rights are enjoyed as well as lost.
3. Victims' Rights are an institution worth defending. The cost of losing victims' rights is the loss of freedom and security.
4. If in the EU we don't respect victims' rights, we can't complain when others don't. We have to set a good example.

07

When we talk

We'll talk about victims' rights

We can't assume our audiences will make their own connections between personal stories and the broader principles they illustrate.

So our communications will explain, every time, which victims' rights are being highlighted, and why they matter.

07

When we talk

We'll talk about achievements

We will never assume that our audiences know who we are or what we do, because we know this isn't true for some people.

When we talk about VSE we will talk about our achievements, because even those that know us well don't know much about what we've done.

07

When we talk

We'll sound more like our audiences

We'll use a conversational, accessible voice, mixed with analogy and other methods to underline central ideas and make content relatable.

08

Roll-out

Integrating our roll-out with the organisation's strategy 2021-2025 and thematic priorities.

We're knitting communications strategy tactics right through our organisational working –our new staff and members induction will be informed by the communications strategy.

08

Roll-out

Localising across the organisation

We will be working with staff and members across all our departments to help them with working the communications strategies into their teams' day-to-day work, and longer-term strategies.

08

Roll-out

Getting support from all levels

We've involved stakeholders from all levels of our organisation to ensure that this strategy is at the centre of the ways we work from implementation of communications ideas, to writing and approving of new strategies.

Thank you!