

IMPACT:
Center against Human Trafficking and Sexual Violence in Conflict

Annual Report 2022



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Preface

2022 was a year of meaningful impact in the field, further professionalization, and new beginnings.

Meaningful impact in 2022 included our early contribution to countering trafficking in the wake of the Ukrainian war, by making a risk assessment based on desktop and field research and coming up with recommendations to prevent trafficking in the immediate period after the eruption of the war. The report (and its recommendations) has been used in the field to prioritise activities and to channel funds to counter and prevent trafficking among refugees from Ukraine.

Significant impact was also made through the appointment of Anne-Marie as expert on the Preventing Sexual Violence in Conflict Initiative (PSVI) team of the UK Government, a position only reserved for top experts in the field. In this position she has contributed to a world-wide conference on accountability for CRSV.

Our report analysing the effectiveness of the prosecution of labour exploitation in the Netherlands has generated important impact too. Recommendations have been included in the new Dutch legislative proposal amending the human trafficking provision and the report has been cited in the explanatory memorandum, allowing us to meaningfully contribute to legislative reform.

Finally, we secured funding to start an online educational platform on CRSV, THB and the nexus between both crimes, allowing IMPACT to create awareness among a world-wide (student) audience on these phenomena.

The further professionalization of IMPACT in 2022 included the adoption of IMPACT's policy (and action) plan 2022-2025, to set out the focus of IMPACT's work for a meaningful and unique contribution to the field. IMPACT also received the ANBI status, launched a new website (and logo) and ensured financial stability.

Finally, 2022 was also a year of new beginnings. At the end of the year, we moved office from the former Tax office into the former administration office of the female prison facilities at Nassausingel 26, Breda.

We are ready for more impact and new beginnings in 2023!

Best wishes,



Dr. Anne-Marie de Brouwer



Dr. Eefje de Volder

1. IMPACT: Center against Human Trafficking and Sexual Violence in Conflict

1.1. Team

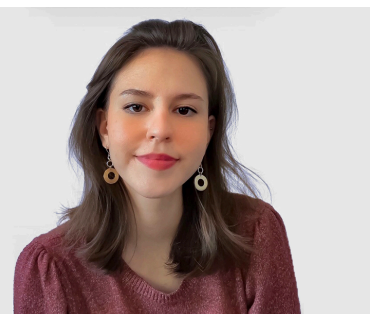
In 2022, the founding board members, dr. mr. Anne-Marie de Brouwer and dr. mr. Eefje de Volder, stepped down from the board and continued their work as Impact's co-directors. The board members of Impact are: Alette Smeulers (Chair), Ingrid Straet (Secretary) and Suzanne Hoff (Treasurer). In 2022, Kara Liblick was a research intern at Impact helping, amongst other things, with setting up an Integrity Protocol.



Anne-Marie de Brouwer



Eefje de Volder



Kara Liblick



Alette Smeulers



Ingrid Straet



Suzanne Hoff

1.2. IMPACT's ambitions

In 2022, IMPACT's policy plan 2022-2025 was adopted by the board. It set out the focus of IMPACT's work for a meaningful and unique contribution to the field.

Prioritisation of activities: ideally, in the coming period IMPACT focuses primarily on research and education, and secondarily on empowerment projects. Before starting new projects IMPACT will check whether it can carry out a project based on the impact-criterion, its importance and how financially beneficial it is.

Systemic approach: IMPACT works from a systemic approach. IMPACT does so by:

- Increasing knowledge and creating awareness (being recognised and acknowledged as a centre of expertise on these themes after 5 years).
- Generating strategic impact (lobbying, adjusting legislation, etc).
- Contributing to improving the circumstances of victims/survivors and their families (effective access to facilities/rights), with an eye for a perpetrator perspective as well.

Geographic focus: although IMPACT has a global focus in its mission, in the coming period IMPACT will focus primarily on Europe and Africa.

Content focus: What makes IMPACT unique is the nexus between THB and CRSV (a niche within the field). For the coming period, in addition to the individual projects on THB or CRSV, IMPACT would like to focus on a number of areas in which IMPACT believes it can make a difference. In doing so, IMPACT focuses on systemic change (impact on multiple levels).

Focus areas: IMPACT will focus on the following areas:

- The nexus between THB and CRSV in the general sense (more attention for this in education and the public debate).
- The nexus between THB and CRSV in international crimes (enslavement/slave trade/forced marriage/sexual slavery).
- The nexus between THB, CRSV and terrorism ('sexual terrorism').
- Continued provision of expertise in dealing with the individual crimes, with specific attention to the role of victims/survivors, awareness and prevention.

2. Annual Report 2022

2.1. Achievements 2022

2.1.1. Research & advice

Preventing Human Trafficking of Refugees from Ukraine: Rapid Assessment of Risks and Gaps in the Anti-trafficking Response

IMPACT supported La Strada International to carry out a rapid assessment to determine what is required by governments, organisations and donors for a comprehensive counter-trafficking response. [The report](#), commissioned by the Freedom Fund, identifies the risks faced by people displaced within Ukraine and refugees from the country into Eastern and Central Europe, which has seen the biggest movement of people since the Second World War. The research, carried out in March and April, concludes that the risks of trafficking and exploitation are likely to increase as the war continues, with more people becoming displaced within Ukraine making access to services and livelihoods more precarious, while millions of refugees will need to settle for longer periods in other European countries and start accessing the labour market.

Research into the Prosecution of Labour Exploitation in the Netherlands

In 2020 we set up a research project into the prosecution of labour exploitation in the Netherlands and the compliance with European and international law. In 2022, we concluded the research, which is commissioned by CoMensha and FNV (Dutch Trade Union), and is executed together with Professor Conny Rijken of Tilburg University. During an expert meeting on 20 October [the report](#) was officially handed to the Ministry of Justice and Security and the results were discussed. The report has made a considerable impact as it has been mentioned in [parliamentary questions](#) and it has been referred to in the explanatory memorandum of the [legislative proposal amending the anti-trafficking provisions](#).

Postcare I: Posted Third Country Care Workers

In 2021 we started, together with La Strada International, the 18-month project Postcare in which we conduct research on posted third country national care workers in the Netherlands. Funded by the European Commission, the project is implemented by an international consortium of trade unions, universities and research institutes and expert organisations in 8 European countries; Italy, Spain, Serbia, Slovenia, Poland, Germany, Greece and the Netherlands. In 2022 we finalised our country study and a vodcast. The final project report highlights trends in posting of third-country nationals and their potential future repercussions.



Postcare II: Posted Third Country Care Workers

In 2022 Postcare II started, in which we partnered again with La Strada International. The follow-up project to the Postcare I project aims to improve the information position of posted third country national (care) workers in the Netherlands. For this purpose, an online portal (information center) will be set up, (digital) leaflets will be developed and information sessions will be organised.

LSI Expert Group Revision EU Directive

In light of the upcoming revision of the EU Anti-Trafficking Directive, La Strada International commissioned Maria Grazia Giammarinaro, the former UN Special Rapporteur on Trafficking in Persons, to compile a fully revised victim-centered EU Anti-Trafficking Directive (and explanatory memorandum). IMPACT was part of the Expert Group that commented on early drafts.

PSVI Accountability Project

In 2022 we conducted a tasking on improving accountability for victims/survivors of conflict-related sexual violence. This tasking was executed together with Catherine Dunmore (member Team of Experts) on behalf of the UK's Preventing Sexual Violence Initiative (PSVI).

Journal of Human Trafficking, Enslavement and Conflict-Related Sexual Violence

Our *Journal of Human Trafficking, Enslavement and Conflict-Related Sexual Violence* (JHEC), a multi- and interdisciplinary journal on the nexus between human trafficking, enslavement and conflict-related sexual violence, became operational as of early 2020. Publications in the 2022 editions included topics as cyber exploitation and online human trafficking of Yazidis by ISIS; women political representation and international compliance against human trafficking; CRSV in Kenya; sex trafficking and the proliferation of HIV in Africa (all of which appeared in our regular issue in July 2022); preventing human trafficking of refugees from Ukraine: risks and gaps in the anti-trafficking response; immigration models and refugee protection schemes and their consequences with regard to Ukraine; mental health for professionals working with

survivors of THB and CRSV, including Ukraine; and responses of anti-trafficking organisations in and around Ukraine on preventing THB of refugees from Ukraine and maintaining mental health (all of which appeared in our special issue on the war in Ukraine, in December 2022).

Advice to Institutions and Interviews to Students/Professionals/Journalists

In 2022, we provided advice to several organizations and people, including the artists behind the initiative “Petrified Survivors”, an artwork representing survivors of CRSV, which initiative we support as an organisation. In 2022, we also gave several interviews to professionals, journalists and (PhD) students about human trafficking, conflict-related sexual violence and/or sexual terrorism.

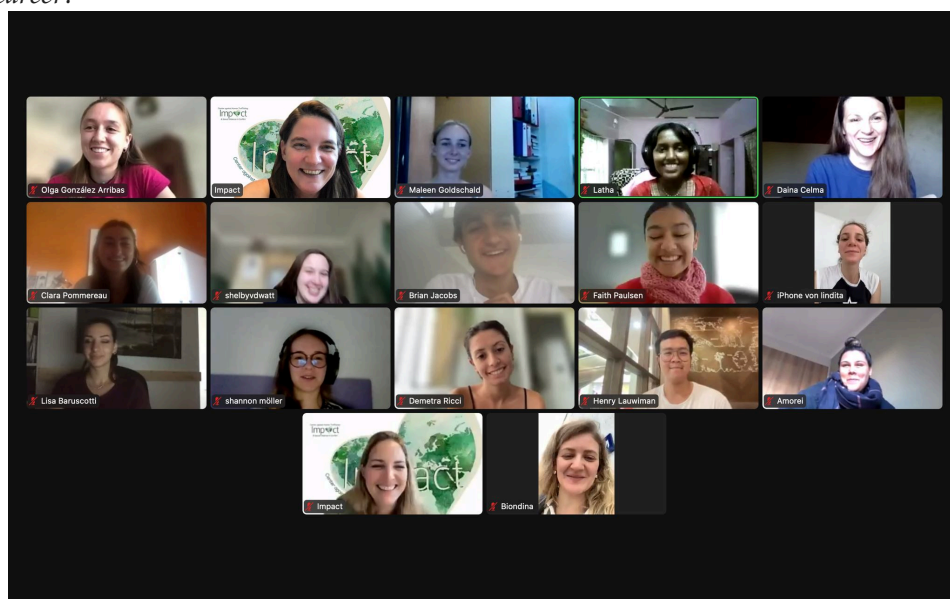
2.1.2. Education & awareness

Summer School at Tilburg University

In July 2022, we taught for the sixth time our two-weeks Summer School course on preventing and addressing conflict-related sexual violence and human trafficking, together with Tilburg University Outreaching Honors Program. The course was taught online for 15 bachelor/master students representing 10 different nationalities and a multitude of disciplines. During these two weeks the opportunities and challenges in addressing both crimes were discussed from both a theoretical and practical perspective. In addition, several guest lectures were given, including by a professional from the ICC; a clinical psychologist from ARQ Centrum ‘45 who treats victims of THB and CRSV in the Netherlands; a survivor of human trafficking; a professional of La Strada International, an anti-trafficking organization; a researcher on terrorism and international crimes from the T.M.C. Asser Instituut; and a former member of the UN Armed Forces.

Average score given by the participants for the Summer School 2022: 4.67 (out of 5)

Course participant 2022: “I cannot thank my lecturers Anne-Marie and Eefje enough for their passion and efforts. They made this course fun, interactive and the best learning experience I have had in my academic career!”



Educational Platform

In 2022, we started with developing the contents for an educational platform on THB, CRSV and the nexus between those crimes. The aim of the platform is that it can be used for teaching purposes in the near future, in particular for university students. The project runs into 2023, and includes developing the materials for use on the platform, designing and building the platform and piloting the platform. The project has been funded by the Emanuel Snatager Foundation.

Ilab on CRSV

In 2022, we ran an Impact Lab (“Ilab”) for students from Tilburg University as part of the Outreaching Honors Program. In this Ilab students had to think about how they themselves would like to see an educational platform on CRSV, i.e. what kind of materials (articles, video, audio), topics and assignments would they like to use when they themselves would be students in a course on CRSV. The results of this Ilab are supportive of our larger educational platform project (see above).

Theses Supervision

In 2022, we supervised (as external supervisor) several students from the University of Amsterdam who wrote their theses in the field of international (criminal) law.

Participation in Conferences/Webinars

In 2022, we participated in several conferences/webinars, such as the *International Preventing Sexual Violence in Conflict Initiative (PSVI) Conference* in London. We also had an active role as speaker in the conference *Addressing the Risks of Human Trafficking Related to the War in Ukraine: What Responses are Needed?* organized by La Strada International, Freedom Fund and the Council of Europe.

WEBINAR

ADDRESSING THE RISKS OF HUMAN TRAFFICKING RELATED TO THE WAR IN UKRAINE. WHAT RESPONSES ARE NEEDED?

Time: Wednesday 25 May 12.30 – 14.00 CET

The Russian invasion of Ukraine has led to the largest movement of people in Europe since the Second World War. Organised criminal groups and individual profiteers are taking advantage of the turmoil to target vulnerable individuals fleeing Ukraine for sexual and labour exploitation.

The European Union has recently launched a new [EU Anti-Trafficking Plan to protect people fleeing the war in Ukraine](#), and earlier activated a Temporary Protection Directive to support refugees from Ukraine. European governments, international organisations and civil society have taken steps to protect people fleeing the war from falling victim to human trafficking. Nevertheless, gaps remain due to limited capacity to deliver.

To better understand which groups of people are particularly at risk and why, La Strada International, in partnership with the [Council of Europe](#), undertook a rapid assessment of the current gaps in the counter-trafficking response. The [report](#) produced as a result of this assessment includes recommendations for governments, donors and civil society actors. The Council of Europe Group of Experts on Action against Trafficking in Human Beings (GRETA) also launched a [consultation](#) aiming to provide practical advice to help States Parties ensure that public agencies, NGOs, the private sector and the general public intensify the risks of human trafficking as a result of the war in Ukraine.

During this webinar, both the report and the guidance note will be presented and speakers will discuss what further response is needed to reduce the risks of human trafficking.

Language of the event: English.

Moderator:

Ms. Petya Nestorova
Executive Secretary of the Council of Europe Convention on Action against Trafficking in Human Beings

SPEAKERS:

Welcome by the Freedom Fund and La Strada International

Ms. Kateryna Cherepakha
President La Strada Ukraine

Dr Eefje de Volder
Board member of La Strada International and Advisor at Collemisha and co-founder of Impact

Ms. Antoaneta Vassileva
First Vice-President of the Council of Europe Group of Experts on Action against Human Beings (GRETA)

Governmental representative (TBC)

The webinar is organised by the Council of Europe, the Freedom Fund and La Strada International – European NGO platform against human trafficking.

[Register here](#)

 **La Strada**
INTERNATIONAL

 **THE FREEDOM FUND**

 **COUNCIL OF EUROPE**
CONSEIL DE L'EUROPE

2.1.3. Training & capacity building

Human Trafficking Fieldlab

Since 2021 Impact is involved in a human trafficking field lab on Asian cooks in the hospitality sector in the Netherlands. The purpose of the fieldlab is to engage with a multi-disciplinary team (involving in this case police, labour inspectorate, Public Prosecutor's Office, a municipality, and an NGO) to address a pressing human trafficking issue in the Netherlands in an innovative way, over a period of two and a half years.

EU TAIEX Countering-Trafficking Workshop Hong Kong Authorities

In 2022, IMPACT contributed to an online capacity building workshop for Hong Kong authorities on countering trafficking responses, which was organized by the Technical Assistance and Information Exchange (TAIEX) instrument of the European Commission. TAIEX supports public administrations with regard to the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices. IMPACT's contribution focused on ways to identify and curb human trafficking involving forced marriage of ethnic minorities. It discussed supportive laws/provisions, (cultural) awareness raising strategies/campaigns; and bilateral agreements between States.

2.1.4. Empowerment & advocacy

CRSV Network NL

In 2018, we set up the CRSV Network NL to provide NGOs based in the Netherlands (NL) and working on conflict-related sexual violence (CRSV) the opportunity to get an insight on each other's work and share knowledge on various issues related to sexual violence in conflict. The aim is to strengthening communication and cooperation between NGOs in the Netherlands working on the issue of CRSV. In 2022, the members of the CRSV Network NL included: (1) The Centre for African Justice, Peace and Human Rights; (2) Civitas Maxima; (3) Dr. Denis Mukwege Foundation; (4) Equator Foundation; (5) IMPACT: Center against Human Trafficking and Sexual Violence in Conflict; (6) Mukomeze Foundation; (7) Sterk Huis; (8) Women's Initiatives for Gender Justice; (9) IFHHRO: Medical Human Rights Network; and (10) Redress. The members usually meet twice a year and the meeting is hosted by one of the members. In 2022, we held one (online) meetings (14 April). During this meeting we discussed the power of art to make an impact in preventing and addressing CRSV. Two projects were presented: Huu: (an audiovisual 3-D platform with voices from CRSV survivors from Bosnia and Rwanda, see below) and Petrified Survivors (creating a statute displaying and asking attention for CRSV in conflict). In addition, individual consultations with each member were done in order to find out how best to proceed with the CRSV Network NL platform; the results will be further discussed in 2023 with all members.

Rwanda & Bosnia project on CRSV called Huu:

The Huu: project is an audiovisual journey through the memories of 22 survivors of conflict-related sexual violence (both women and men); from the war in Bosnia and Herzegovina in 1992-1995 and the genocide against the Tutsi in Rwanda in 1994. An archipelago of islands where personal stories intertwine with healing powers of medicinal plants. A safe place. In 2022, we continued to work with our partners in this project (Solace Ministries, Medica Zenica, Justice for Women, Kuma International, Pure Web, Nada). The launch was anticipated in 2022, but due to some technical and manpower setbacks, the official launch is now planned for 2023.

In June 2022, we were, however, able to have already a preview and panel discussion in Bosnia and Herzegovina on this project.



Network

In 2022, we sustained our network. One of IMPACT's co-directors continued to be on the board of La Strada International (LSI), a leading European NGO Platform of NGOs that support trafficked persons at the local level throughout Europe. Further, we chair, on behalf of CoMensha, the quarterly Dutch Strategic meetings on Human Trafficking (SOM), which is a strategic meeting of NGOs in the Netherlands who provide support to victims of trafficking. Further we continue to be part of the Gather4Humanity network (G4H), a member of WO=MEN and signatory to the 4th National Action Plan (NAP) on Women, Peace and Security (NAP-1325). Lastly, in 2022, we were a signatory to the 2022 open letter on behalf of 481 civil society organisations from 92 countries around the world for the UN Security Council and Member States to take action to defend peace, human rights and gender equality.

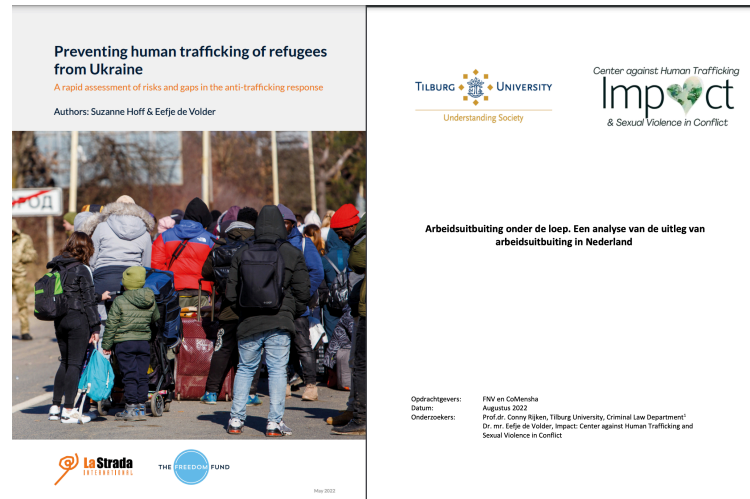
2.1.5. Media (TV and Newspapers) and Parliamentary Discussions

In 2022, we were several times interviewed about labour exploitation in the Netherlands and THB and CRSV as a consequence of the war in Ukraine (the TV and newspaper interviews are in Dutch):



- Brabants Dagblad, [*'Het loont om buitenlandse werkers uit te buiten', chauffeurs worden expres door Brabant gestuurd om controles te omzeilen*](#) (newspaper interview with Eefje de Volder, 22 October 2022).
- Tweede Kamer, *Schriftelijk overleg over hoofdlijnen modernisering strafbaarstelling mensenhandel* (kamerstuk 2028638-210) (Parliamentary questions following report on labour exploitation). Datum?
- Nederlands Juristenblad, [*Arbeidsuitbuiting en criminele uitbuiting blijven vaak onbestraft*](#), 20 October 2023 (discussing the report on labour exploitation).
- Nederlands Dagblad, [*Vervolging uitbuiting op het werk schiet tekort. 'Lichtere vormen vaak niet bestraft', zegt Impact*](#) (newspaper interview with Eefje de Volder, 20 October 2022).
- NRC, [*Arbeidsuitbuiters worden nauwelijks aangepakt door slechte naleving van de wet*](#) (newspaper interview with Eefje de Volder, 19 October 2022).
- De Groene Amsterdammer, [*De wereld na Oekraïne: Je wil niet bekendstaan als verkrachter*](#) (newspaper interview with Anne-Marie de Brouwer, 6 July 2022).
- Nieuwsuur, [*Hoe seksueel geweld gebruikt wordt in oorlogen*](#) (TV interview with Anne-Marie de Brouwer, 4 June 2022).
- Nieuwsuur, [*Seksueel geweld in Oekraïne*](#) (TV interview with Anne-Marie de Brouwer, 2 May 2022).
- NOS, [*Verhalen over verkrachtingen door Russen, maar vervolging is vaak moeilijk*](#) (newspaper interview with Anne-Marie de Brouwer, 2 May 2022).
- Reformatorisch Dagblad, [*Russische vrouw vlucht naar kelder, maar Russische soldaat vindt haar*](#) (newspaper interview with Anne-Marie de Brouwer, 8 April 2022).

2.1.6. Publications



Suzanne Hoff and Eefje de Volder, *“Preventing Human Trafficking of Refugees from Ukraine: A Rapid Assessment of Risks and Gaps in the Anti-Trafficking Response”*, *Journal of Human Trafficking, Enslavement and Conflict-Related Sexual Violence* (December 2022)(3)(2), 115-140.

Kara Liblick, *The Importance of Education on Sexual Autonomy and Empowerment*, Impact Blog, 25 November 2022.

Conny Rijken en Eefje de Volder, *Arbeidsuitbuiting onder de loep. Een analyse van de uitleg van arbeidsuitbuiting in Nederland* (FNV en CoMensha, August 2022).

Suzanne Hoff and Eefje de Volder, *Preventing Human Trafficking of Refugees from Ukraine: A Rapid Assessment of Risks and Gaps in the Anti-Trafficking Response* (La Strada International and The Freedom Fund, May 2022).

Journal of Human Trafficking, Enslavement and Conflict-Related Sexual Violence, General Issue (2022)(3)(1) and Special Issue on the war in Ukraine (2022)(3)(2).

2.1.7. Making an IMPACT

What drives us to continue our work in combatting human trafficking and conflict-related sexual violence, is the impact that we generate. As discussed in the above, we have had impact in 2022 in several ways. We have witnessed the impact we generated through our research that has been picked up by policy makers, academics and others. For example, our work on the effectiveness of the prosecution of labour exploitation in the Netherlands, has been discussed by Parliament and some of the recommendations have been included in the new legislative proposal amending the trafficking legislation, with references to the report in the explanatory memorandum. Also, the quick risk assessment we have conducted on trafficking risks for people fleeing from Ukraine just after the outbreak of the war has contributed to the prioritization of activities and the channelling of funding to counter and prevent human trafficking.

Being invited and recognized as members of an expert center on THB and CRSV and sharing our knowledge at high-level platforms, together with other experts, has also helped to move the discussion on topics such as THB, enslavement, CRSV, terrorism and its nexus further, for policy makers, students, professionals and the general public alike. What stood out this year in the recognition of expertise was becoming part of the PSVI team of experts of the UK Government.

We continue to see the impact that our education has on students of our Summer Schools. Several of these students have adjusted their further studies to continue studying in the domain of international justice/victims' rights and needs/THB and conflict-related sexual violence, while others found internships and jobs in these fields. Where possible, we support them with recommendation letters and advice in furtherance of their future studies or job applications or even hiring them as interns ourselves. It is great to see that our goal of teaching the professionals of the future on the importance of tackling THB and CRSV, is becoming a reality. And we are excited that the Snatager Foundation has given us the opportunity to expand our reach even further by providing funding for the development of an online educational platform on (the nexus between) CRSV and THB.

Finally, by being part of several networks, such as SOM, La Strada International and the CRSV Network NL, we strive to work together with other professionals in this field and to amplify the voices of survivors.

2.2. Revenues 2022

2.2.1. Financial statement 2022

	Costs (€)	Revenues (€)
Personnel Costs	74.415,15	
Financial Costs	283,57	
Office Costs	2752,00	
Network and Professional Expenses	561,00	
IT-Costs	1032,35	
Accountant and Administration Costs	1608,10	
Gifts and Donations	2930,00	
Purchases Education and Awareness	348,90	
Purchases Empowerment and Advocacy	1304,00	
Revenues Research and Advice		35501,18
Revenues Education and Awareness		47616,70
Revenues Empowerment and Advocacy		14333,13
Revenues from Donations		160,62
TOTAL	85.235,07	97.611,63
<i>Balance</i>	<i>12.376,56</i>	

2.2.2. Financial narrative

As of March 2022, Impact had two staff employed. In previous years Impact contracted De Brouwer & De Volder Consultancy to implement the projects. Therefore, as of March 2022, Impact has now personnel costs included on the financial statement. These costs include such costs as salaries, holiday pay, pension, social security, travel, reimbursements for interns, and professional education. This year we also separated some costs which we in previous years bundled together under 'office costs', including IT-costs, accountant and administration costs, subscriptions, and promotional gifts. These kinds of costs are now separately included under network and professional expenses (including such costs as subscriptions and networking activities), IT-costs, gifts and donations (see below for the amount set aside for empowerment

projects), and accountant and administration costs, to give more insight in the costs incurred for these specific categories. These costs have increased in comparison with the previous year, in particular due to the rise in costs with regard to the payment of rent for the office, accountant and administration costs, and IT-costs. The travel and financial costs increased slightly, but are still comparable to the previous year.

In 2022, Impact's revenues increased for the pillars 'Research and Advice', 'Education and Awareness' and 'Empowerment and Advocacy'. It stayed the same with regard to the pillar 'Training and Capacity Building', with no revenues. More specifically, in 2022, the revenues Impact received for 'Research and Advice' related to the following projects: Labour exploitation; Postcare I and II: Post-Care Workers; Journal of Human Trafficking, Enslavement and Conflict-Related Sexual Violence; THB Ukraine; and PSVI Accountability project. The revenues received for 'Education and Awareness' related to the annual Summer School on Conflict-Related Sexual Violence and Human Trafficking at Tilburg University; an ILAB on CRSV for the Outreaching Honors Program of Tilburg University; Theses supervision at the University of Amsterdam; and the development of an educational platform with funding from the Snatager Foundation. For the pillar 'Empowerment and Advocacy', this year Impact received again a donation via the Mukomeze Foundation/Snatager Foundation to implement an empowerment project of art called 'Huu:', with testimonials of survivors of conflict-related sexual violence. In previous years, we included the Dutch Strategic meeting on Human Trafficking (SOM) under 'Research and Advice', but this better fits under 'Empowerment and Advocacy'. This explains also the increase of revenues under this pillar.

At IMPACT, an amount of the result is set aside for 'empowerment projects'. In 2022, Impact supported the Mukomeze Foundation with an ongoing contribution, in support of three Rwandan children who lost their mothers as a consequence of the genocidal sexual violence committed against them and one male survivor of genocidal sexual violence, in basic needs, education in university and/or setting up their own business. In addition, we supported again a student who does not have the financial means and will be given the opportunity to study at Tilburg University through the "[Have a Seat](#)" program. The chair (in a big lecture hall at the university) we adopted has as quote "Be the change you wish to see in the world."

3. Objectives for 2023

Internal organizational issues:

- *Adopt our Integrity Protocol*
- *Look into CBF certification*
- *Re-audit as CRKBO recognized educational institute*
- *Expand the number of co-workers, if funding allows*

Communication:

- *Elaborate an effective and regular communication strategy via social media and our website*

Projects/content-related:

- *Continue to invest, as a knowledge center, in content-related issues (e.g. our blogs, participation in articles, interviews for radio, newspapers and magazines)*
- *Invest in projects on sexual terrorism and the nexus between human trafficking and conflict-related sexual violence based on IMPACT's formulated objectives 2022-2025*
- *Work out the meaning of the 'impact-criterion'*

Funding:

- *Ensure a solid financial basis for the coming years*
- *Draft a strategy plan for funding and invest in certain funding opportunities each year*