

POLICY PLAN [2022-2025]

Name Foundation:

Impact: Center against Human Trafficking and Sexual Violence in Conflict

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1. Introduction

In 2017 Impact: Center against Human Trafficking and Sexual Violence in Conflict (hereafter IMPACT) was set up. This policy plan covers the period January 2022 - January 2026 (four years). In this policy plan, the board of Impact expresses the objectives and the expected results of IMPACT in the said period.

2. Mission, vision and values

2.1 Mission

IMPACT is an independent and trusted expertise center that gives a positive contribution (IMPACT) to preventing and addressing trafficking in human beings (THB or human trafficking) and conflict-related sexual violence (CRSV). IMPACT looks at the related crimes of human trafficking, enslavement and conflict-related sexual violence independently as well as together; this makes IMPACT unique.

IMPACT wishes to be a partner that makes connections transcending disciplines, between people who are committed to prevent and address human trafficking and conflict-related sexual violence. IMPACT furthermore wishes to be a catalyst for discussing perceptions about human trafficking and conflict-related sexual violence and improving the protection of victims/survivors. IMPACT also undertakes activities that are closely related, such as human rights education. Only when human rights are respected, the right conditions in societies are created to prevent and address human trafficking and conflict-related sexual violence.

2.2 Vision

IMPACT's vision is a world in which people live together respectfully and realise that we dependent on each other to create a better world, a world free of violence. A world in which human trafficking and conflict-related sexual violence do no longer take place by addressing and looking at these crimes separately and in combination.

2.3 Values

IMPACT undertakes this work based on a common passion for the topics human trafficking and conflict-related sexual violence, a commitment to make a contribution to a better world where people have heart for each other, and a conviction that this approach reflects our norms, values and vision. IMPACT is committed to a survivor-centric approach.

To ensure projects IMPACT engages in fit IMPACT's vision, mission and values, IMPACT selects them based on an *impact-criterion*: Impact stands for making a positive contribution to preventing and addressing human trafficking and conflict-related sexual violence. 'Impact' is the criterion that IMPACT tests against to decide whether the proposed activities match the identity and core mission of IMPACT.

3. Ambitions

3.1 Activities

IMPACT focusses on preventing and addressing THB and CRSV from four different angles: (1) research and advice; (2) education and awareness; (3) training and capacity building; and (4) empowerment and advocacy.

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 perpetrators as well.

- In addition to optimising the approach, specific attention for prevention.

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: 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. In order to realise this, impact on multiple levels is necessary. What makes IMPACT unique is the nexus between THB and CRSV (a niche within the field).

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.

3.2 Accountability

Each year IMPACT publishes its annual report and financial statement on its website.

In addition, regular updates about our activities are shared on our social media channels, including Facebook, Twitter, LinkedIn and Instagram.

3.3 Fundraising

In order to obtain the necessary funds, IMPACT will (continue to):

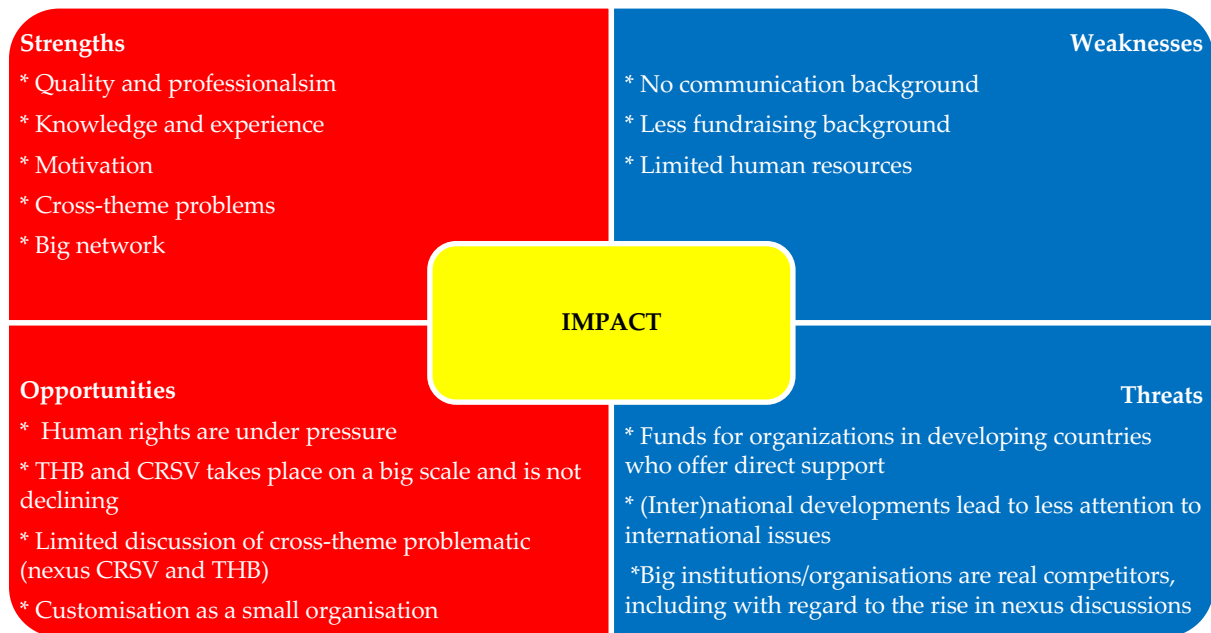
- write to equity fund(s) and other support funds;
- apply for funds and projects from NGOs;
- offer education and training;
- crowdfund;
- give lectures to local support groups, such as rotaries;

- seek partnerships with other like-minded organisations to apply for funds together.

IMPACT works with companies, organisations and institutions that work on the themes of human trafficking and conflict-related sexual violence and need research and advice, training and capacity-building, empowerment and advocacy projects, and/or information, education and awareness on these themes. IMPACT also works directly with victims/survivors of THB and CRSV, especially with regard to empowerment and advocacy. IMPACT's donors and clients can be found both in the Netherlands and far beyond. These include NGOs, universities, research institutes, international organisations, municipalities, courts, schools and tribunals. In the past, IMPACT has worked together with some of these parties, including Tilburg University, CoMensha, and MDF. When developing IMPACT products, IMPACT also uses crowdfunding and appeals to international and national funds that are available for this purpose.

4. Strengths and weaknesses; opportunities and threats

Our strengths and weaknesses and opportunities and threats are laid down in the following SWOT-overview:



The strengths of IMPACT lie in the knowledge and experience IMPACT has in the field of THB and CRSV and the quality and professionalism delivered. IMPACT's network is broad and IMPACT deals with two topics which are very closely connected; bringing them together is unique.

In the coming four years IMPACT needs to find solutions for, in particular, keeping its fundraising in solid water.

The competition in the field of THB and CRSV is mainly with people working in NGOs, aid agencies, consultancy firms, and academic and research institutes. They too will be knocking on IMPACT's door. Especially larger institutions and organisations are serious competitors for IMPACT because of their larger physical and organisational capacities.

However, despite the competition, there are still many cases that have not yet been taken up, or barely at all. IMPACT knows that the market is big enough with enough work for everyone who enters this market. Moreover, IMPACT's unique selling point (theme-transcending expertise and approach) ensures that IMPACT can always make a contribution that is complementary and innovative in contrast to what competitors

offer in the market. After all, IMPACT wants to connect, which means that IMPACT also sees competitors as potential partners in preventing and addressing THB and CRSV.

5. Strategic roadmap

5.1 Thematic focus: objectives and action plans

In the coming four years, IMPACT focuses on four different themes (for each theme the objectives as well as the action plan for the first and following years are explained):

(1) Increased focus on human trafficking and CRSV and the nexus of education from the victim's perspective.

Objectives:

- Identify what is currently available;
- Offer summer and winter schools for university students;
- Develop and offer education for high school students;
- Develop and offer e-learning for students and professionals;
- Develop course as a fixed part of university curriculum;
- Theme specific workshops with other NGOs for professionals;
- MH and CRSV related programme for study trips for foreign students.

Action plan:

2022

- Strategic thinking about how IMPACT can offer courses sustainably;
- Map current offerings;
- Offer summerschools (Maastricht, Tilburg University);
- Develop e-modules (basic level).

2023-2025

- Offer summer/winter schools;

- Develop e-modules for professionals;
- Offer e-modules (foundation & professionals);
- Structurally offer courses within the university and beyond;
- Thematic courses with other professionals.

(2) Contributing to the clarification of legal definitions (enslavement/slave trade/forced marriage/sexual slavery) in international crimes from a survivor-centric approach.

Objectives:

- Clarifying the legal definitions;
- Recognising what has been done to victims (Fair labelling);
- Developing empowerment projects for victims in the national context (in collaboration with local partners).

Action plan:

2022

- Contribute to the discussion in the Ongwen case on forced marriage (amicus curiae, intervention in appeal);
- Special issue on the different amici curiae related to the Ongwen case (forced marriage, enslavement, sexual slavery, human trafficking);
- Fundraising for large-scale (legal) research in which the definitions in international crimes are clarified.

2023-2025

- Large-scale (legal) research in which the definitions in international crimes are clarified, from a survivor centric approach (with elaboration of certain case studies);
- Ensuring that this clarification of legal definitions is translated into the national context.

(3) Greater awareness and recognition of sexual terrorism as a separate phenomenon.

Objectives:

- Research the nexus between human trafficking, CRSV and terrorism and its prosecution in the national context (follow up of previous research);
- Research the desirability of sexual terrorism as a separate crime (fair labelling) with specific case studies from a survivor centric approach;
- Develop educational module on sexual terrorism (e-module or otherwise);
- Give training to professionals;
- Lobby activities in a national context;
- Develop empowerment projects for the victims of sexual terrorism in the national context (in cooperation with local partners).

Action plan:

2022

- Raise funds for research on:
 - o Research into the nexus between human trafficking, CRSV and terrorism;
 - o Investigate the desirability of sexual terrorism as a separate crime;
- Resubmit existing proposal on sexual terrorism and Somalia.

2023-2025

- Develop an education module on sexual terrorism;
- Provide training to professionals;
- Lobbying activities in a national context.

(4) Continue to provide expertise on the approach to individual crimes, with a specific focus on the role of victims, awareness and prevention.

The use of expertise regarding the individual crimes contributes to the recognition and visibility as an expertise centre regarding the nexus.

Objectives:

- As a centre of expertise, making a lasting contribution to tackling the individual crimes (advice, research);
- Focus on empowerment and advocacy activities for victims/survivors.

Action plan:

2022

- 3D project: digital awareness campaign to give voice to survivors of CRSV in Bosnia and Herzegovina and Rwanda (3d animation in which survivors choose their own plant/flower and a 3d landscape is formed from their stories);
- Empowerment and advocacy at national and international level (e.g. SOM, CRSV Network NL);
- Research & consultancy (e.g. postcare, labour exploitation, ECCC).

2023-2025

- Expand 3D project to other countries as well as other forms of sexual violence;
- Empowerment and advocacy at national and international level;
- Research and education on the separate crimes.

5.2 Fundraising

In 2022 IMPACT aims to raise €100,000. This is a realistic estimate, based on what is currently in place for 2022 and additional funding to pursue in 2022.

Education: €30,000

Research: €45,000

Empowerment: €20,000

Training & capacity building: €5,000

2023-2026

The active fundraising policy is aimed at working towards a turnover where IMPACT can have two staff fully employed and also hire someone (on a project basis). The aim is to have a turnover of €250,000 by 2025. Staff will commit itself to follow fundraising courses and invest in NLP courses in order to improve communication with others, including funders. The board will also commit themselves to proactively think along in terms of possible funding opportunities.

5.3 Administrative affairs and memberships

IMPACT's board members receive no remuneration for their work.

IMPACT's annual report is each year published before 1 July on IMPACT's website after approval by the Board.

IMPACT has a privacy protocol published on the website.

In the near future IMPACT aims to also have an integrity protocol.

IMPACT is an officially accredited educational institute (CRKBO) since April 2019. IMPACT is a signatory of the NAP-1325-IV on 'Women, Peace and Security.'

IMPACT is a member of WO=MEN, the Dutch Gender Platform.

IMPACT set up the CRSV Network NL, a network of NGOs based in the Netherlands (NL) working on CRSV, in order to get acquainted with each other's work and share knowledge on various issues related to sexual violence in conflict.