

ANNUAL REPORT



WHO WE ARE

Victim Support Europe (VSE) is the leading European umbrella organisation that advocates on behalf of all victims of crime, no matter what the crime, no matter who the victim.

VSE represents 78 national member organisations, providing support and information services to more than 3 million people affected by crime every year in 36 countries.

Since its foundation in 1990, VSE has worked on behalf of all European – and global – victims to ensure their rights and services, whether they have reported a crime or not.

We work through advocacy to achieve our mission of improving EU and international laws related to victims' rights, using research, knowledge development, and capacity building at the national and local level.



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01.

FROM THE PRESIDENT



“Dear Stakeholders,

I express my heartfelt gratitude to the entire membership of VSE and to our many partners for their outstanding support in all our 2023 endeavours.

I present this annual report for 2023 amidst a global landscape that is both concerning and appalling. We face myriad existential threats, from the climate crisis to destructive wars. Geopolitical tensions are escalating, and global challenges are mounting. Despite these extensive challenges, our collective spirit of support and determination can guide us forward.

Let us be resolved to heal divisions and forge peace, uphold the dignity and worth of every individual, realise the Sustainable Development Goals by advancing victim support, and ensure that no one is left behind. Let us also commit to reforming EU Victims’ laws in the upcoming year and ensuring that international commitments are fully upheld. Our united efforts for all victims of crime are part of the greater the common good.

Many years of efforts came to fruition in 2023. Our primary goals of forging clear policies for victims, successfully advocating for change and supporting the implementation of that change, reached significant milestones.

Three cornerstone policy papers have now been published setting out our vision for how support systems should be organised nationally, how to design safe justice systems for victims and how to properly legislate for victims. Our extensive advocacy work continues to pay dividends with these policies being incorporated into European Commission legislative proposals as well as in the Council of Europe’s Recommendation on Rights, Services and Support for Victims of Crime.

Translating those gains into real change is a challenge. VSE commitment to the implementation of laws continued in 2023 as we expanded not only our number of projects but as we further built our partnerships with NGOs, the Private Sector and State actors. Together we have been delivering key priorities on needs assessment, referral mechanisms, skills-based training and much more. VSE's training academy pilot has proven highly successful with dozens of training activities being carried out.

This success is in no small part due to our remarkable members and ever growing partnerships. In 2023, VSE grew to 78 Members who surpassed 3 million victims supported over the course of the year. Whilst focussing on Europe, we remained committed to supporting change for victims across the world. More organisations from outside Europe joined the VSE family. Reflecting our success with the establishment of Victim Support Asia, we initiated crucial discussions on the establishment of 'Victim Support Americas' and 'Victim Support Morocco.'

The year culminated in an exceptional knowledge exchange during our annual conference in Berlin. With these achievements as a foundation, we eagerly anticipate the challenges and opportunities the upcoming year will bring.

Looking ahead, our robust balance sheet and financial strength, position us to respond adeptly to new social, commercial, and economic challenges that will shape the future of our organisational landscape.

In 2024 and beyond, we will focus on specific areas to drive growth:

- Initiating the development of our 2026-2030 organisational strategy.
- Actively involving you, our valued members, in shaping this strategy and our yearly activities.
- Embarking on the application process for the next funding framework.
- Sustaining the growth of projects, a pivotal source of our organisational income.
- Prioritising the development of our training and capacity-building activities to empower our members activities.
- Integrating victims' and members' voices into our initiatives and mainstreaming recently released our policy papers.
- Dedicating strategic efforts to incorporating AI for victims into our daily work for the benefit of victims.
- Conducting a joint campaign during the 2024 EU elections campaign to mainstream victims' rights.
- Ensuring that EU legislative proposals are successfully adopted.

I would like to thank everyone who has supported us throughout this eventful year. I am grateful to our members for entrusting us with their operations and to our Board for providing invaluable guidance. I also wish to express my appreciation to our Head Office talent, who have delivered successful outcomes across all departments.

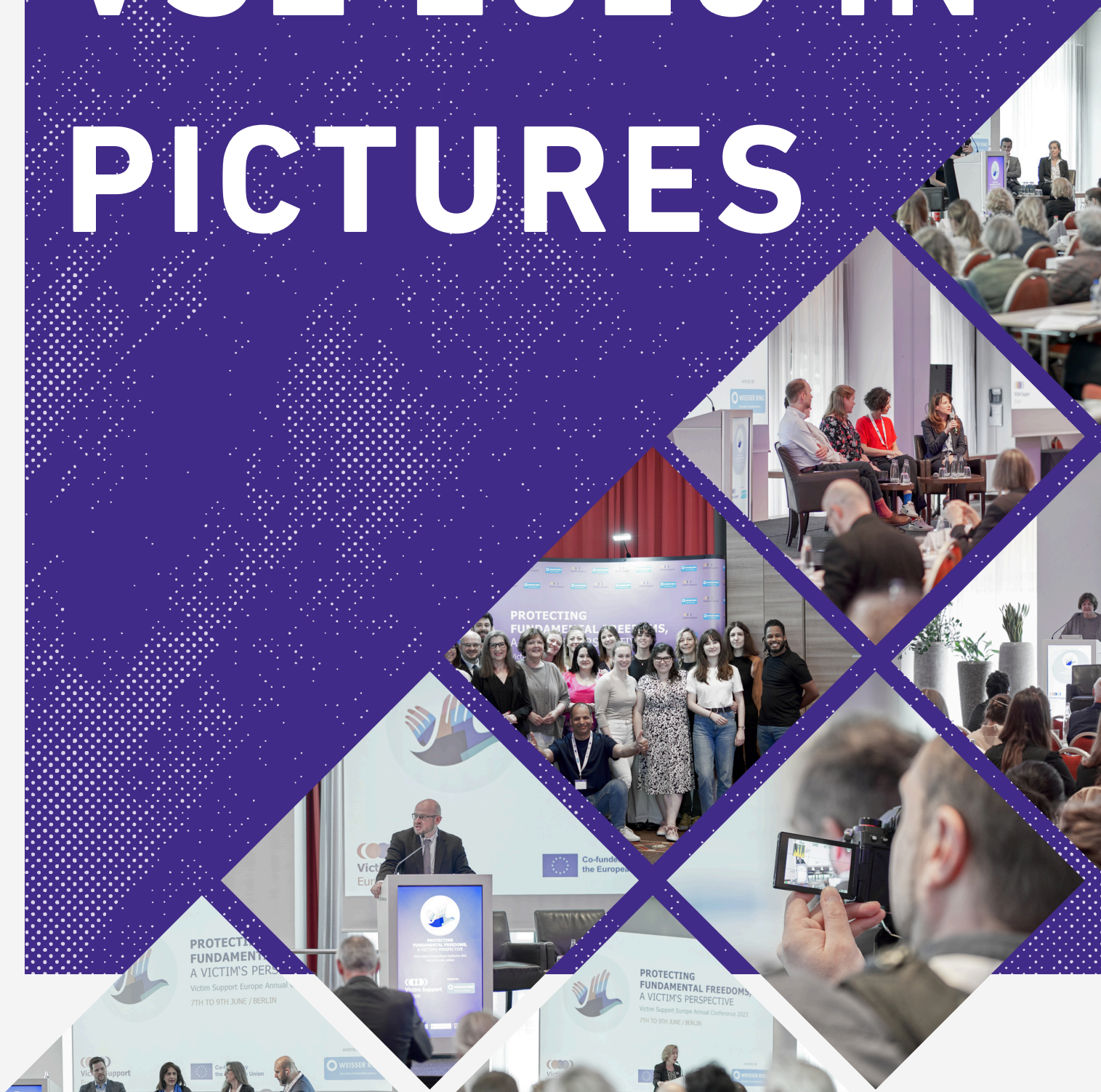
As we chart our course for the years ahead, it is important to remember that all these actions are not only morally right and necessary but they form part of the foundation of democratic, rule based societies. Together these actions support individuals and communities, strengthen our justice and health systems and boost our economies.

I look forward to the year ahead and am excited about what we can achieve together.”

Rosa Jansen,
President of Victim Support Europe

02.

VSE 2023 IN PICTURES





VSE Staff Exchange 2023



VSE Engages in Key Talks on Enhanced Victims' Rights Directive at European Parliament



'Achieving Safe Justice' EU Day for Victims of Crime Event



VSE Takes Stage at the International Seminar on Victims of Terrorism



'2Gether4Victims' Project Kick-off Meeting



VSE Annual Conference 2023



VSE Annual Conference 2023



VSE Annual Conference 2023



'CHAT for Victims' Project Meeting in Budapest



Victims' Rights Training in Bosnia and Herzegovina

03.

OVERVIEW

OF 2023

VSE's 2023 Objectives:

- Promote the implementation and strengthening of victims' rights
- Ensure victims are recognised, treated with respect, and protected from secondary victimisation
- Promote the rights, resilience and recovery of victims, and strengthen victim support
- Facilitate full access to support for victims within a national framework
- Work towards victim-centred justice and compensation systems
- Grow and strengthen VSE as an organisation

2023

THEMATIC PRIORITIES

Advancing Laws and Policies



VSE continued to play a supportive role in EU policy development as well as in the evaluation and implementation of EU legislation related to victimisation. VSE actively supported the European Commission and the European Parliament in their work on the revision of the Victims' Rights Directive. VSE further engaged in negotiations with EU legislators on the proposal for a Directive on combating violence against women and domestic violence. Lastly, in collaboration with child rights organisations, VSE reached out to the European Commission and Members of European Parliament on ongoing and upcoming legislative efforts to combat child sexual abuse and exploitation.

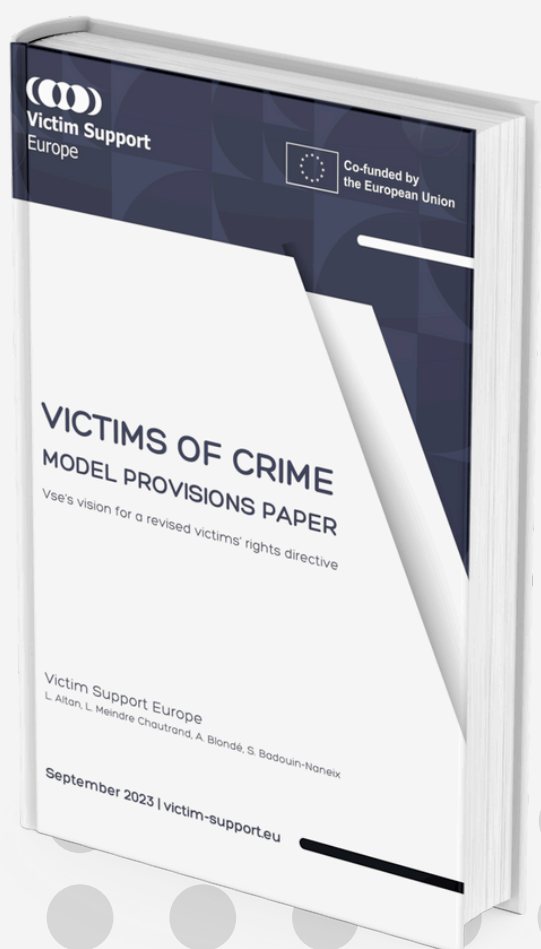
VSE continues to support the implementation of the Victims' Rights Directive, the EU Victims' Rights Strategy and other EU-level victim related legislation through evidence-based means, and encourages compliance by collecting and exchanging information, advice, and good practices.

VSE Model Provisions Paper

In 2023, VSE's Model Provisions Paper defined its vision for a robust revision of the Victims' Rights Directive. The paper postulates that States must adopt a comprehensive framework in order to implement all victims' rights and to provide support to all victims.

Model Provisions Paper Microsite

As the VSE Model Provisions Paper is a detailed and comprehensive document, VSE has created a public microsite – linked to its website – to ensure the paper's content is accessible and user-friendly. Individual pages are dedicated to original Victims' Rights Articles (as applicable) and highlight proposed amendments from both the European Commission and VSE. The pages also provide evidence-based support (data, statistics, good practices) for VSE's recommendations. The microsite will be updated continuously throughout 2024 to support the ongoing negotiations.



Safe Justice for Victims of Crime

In 2023, VSE launched a new discussion paper entitled "Achieving Safe Justice for Victims of Crime"; victim centered justice was a priority issue for that year. The paper identifies what can be done to make the criminal justice system safe for victims – a priority topic for VSE – and offers recommendations for a better path forward. **The paper presents VSE's vision for a new, forward-looking EU safe justice model.**

Transforming How We Communicate With Victims

Under the VSE priority "The full and effective implementation of the EU Victims' Rights Directive and related legislation," the policy paper "Transforming How We Communicate with Victims" was published in 2023. **The paper emphasizes that by providing victims with relevant information, they are more readily able to access to justice, prevent secondary victimization, and empower their participation in criminal proceedings.**

116 006 Helpline for Victims of Crime

Activities – through VSE's Centre of Excellence – focused on the continuous exchange of knowledge and good practices between VSE members who run 116 006 helplines. **VSE successfully advocated for stronger Member State 116 006 obligations in its revised Victims' Rights Directive proposal which was adopted by the European Commission in July 2023.**

Terrorism and Cross-border Victimization

VSE continues to advocate for stronger rights for victims of terrorism and mass victimisation. In 2023, VSE kicked off the second stage of the EUCVT project and ensured continuing engagement with key EU and international experts on the topic by organizing an opening conference and regular webinars via EUCVT's online hub. **Work is ongoing to improve our Terrorism Response Network and cross-border referral system, to ensure that all victims have access to timely and appropriate information and support.**

**OUR WORK
FOR VICTIMS**



VICTIM CARE TEAM

VSE's support for cross-border victims has seen significant improvement in 2023, with the recent expansion of its dedicated Victim Care Team. The team is led by Larisa Spahic, an experienced victim support worker, and Levent Altan, VSE's Executive Director.

Since its establishment in 2020, VSE's internal Referral System facilitates inter-member communication in order to assist cross-border victims; over 100 dockets have been opened over the past 4 years. As there has been a significant increase in membership, VSE has recently initiated an internal evaluation of the system and its procedures.

In addition to supporting members and cross-border victims, the Victim Care Team addresses support requests from both victims and other organisations. The team also oversees the Terrorism Response Network, offering European citizens assistance during terrorist incidents across the globe. The Terrorism Response Network is currently undergoing an assessment of its response mechanisms.

VSE's Victim Care Team ensures the safety and inclusivity of victims participating in VSE events and activities, offering them appropriate assistance as required.

VICTIM ENGAGEMENT

Our commitment to amplifying the voices of victims remained steadfast across our events, campaigns, and advocacy endeavors. At our February 22 event, two victims gave keynote speeches: Philippe Vansteenkiste, the founder of V-Europe, and Joan Deane, founder and vice chairperson of AdVIC, delivered compelling testimonies, sharing their personal experiences in pursuing safe justice.

At the VSE's Annual Conference 2023, Astrid Passin, who lost her father in the Berlin Christmas market terror attack, presented a live victim's testimony titled "How do I measure the value of a human life?"

Nina Fuchs, a victim of sexual violence, penned an opinion piece highlighting "The Urgent Need for Mandatory Training: Empowering Professionals to Support Survivors of Sexualized Violence," and an anonymous victim shared her personal testimony in an opinion piece shedding light on "The Indirect Victims of Domestic Violence Against Women."



**OUR WORK
WITH MEMBERS**



M E M B E R S H I P

Hub

Throughout 2023, VSE worked to improve information-sharing and networking with our membership by continuously developing its Victim Support Hub. The Hub provides VSE members with a platform which enables stimulating dialogue and awareness raising of critical victims' issues by means of advocacy, policy and justice innovations, and exchanges of information, education and support.

Victims' Rights Communicators Network

Victims' Rights Communicators Network (VRComNet) is a group of communications experts, within VSE's members and partner organisations, working on victims' rights.

The Victims' Rights Communicators' Network brings together communication specialist from VSE and member organisations to further knowledge exchange and develop expertise among victim support communication professionals.

The Communicators' Network delivered four webinars in 2023 addressing topics such as the preparation of joint actions for the 2024 EU elections, best practices for establishing online prevention and awareness-raising campaigns, unlocking the potential of communication tools, and discovering the power of Google Ad Grants as a means of supplementing NGO funding.

Centre of Excellence and Other Thematic Working Group Activities

Throughout 2023, VSE supported the Centre of Excellence's work on distance support and 116 006 helplines by holding three online meetings. Centre of Excellence members also participated in the Working Group on Standards for Helplines, which helped provide a focal point for their work; members either participated directly, or provided the WG with guidance and feedback. The 116006 WG's objective was to work on minimum quality standards for helplines. The group met eight times in 2023 and delivered their draft on helpline standards which will be presented for adoption by the Centre of Excellence in 2024.

VSE brought together several of its members who are proficient in the use of artificial intelligence to form the AI working group, with the goal of exchanging knowledge and good practices on AI.

VSE's full members came together to form a working group on issues that concerned them.

The FYDO Network, which grew out of DG-Just's action grant, delivered its first activities in 2023. Members engaged with Irish stakeholders to encourage development of the FYDO programme within the Irish Barnahus. Several online meetings were held by the network members in preparation for the October 2023 FYDO webinar . VSE and several FYDO Network members were also present to receive CEPEJ's Crystal Scales of Justice award in Paris that same month; they went on to promote the FYDO programme and network to CEPEJ members in Strasbourg in December 2023.

National Meetings

VSE engaged with stakeholders in Ireland, Croatia, Hungary, and Latvia during 2023. Highlights include attending the FYDO Network meeting in Ireland, attending meetings and conferences in Croatia, meeting with Hungarian members, and attending a gender-based violence conference in Latvia.

Workshops & Webinars

VSE organized various webinars and workshops throughout 2023 to support and engage with its members.

Webinars:

- 7 March 2023: Revision of the Victims' Rights Directive
- 26 July 2023: Discussion on the upcoming Model Provisions Paper
- 13 September 2023: Targeting helpline organizations on 'Dealing with frequent callers'
- 12 October 2023: FYDO Network's 'Forever friends: FYDO dogs supporting victims of crime'

Workshops:

- VSE Members: Online workshops focused on potential collaboration and development of fundraising portfolios (details in T4.5)
- Executive Board: Workshops on 'Vision of VSE' (20-21 April in Utrecht, Netherlands) and 'Ensuring generic services are prioritised' (28 September in Brussels, Belgium)
- Staff Exchange, 9-10 November 2023: Hosted in Paris by France Victims, exchange participants from Croatia, Malta, Netherlands, Northern Ireland, Portugal, and Spain focused on needs assessment, referral, and information provision.

Training

In 2023, VSE focused on further developing its Training Academy: modules on trauma-informed care and empathy for legal professionals were created. VSE also provided various training sessions to multiple audiences, including to EJTN on hate crimes, EJTN on victims' rights and to Master of Journalism students at the ULB.

VSE Membership Engagement Strategy

VSE worked on a new member engagement strategy that will effectively involve, retain and recruit new members, foster collaboration, and drive VSE's mission forward.

The strategy – whose implementation will help guide VSE's future interaction with members – will be available in conjunction with the execution of the Membership Management System (MMS).

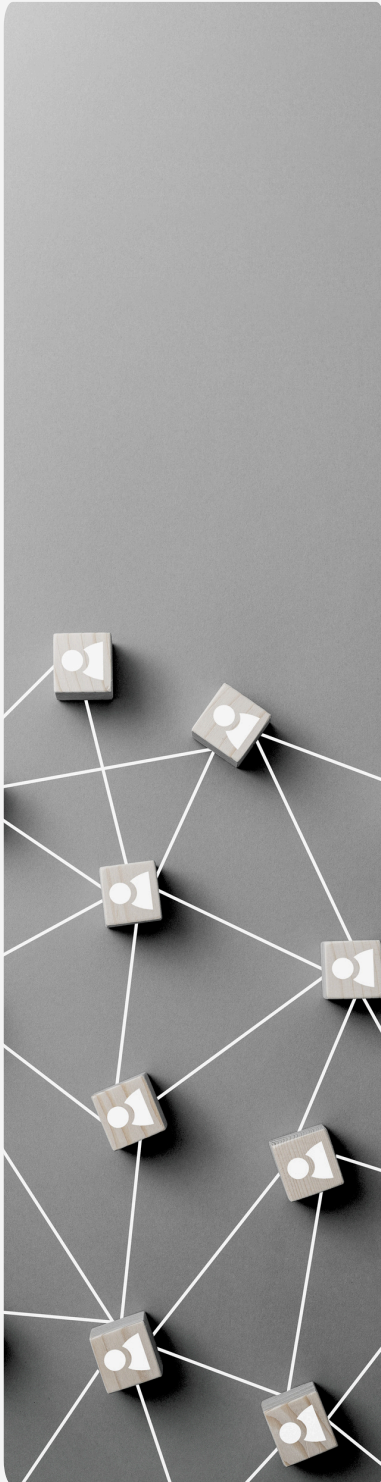
Membership Management

In 2023, VSE enhanced its online member management system (MMS) which handles application requests, membership renewals and fees. The MMS also logs exchanges, monitors application progress, and tracks payments. VSE has fostered membership collaboration through interactive meetings, working groups, and staff exchanges. 10 new members joined VSE during the year.

COMMUNICATIONS AND CAMPAIGNS



VSE Promotional Advocacy Information Campaign



VSE's communication efforts in 2023 focused on promoting its policy and advocacy work with a campaign aimed at increasing VSE's digital footprint as related to mainstreaming the milestones and results of its policy and advocacy work.

ADVOCACY COMMUNICATION GOALS:

1. Advocate for the full and effective implementation of existing EU legislation
2. Influence EC's proposal for EU victims' rights law revisions
3. Mainstream victims' rights across all EU policies
4. Support members to advocate at the national level.

THREE MAIN MESSAGES USED THROUGHOUT THE YEAR:

- No Woman Left Behind
- No Victim Left Behind
- Shaping Victim Support Together

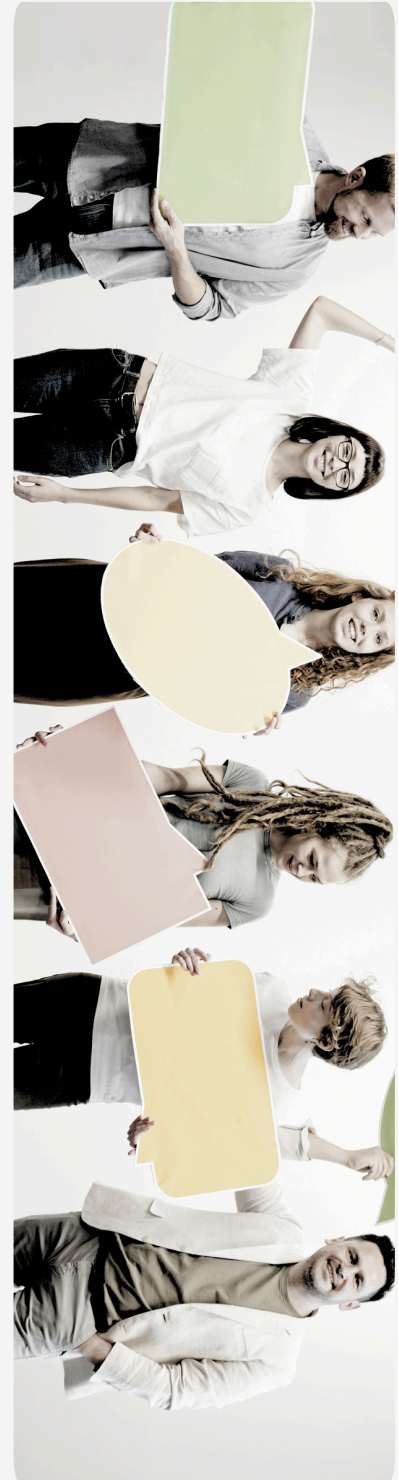
Campaign Content

1. A call to Member States to adopt the European Commission's proposal on combating violence against women and domestic violence (1-day campaign 'No Woman left behind' linked to International Women's Day, 8 March)

2. Promote the call to implement and fund 116 006 helplines in all EU countries (116 006 Helpline Action Week 'No Victim Left Behind')

3. Promote VSE's new policy paper 'Transforming how we communicate with victims' on strengthening victims' access to information.

4. Video campaign for the Revision of the Victim's Rights Directive.



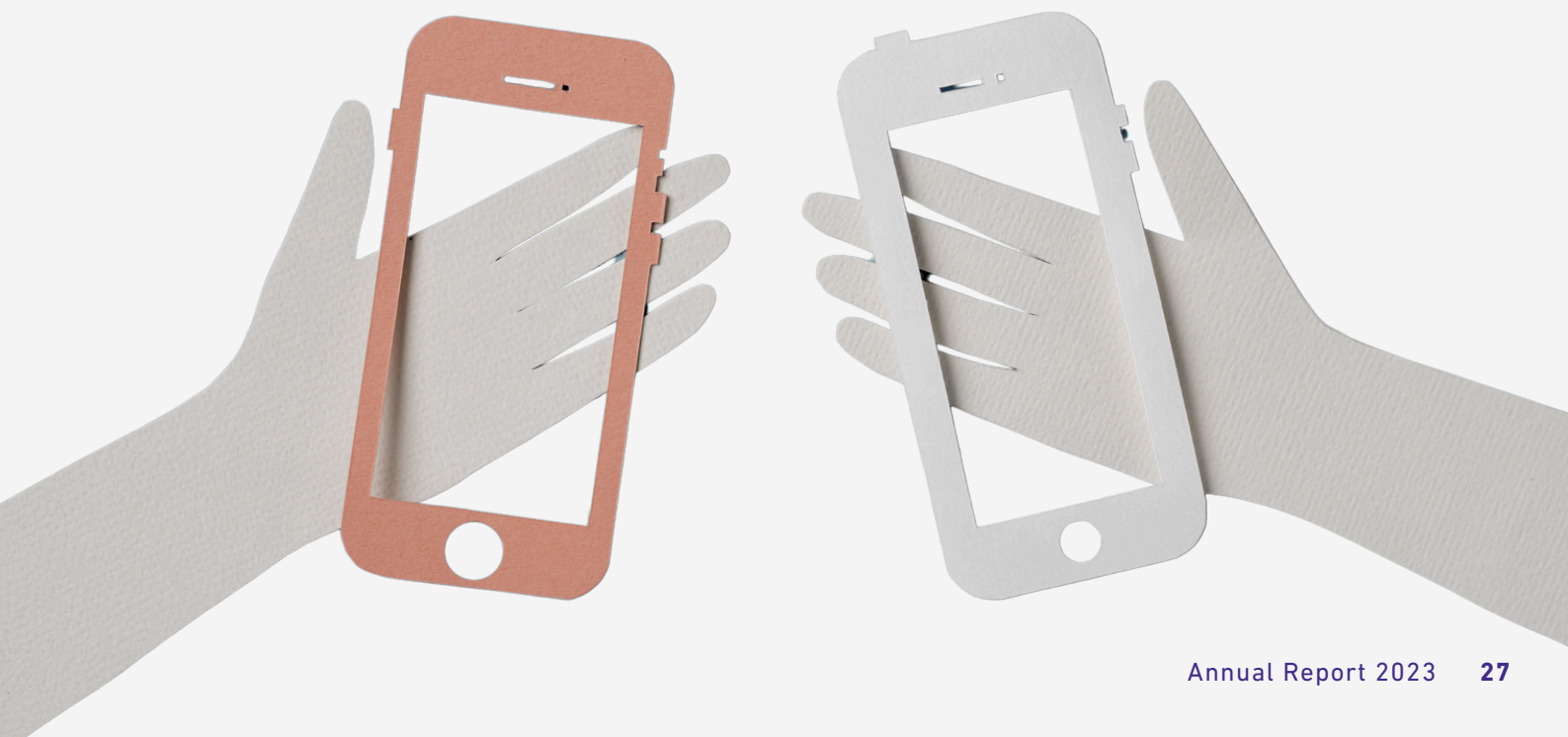
Our campaign reached an amazing **247,940** individuals; a significant portion of these results was attained through the strategic utilization of diverse touch-points and channels, enabling us to establish connections with a wide-ranging audience.

While the primary objective of the campaign was to enhance awareness of 2023's advocacy efforts, which aimed to reach a target audience of over 100,000 individuals, the campaign exceeded all expectations with its impressive reach of nearly 247,940 people over the designated period.

This accomplishment serves as a testament to the efficacy of our chosen strategy in delivering the intended messages to the right prospects at the right time and place.

Our success has been further underscored by the considerable impact articles published in "The Brussels Times" has had on our target audience.

Despite facing several challenges (such as Twitter's withdrawal of funding when it rebranded to X and discontinued its not-for-profit support programme), we successfully met our campaign goals. This resilience underscores our adaptability and the effectiveness of our approach.



2023 Information Campaigns Promoting VSE Events

In 2023, VSE ran two information campaigns for the two following events: 22 February, European Day for Victims of Crime and the 2023 VSE Annual Conference.

The two event-related campaigns collectively reached **1,035,714** individuals. The primary goal of the campaign was to boost awareness of the 22 February event and the VSE conference, and to secure 400 registered attendees across the two events.

Impressively, the campaign surpassed expectations, achieving a remarkable audience reach of over 1mln people over the campaign period. Furthermore, event attendance exceeded the target set; 115 participants attended the 22 February event and 308 participants came to the annual conference, solidly affirming the efficacy of our chosen strategy.

Information Campaign to Promote VSE Projects

VSE focused its communication efforts on promoting several projects with the aim of increasing VSE's digital footprint related to mainstreaming the milestones and intermediary results of three projects: COVIS, DISRUPT and 2Gether4victims. While communication efforts took place for other VSE-led projects, the above were given priority as VSE's Communications Team oversaw the development and delivery of the dissemination strategies for the 3 projects.

The campaign yielded a total reach of 109,346 individuals; its primary objective was to increase awareness of our 2023 project-related endeavors and to achieve an organic reach exceeding 100,000 individuals.

The campaign not only met but surpassed this goal, providing compelling evidence of the efficacy of the chosen strategy.

Important Dates Marking Victims' Rights

22 February - European Day for Victims of Crime

11 March - European Day of Remembrance of the Victims of Terrorism

22 July - European Day for Victims of Hate Crimes

21 August - International Day for Victims of Terrorism

25 November - International Day for the Elimination of Violence against Women

Multimedia Work

14 Videos and 130 visuals were created and can be viewed on VSE's social media channels.



New Communications Tools

The year 2023 marked the launch of the following new communication tools:

- A new “In Conversation With” section was launched on VSE’s website. Victims’ rights visionaries, innovators and disruptors take the hot seat and are interviewed: <https://victim-support.eu/media-center/in-conversation-with/>



- A 'Campaigns' subsection has been inaugurated within VSE’s 'Media Center' webpage. This follows an initiative – starting in 2023 – to assign a dedicated microwebsite to each campaign. Visit the following link for more information: <https://victim-support.eu/media-center/>
- Our permanent Google Ad Grants campaign was established with the objective of boosting website traffic and has proved successful, yielding an additional 10,000 website impressions and doubling the number of monthly website visitors.
- New fundraising tools have been developed, encompassing an event sponsorship pack, leaflets for the Terrorism Response Network, FYDO, and 116006 helplines, and a fundraising webpage: <https://victim-support.eu/get-involved/donate/>



- An additional webpage has been launched (<https://victim-support.eu/news/victims-rights-communicators-network/>) to promote the events and activities of the Victims' Rights Communicators Network working group.
- A comprehensive, integrated, contact database has been created for communication and advocacy to promote events within targeted networks: law enforcement, Members of the European Parliament (MEPs), European Union Non-Governmental Organizations (EU NGOs), EU institutions, media, influencers and the Communicators Network.

04.

VSE 2023

FACT-BOX

VSE Victim Statistics 2023

While Victim Support Europe's 2023 statistics tell their story in numbers, they represent crimes carried out against individuals, families, and communities. We hope governments, victim support services, health providers, civil society organisations, the media and others will use these numbers to promote victims' rights, to develop comprehensive victim support systems, keep communities safe, and protect the vulnerable.

The report covers 78 global victim support services and indicates the number of crime victims who are in receipt of organizational support. While the findings do not determine how those affected by crime accessed that support, they demonstrate that it is NGO staff who encourage victims to report the crimes, find help, and make their voices heard.

Number of Victims Supported by VSE Members in 2023

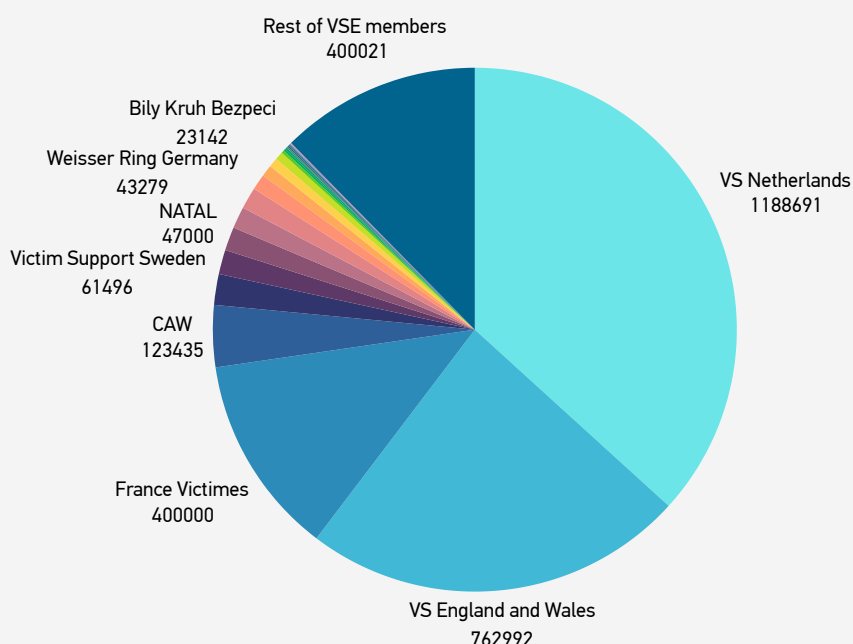
The number of victims reaching support services has been rising for many years. In 2023, the number of victims supported by Victim Support Europe's members reached more than 3 million.

Out of which:

- 1,188,691 victims of crime supported by Victim Support The Netherlands
- 762,992 victims of crime supported by Victim Support England and Wales
- 400,000 victims of crime supported by France Victimes
- 123,435 victims of crime supported by CAW
- 61,496 victims of crime, witnesses and their next-of-kin by Victim Support Sweden
- 48,677 victims of crime supported by Victim Support New Zealand
- 47,000 victims of crime supported by NATAL
- 43,279 victims of crime supported by Weisser Ring Germany
- 43,211 victims of crime supported by Victim Support Northern Ireland
- 31,500 victims of crime supported by Victim Support Finland
- 23,142 victims of crime supported by Bily Kruh Bezpeci
- 18,817 victims of crime supported by Victim Support Scotland
- 16,185 victims of crime supported by The Portuguese Association for Victim Support (APAV)
- 5,759 victims of crime supported by Offerrådgivningen i Danmark
- 4,085 victims of crime supported by The Smile of the Child
- 3,695 victims of crime supported by Opferhilfe Berlin e.V.
- 2,717 victims of crime supported by Victim Support at Court
- 2,655 victims of crime supported by Victim and Witness Support Service Croatia
- 2,523 victims of crime supported by Victim Support Agency Malta
- 2,431 victims of crime supported by Atenin

- 500 victims of crime supported by Skalbes
- 122 victims of crime supported by Human Rights in Democracy Centre
- 402 victims of crime supported by Rete Dafne
- 401 victims of crime supported by The Women's Room
- 400 victims of crime supported by Victim Support Malta
- 372 victims of crime supported by White Circle Croatia
- 184 victims of crime supported by Stowarzyszenie DROGA
- 138 victims of crime supported by AdVIC Advocates for Victims of Homicide
- 50 victims of crime supported by Finn Nørgaard Association
- 39 victims of crime supported by Associazione Italiana di Supporto Vittimologico
- 15 victims of crime supported by MANUS LEGIS
- 15 victims of crime supported by Vilnius Institute for Advanced Studies (VILIAS)
- 14 victims of crime supported by CRCA/ECPAT Albania
- 9 victims of crime supported by Victim Support Foundation
- 2 victims of crime supported by Medical Innovative Interventions
- 400,021 victims of crimes supported by the rest of VSE members

Number of Victims of Crime (VoC) Supported - Countries Breakdown



This year VSE published the following documents:

Following research conducted in 2022, VSE's Safe Justice for Victims of Crime discussion paper was published in February 2023. The paper provides a comprehensive overview of the current challenges faced by victims when seeking justice. It follows their journey from the moment the crime occurs until their participation in judicial proceedings comes to an end. The Safe Justice Paper proposes that as a change in approach is needed for victims' rights to become a reality during proceedings, an integrated and victim-sensitive approach to justice should be adopted.

In 2023, VSE developed its Model Provisions Paper, setting out VSE's ideas for a robust revision of the Victims' Rights Directive. VSE offers a series of amendments, each with a short explanation. These proposals strengthen existing rights, define clearer Member State obligations, and establish further rights for victims. Underlying the paper is the belief that Member States must adopt a comprehensive framework which is designed both to implement all victims' rights and to provide victims with necessary support.

In 2023, under the priority "The full and effective implementation of the EU Victims' Rights Directive and other EU legislation related to victims of crime," VSE launched the policy paper "Transforming How We Communicate with Victims." The paper discusses how the provision of relevant information can facilitate victims' access to justice and support, can help prevent secondary victimization, and can empower victim participation in criminal proceedings.

ECJ/ECHR case law report 2023

VSE responded to three European Commission consultations on topics related to victims' rights: the Public Consultation on the Proposal for a revised Victims' Rights Directive, the Public Consultation on a comprehensive approach to mental health, and the Public Consultation on the Proposal for a revised Human Trafficking Directive.

VSE also responded to a consultation by the Council of Europe on combating Hate Crime.

VSE held the following events:

2023 Annual Conference

2 EU NGO Roundtable meetings

1 in-person EU NGO workshop

1 event launching the Discussion Paper on
Safe Justice for Victims of Crime

5 online webinars

5 training sessions

3 workshops

3 Centre of Excellence online meetings

3 national meetings

5 Executive Board meetings

5 Management Team meetings



05. OVERVIEW OF VICTIM SUPPORT EUROPE ACTIVITIES 2023

The needs of our members and of victims of crime are at the core of everything VSE does. We offer various activities – which form part of our strategic plan, developed in collaboration with our members – to encourage the work carried out by the victim support community.

Below is a summary of our key achievements across VSE's six strategic objectives:

Promote the implementation and strengthening of victims' rights

In 2023, a large part of our work was focused on supporting the development of multiple EU legislative proposals and advocating to ensure they were adopted in the strongest form possible.

We have now converted policy frameworks – namely national support, safe justice and communications policy papers – into detailed recommendations that address EU legislative proposals. We have specifically focused on the Victims' Rights Directive and on legislation relating to violence against women and to child sexual exploitation. Our consultation responses and advocacy letters have also addressed the above-mentioned issues as well as advocating for a comprehensive approach to mental health and hate crime (Council of Europe). We have identified risks to generic victim support services in the VAW Directive, and delivered a position letter outlining the risks and our concerns to high-level stakeholders.

We have continued to promote these positions in meetings with key EU stakeholders (European Commission, European Parliament, Council of the EU and Eurojust, etc.) and through our communications, consultation replies, our Model Provisions Paper microsite, and two webinars. While many of our recommendations have been taken on board by the European Commission and European Parliament, we should note that these recommendations included positions e.g. on migration, disability, elderly people, submitted by various EU NGOs and VSE national members.

VSE staff attended all meetings of the Victims' Rights platform and we supported Eurojust in developing their leaflet – for EU prosecutors – on addressing the rights of victims.

Finally, VSE created an outline Manifesto for the 2024 EU Elections to ensure that each political party includes the improvement of rights and needs of all victims of crime as an election campaign priority.



Ensure victims are recognised, treated with respect, and protected from secondary victimisation

All of VSE's work leads towards respect, recognition and the reduction of secondary victimisation. As mentioned above, in 2023 we have been advocating for stronger victims' rights, these include a specific focus on reporting mechanisms and protection measures as well as improvements to the general treatment of victims.

This objective can be achieved by raising awareness through training practitioners and through publicity campaigns. VSE made presentations at several events organised by stakeholders such as the European Judicial Training Network (EJTN). Other public – and non-victim-centric – awareness raising revolved around the campaign 'Leave no victim behind', which ran throughout the year and was integrated into both EU Victims' Day and International Women's day events. The campaign promoted the new EU Victims Directive and offered knowledge about victim diversity, their needs and rights. The impact of this work is difficult to evaluate; however, we see key partners, such as EJTN and Eurojust, increasingly adopting our approach to victim-centric policy and inviting us to support their training programmes and other activities.

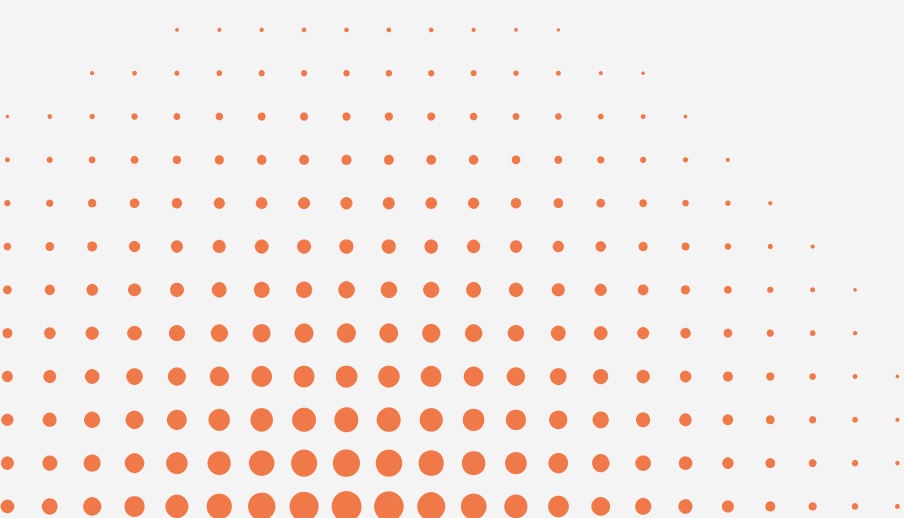
This objective requires us to speak out on behalf of victims, to stand with them in solidarity, and to give them a chance to be heard. To that end, we have published joint solidarity statements to ensure no victim is forgotten. We have also actively engaged with victims and advocates in various forums; for example, victims have been invited to provide live testimony at our events and have been asked to actively contribute to our campaigns (see task 5.5. for details). Testimonies were provided in the context of EU Victims' Day, the VSE conference, and included in VSE communications. All testimonies receive very strong positive feedback, participants comment on their impact and importance. Victims themselves also appreciate the opportunity to be heard and to make a difference.



Promote the rights, resilience and recovery of victims, and strengthen victim support

As mentioned earlier, in 2023 VSE focused on the adoption of core recommendations relating to safe justice, a communication framework and a national victim support framework. In addition to EU focused activities, VSE staff spoke at several national events, such as one organised by the Latvian Government. We also organised or took part in national meetings and EU NGO roundtables which focused on the implementation of victims' policy at the national level. Core principles are repeated at events, to ensure they form a consistent narrative that can be used by both government and civil society. To support this consistent approach, VSE has developed a toolkit, to allow VSE members to reach out to national governments and key stakeholders to address concerns relating to generic victim support services.

An important element of this strategic priority is to mainstream victim support across all of society. As an increasing number of businesses are now interested in focusing on staff wellbeing, VSE met with various private sector organisations, such as Footlocker, Immersonal and Issured, to discuss how victim-centric support can be incorporated into staff wellbeing activities and how technological victim support innovations can be advanced. Some private sector security companies are now looking to adapt solutions to address victims' needs, in part thanks to our advocacy and campaign work.





Facilitate full access to support for victims within a national framework

Key priorities are to develop a better understanding of service standards, to strengthen existing support services, to promote support across all settings, and to improve access for cross-border victims.

VSE continues to move forward with the implementation of quality service standards for full members. While two members submitted self-evaluations for appraisal in 2023, VSE completed a first series of guidance documents containing examples of good practices etc. to be used by members to support their self-evaluation process. VSE has pushed for service standards to be included in the new Victims' Rights Directive; the general principle that services should operate to defined standards has been accepted, and the EP further supports VSE's proposals on evaluating the quality of support services.

Finally, VSE created a standards development working group within the Centre of Excellence for 116006 helplines and Distance Support. The group is working on standards for support helpline operations which should be completed in 2024.

VSE's work to strengthen support services covers member webinars and staff exchanges, through to national meetings promoting standards, systemic solutions, and operational solutions, such as referral mechanisms. Meetings have taken place online and in-person, such as presenting at the ENVR Member State conference. These interactions, e.g. on the creation of 116 006 helplines, have successfully encouraged new partnerships to implement support solutions through EU funded projects. They have also generated interest in state actors on the development of national victim strategies. Two new working groups have been set up to improve support services – one focusing on generic services and the other on the use of AI solutions.

VSE's Cross-border Referral system has facilitated communication between its members, enabling faster support for victims across borders. Membership in the Referral System is voluntary, empowering members to contact each other directly, without VSE's intervention. Throughout 2023, the system recorded over 20 'referral tickets,' a slight increase on the previous year. VSE has also directly put victims in touch with appropriate national services.

Furthermore, we continued to improve web-based victim information via our victims' services map and victim factsheets. Improvements were seen in our direct response to terrorism or large-scale attacks, such as the shooting in the Czech Republic; we co-ordinated with national entities to provide victims with information on support services.

5

Work towards victim-centred justice and compensation systems

Since the publication of the Safe Justice paper in 2022, VSE has actively pursued the adoption of its recommendations at the national, European and international levels. Advocacy efforts have resulted in some recommendations to the EU Commission's proposals for victims' rights, human trafficking and violence against women (including on protection measures and offender compensation) being taken on board. VSE has also incorporated safe justice priorities into actions mentioned above, such as during national meetings and webinars.

In 2023, VSE enhanced its collaboration with EJTN and Eurojust by promoting safe justice principles and reinforcing existing good relations. As an example, in February 2023, Eurojust published its first leaflet, to which VSE actively contributed, entitled "Eurojust support in the protection of victims' rights".

Victim-centric training, strongly embedding principles of safe justice, was developed and then delivered to the EJTN and ULB, providing participants with a better understanding of the concept of safe justice as applied to their areas of expertise (see task 3.1. for more details).



6

Grow and strengthen VSE

VSE continued to develop its internal capability. Staff composition remained relatively stable with only two staff departures. VSE expanded its internship and volunteering programme with the addition of 5 interns and 4 new volunteers, bringing the total number of volunteers in 2023 to 6. Our objective is to reduce staff costs in relation to total budget and thereby increase our administrative efficiency.

From a governance perspective, VSE held its usual oversight meetings with the Management Team, Executive Board and General Assembly. Several internal policies, including an Office Management Policy and Staff Code of Conduct alongside an Investment Policy, were developed. These policies were presented to the Executive Board for their feedback and adoption.

The focus on staff development continued with improved appraisal guidance and staff well-being training; we took on more office space to improve health and safety issues and to meet quality and training delivery capabilities. Efforts in the second half of 2023 focused on supporting staff following the death of a colleague; this had a major emotional impact on several members of staff, one of whom went on long term sick leave. Despite this, our actions helped ensure staff were broadly resilient and VSE was able to deliver its objectives.

VSE has continued to identify opportunities on how it engages with members and – in turn – their engagement with our work. Actions include the establishment of three new working groups; the AI working group is exploring how to position members so they can take advantage of AI opportunities and ensure that both small and large organisations benefit.

In terms of achievements, VSE's Model Provisions Paper was a major milestone requiring significant effort and consultation. The paper is effectively a shadow Victims' Directive, which gave us a foundation for our advocacy. The paper provided a coherent structure for policy makers to review whilst defining articles in the format of EU legislative drafting, thereby facilitating the adoption of the recommendations. VSE was swift to respond to any difficulties identified (due to the size of the report), by creating a microsite which enabled policy makers to find specific proposals accompanied by explanations and data driven justifications.

VSE's 2023 events and communications activities provided an important foundation for our advocacy and capacity building efforts.

At the European level, as noted above, VSE participated in all the Victims' Rights Platform events. Additionally, VSE representatives were invited to speak at various events, including the Spring Conference of the European Network on Victims' Rights and the Annual Conference of the European Criminal Law Academic Network.

At the international level, VSE staff took part in several meetings and conferences, such as the Council of Europe's INGO conference, the UNODC's Constructive Dialogues for the UNTOC Review Mechanism, and the IOM International Exchange on access to justice for victims of trafficking for labour exploitation. VSE also offered ongoing support to Victim Support Asia and provided help in setting up Victim Support Americas.

5.1

Developing knowledge, collaboration, and partnerships

5.1.1 Developing knowledge

Discussion Paper: Safe Justice for Victims of Crime

After forty years of statements on unimplemented rights, on rights that cannot be exercised, on victims being marginalised, change is required; commitments given to victims must become a reality.

The Safe Justice paper aims to kick-start this change! The treatment and safety of victims must be a clearly stated objective – a measurement of success – equal in importance to other Justice principles, including the right to a fair trial.

The paper proposes that strategies, laws, rights, policies and practices for victims in criminal justice should be designed to address the harm inflicted on victims and to meet their needs. Justice must therefore be victim-sensitive – following the core principles of the recognition, respectful treatment, empowerment, wellbeing & safety of victims. These may then be balanced by other principles of justice, such as the right to a fair trial, impartiality, due process, non-discrimination, equality of arms, and feasibility.

Victims of Crime Model Provision Paper

VSE has long advocated for a revision of the 2012 Victims' Rights Directive which addresses the barriers preventing the implementation of victims' rights across the European Union. By publishing the Model Provision Paper, VSE has laid out its vision of a robust Victims' Rights Directive.

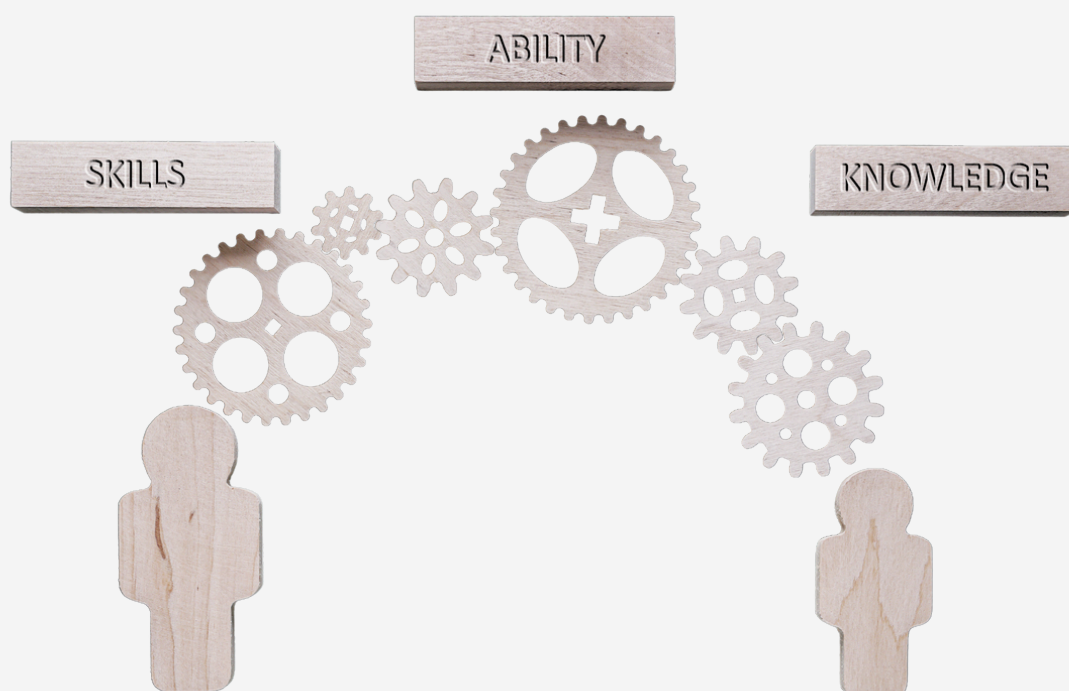
The paper reflects several years of research, and confirms that Member States have failed to implement the Victims' Rights Directive at the national level. The research suggests that successful implementation depends on a fundamental shift in thinking, on a systemic and integrated approach to victims' issues. The paper therefore proposes a series of amendments to the 2012 VRD and provides a short explanation for each.

Transforming How We Communicate with Victims Policy Paper

In 2023, a policy paper was developed under the INFOVICTIMS III project; it emphasized the need for better communication with victims of crime. Despite the progress made since the 2012 EU Victims' Rights Directive, victims still struggle to access clear – relevant – information. The paper proposes practical solutions, including guidelines for professionals and the use of online platforms to host case information. Frederico Marques from APAV stressed that changes in attitude to information provision as being essential for the recovery of victims and their ability to participate in proceedings. The importance of integrating a communication framework within national victim support systems to ensure consistent and comprehensible information delivery was underscored.

ECJ/ECHR case law reports

VSE continued to regularly monitor CJEU and ECHR case law, to identify relevant victims' rights judgments that aligned with both our advocacy work and the work of our members. Those judgements identified in 2023 covered a wide variety of topics, ranging from the inadequate protection of domestic violence victims to the rights of victims of human trafficking to seek compensation and the ineffective investigation in cases of state violence. The associated report has been published online and is available to all on the VSE website.



5.1.2 Developing collaboration and partnerships

I. Working with EU institutions

VSE works regularly with European and international institutions to influence laws and policies on victims' rights. We regularly conduct advocacy activities aimed at EU institutions, the Council of Europe, the UN and other international organisations and institutions, and engage with national governments, and governmental and non-governmental entities.

VSE monitors the implementation of EU legislation to ensure that the rights established for victims are put into practice. Through our network of members and experts, workshops and conferences, and meetings with governments, we gather information on current and planned laws and policies. We provide members and stakeholders with advice on legal compliance with EU laws, and we collect and share best practices in victim support.

VSE continues to provide evidence-based research for policy recommendations on victims' rights and needs at the national and European levels, and it has strengthened its advocacy capacity. VSE actively participates with the EU Commission and Parliament in the revision of the EU's Victims' Rights Directive, and provides key EU officials with appropriate information on victims' rights.

VSE was invited to European Parliament consultations – organised by the EP Co-Rapporteurs for VRD revision, MEP Zarzalejos and MEP Rodriguez, and EP Shadow Rapporteur, MEP Bricmont – to share its views on the VRD revision. VSE also organised several bilateral meetings with MEP advisors to advocate for amendments that will guarantee more robust victims' rights.

VSE has also been actively involved with the European Commission and the European Parliament on the Proposal for a Directive Combating Violence Against Women and Domestic Violence. VSE staff organised a series of meetings with Commission officials and MEPs to present their recommendations to highlight the importance of having both this proposal and a revised Victims' Rights Directive adopted, to ensure that all victims of crime can benefit from the rights and protection enshrined in EU law. VSE continues to monitor files related to other victims' issues, such as the revision of the Anti-Trafficking Directive and the Directive on combating the sexual abuse and sexual exploitation of children and child pornography.

As noted above, during 2023, VSE staff actively participated in ad hoc meetings organised by the Victims' Rights Platform and presented at the high-level extended Victims' Rights Platform meeting on the EU Victims' Rights Strategy (2020 – 2025). They also participated in EC public consultations on victims' rights topics, providing feedback to the proposal for a revised Victims' Rights Directive, to the consultation on a comprehensive approach to mental health, and the consultation on the Proposal for a revised Anti-Trafficking Directive.

Throughout the year, VSE monitored EP committee and plenary session debates. MEPs occasionally reached out to VSE for input on draft reports and issues related to victims' rights and needs.

II. International engagements

The United Nations

VSE continued to cooperate closely with the United Nations' Office on Drugs and Crime and the United Nations' Office of Counter Terrorism to promote the rights of all victims and to support policies related to victims of terrorism. In 2023, VSE participated in the following UN-led events:

- UNODC Constructive Dialogues for the UNTOC Review Mechanisms
- IOM International Exchange on access to justice for victims of trafficking for labour exploitation
- Thematic discussions of the Commission on Crime Prevention and Criminal Justice (CCPCJ), UNODC
- Consultation with the NGOs in Consultative Status with ECOSOC

Council of Europe

Because of its participatory status, VSE works regularly with the Council of Europe and has been engaged in various activities, including the INGO Conference. VSE provided a response to a Council of Europe consultation on the Draft Recommendation of the Committee of Ministers to Member States on Combatting Hate Crime.

Victim Support Asia (VSA)

Following the establishment of Victim Support Asia in 2018, VSE has continued to assist VSA bring together Asian organisations and institutions working on behalf of victims. In 2023, VSE representatives gave their support by attending VSA board meetings.

INVICTM – International Network Supporting Victims of Terrorism and Mass Violence and Leadership in Counterterrorism Alumni Association (LinCT-AA)

VSE remains an active member of INVICTM and participates in monthly online conference calls of the informal group of experts.

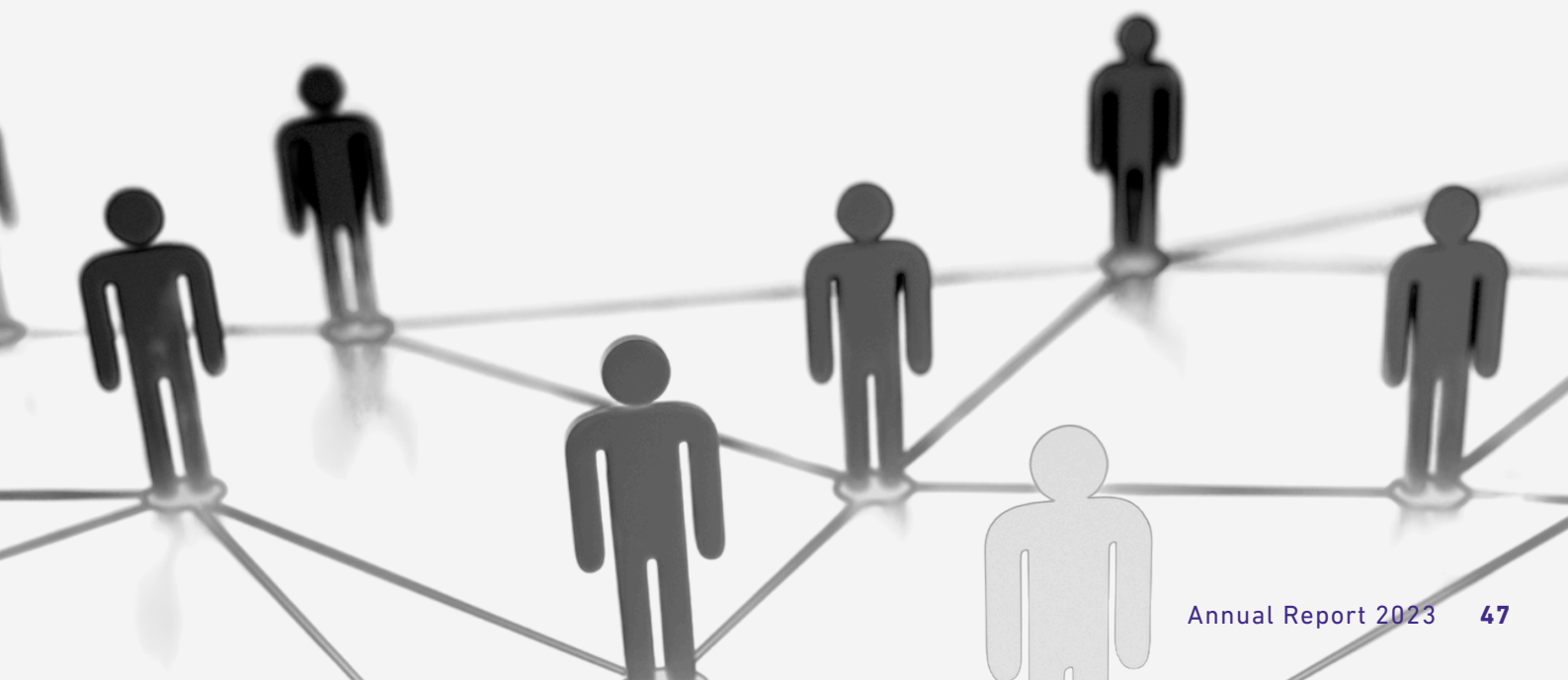
Previously, INVICTM has organised its annual symposium in the margins of VSE's annual conference. While in 2023 this was not the case, VSE's Executive Director and Deputy Director were invited to attend the International Counterterrorism Conference, hosted by Las Vegas Metropolitan Police Department (LVMPD) and Leadership in Counterterrorism Alumni Association (LinCT-AA).

VSE Terrorism Response Network

Following the 2015 Paris terrorist attacks and a series of further attacks in Europe and beyond, VSE – with its members – has ensured that victims of terrorism are offered the support they need, and that governments and international institutions better understand and respond to their needs.

VSE responds to large scale attacks in Europe or outside of Europe where European citizens are likely to be involved. Since 2015, VSE's Terrorism Response Network has responded to more than 20 terrorist attacks; in France, Germany, Spain, UK, Sweden, Finland, Russia, Turkey, USA, Sri Lanka, and Bangladesh.

In 2023, VSE continued to maintain contact with network members while initiating the process of updating the network's response mechanisms.



III. Collaboration with European NGOs

EU NGO Round Table

For several years now, VSE has regularly organised roundtable discussions with other EU NGOs advocating on behalf of vulnerable groups. While previously these meetings were hosted by the European Commission, VSE has now begun to host its own roundtable discussions. Thus, in 2023, VSE hosted three EU NGO roundtables, two online and one in-person at VSE's office.

All three roundtables – in February, May and August 2023 – focused on the revision of the Victims' Rights Directive. Reactions, views and priorities related to the revision, exchanges on EU files, and reactions to the Commission's adoption of a revised VRD proposal were discussed by the participants (representatives from 8, 8 and 10 NGOs respectively). The 3rd roundtable also shared feedback on VSE's developing Victims of Crime Model Provisions Paper.

Through regular email exchanges, EU NGOs kept each other informed of ongoing events and joint actions throughout the year.

Joint Efforts

In cooperation with its members and EU NGOs, VSE has developed a common advocacy language for use in joint events, statements, and campaigns.

Throughout 2023, VSE published several joint statements indicating its solidarity with victims and ensuring that no victim is forgotten. VSE called for a robust revision of the Victims' Rights Directive, for strong legislative frameworks and coordinated support systems for all victims of crime in light of pending EU legislation that focused on specific groups of victims, such as victims of child sexual abuse, women victims of domestic violence, and human trafficking victims.

At the national level, VSE continued to support its members with their national policy efforts, to provide ongoing support to Victim Support Asia, and to support the creation Victim Support the Americas.

VSE also participated with other European non-governmental entities; VSE representatives were invited to various webinars and conferences organised by NGOs and networks such as the ECLAG working groups, and meetings of the Child Friendly Justice European Network.

5.2

Enhancing the quality of victim support services

5.2.1 Workshops and Training Sessions

When it comes to building knowledge of victims' rights, VSE and its network bring a wealth of experience and expertise to the table. VSE's overall objectives are to achieve change and to strengthen the organisational capacity of its members, partners and external organisations, and individuals, who interact with victims.

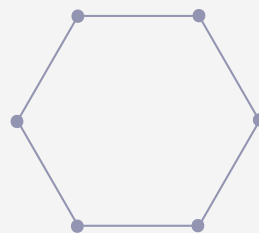
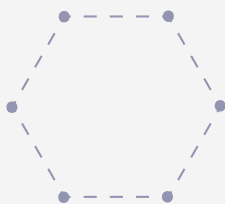
VSE supports the development of knowledge by delivering training courses, workshops, lectures, and presentations at its own events and at those organised by others.

In 2023 VSE continued to develop its Training Academy; two training modules were developed within the Training Academy framework:

- A module on trauma-informed care
- A module on empathy for legal professionals

As well as developing these modules, staff provided training to several audiences:

- EJTN: hate crimes
- EJTN: victims' rights
- ULB Master of Journalism students



The following webinars and workshops were also organised:

7 March 2023: webinar on the revision of the Victims' Rights Directive;

26 July 2023: webinar on the upcoming Model Provisions Paper;

13 September 2023: webinar for organisations with helplines, on 'Dealing with frequent callers'

12 October 2023: webinar 'Furever friends: FYDO dogs supporting victims of crime'

Two online member workshops were held to discuss potential collaboration on projects and to support members in developing their fundraising portfolio. (See T4.5 for more details).

20 and 21 April: in Utrecht, members of the Executive Board attended two workshops on a 'Vision of VSE'.

28 September: in Brussels, Executive Board members participated in a workshop on 'Ensuring generic services are prioritised'.

The Communicators' Network conducted 3 workshops for fellow communications officers, covering topics such as preparing 2024 EU Election joint actions, best practices for online prevention and awareness-raising campaigns, unlocking the potential of communication tools, and discovering the power of Google Ad Grants to boost non-profit organisations.

9 and 10 November 2023: staff from VSE member organisations participated in a staff exchange hosted by France Victimes in Paris. The exchange focused on needs assessments, referrals, and information provision. 8 participants from Croatia, Malta, the Netherlands, Northern Ireland, Portugal, and Spain learnt about the comprehensive support to victims of crime from their French hosts.



5.2.2 Setting standards

Previous experience has taught us that our accreditation approach, as piloted in 2018, is unsuitable for our larger member organisations. For that reason, it has been decided to allow members to self-accredit; this will conserve, rather than stretch, those VSE resources involved in the external verification process. We began implementing a self-accreditation system for full members, based on our quality standards, in 2023 and by the end of the year, two full members had completed the self-assessment process.

5.2.3 Developing centres of excellence across the EU

As members are located in different countries, and may be in contact with different victim groups, the VSE Centre of Excellence allows them to share their 116 helpline and distance support knowledge and experiences, as well as good and bad practice issues.

VSE continues to support member organisations running a 116 006 helpline for victims of crime and/or who provide online distance support to victims. The Centre of Excellence now brings together 20 members from Austria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Ireland, Latvia, the Netherlands, Northern Ireland, Portugal and Sweden.

In 2023, Centre of Excellence members met online three times to discuss work priorities and common areas of interest as well as the future of the Centre.

5.2.4 Enhancing VSE's services for members

In 2023, we worked on increasing the quality and accessibility of member-oriented services; members now have access to a range of benefits designed to enhance knowledge exchange, visibility, networking, and information sharing.

The Victim Support Hub can be used to share information and to provide members with networking opportunities. It also provides members with a platform on which to initiate dialogue and spread awareness on critical victims' issues. VSE's Training Academy will soon be hosted on the Hub.

Currently the Hub is only open to members' representatives as well as a limited number of senior staff members and EU organisations. Over time, VSE intends that the Hub will become available to a broader audience including the general public.

We believe that the Hub provides the following benefits:

- Connecting with other Hub users for support purposes;
- Developing knowledge & expertise on victims' rights and needs;
- Promoting members' activities.

5.2.5 Assistance on the development of victim support in EU member states

In 2023 VSE continued to improve its online member management system (MMS). It can now be used to handle membership applications and manage activities the renewal of fees as well as to view interactions between staff and members. The MMS also includes an external contact list.

Membership engagement development will further streamline interaction with VSE's growing membership. Several activities have been used to foster collaboration not only between staff and our members, but also between members themselves:

- Making general meetings more interactive (e.g. the roundtable in June)
- Channeling specific discussions and activities – such as webinars, round tables etc. – through individual working groups;
- Encouraging best practices through staff exchange; etc.

By successfully promoting its work, VSE attracted 10 new members in 2023.

National Meetings

In 2023, VSE directly engaged with national stakeholders in Ireland (where the FYDO network was further promoted), in Croatia (with representatives of the Croatian Ministry of Justice and participation in a conference on the Role of Victims in the Croatian Criminal Justice System), in Hungary (with VSE members Feher Gyuru and the Ministry of Justice) and in Latvia (with VSE's Executive Director participating in the Latvian national conference gender-based violence and holding discussions on national victims' priorities).

5.3

Advance improvements in laws and policies

VSE actively engages and influences the development of European and international public policy by highlighting victims' needs and by strengthening victims' rights and protection in the aftermath of crime. We aim to ensure that all new legislation and governmental policies consider the needs of victims and those affected by crime, and that their wishes and priorities are reflected and adhered to.

We work with the major European Union institutions (the European Commission, European Parliament, and the Council of European Union) as well as with the Council of Europe, the Organisation for Security and Co-operation in Europe, and the United Nations. We have a formal consultative status with the UN's ECOSOC Committee and the Council of Europe's Conference of INGOs and work closely with various EU Agencies such as the Fundamental Rights Agency, CEPOL, EIGE, etc.

In 2023, VSE continued to support EU policy development, and the evaluation and implementation of EU legislative files, especially the revision of the Victims' Rights Directive. To that end, VSE published several policy briefs and a Model Provisions Paper that express VSE's extensive views on and priorities for the revision. The policy briefs were created with feedback from and in collaboration with VSE members and EU NGOs. In order to share our views and priorities with EU legislators, VSE organised and attended meetings with the European Commission, Members of European Parliament, Members of Council of EU, and the European Economic and Social Committee.

VSE also engaged with other EU legislative efforts on victims' rights. Firstly, VSE offered feedback on the Commission's proposal for its revised Directive on preventing and combating trafficking in human beings.

Secondly, VSE provided input during the ongoing negotiations for a proposed Directive on combating violence against women and domestic violence. As part of our advocacy activities, VSE distributed a position letter on the VAW to high-level stakeholders of the European Commission, Ambassadors of the Spanish/Belgian Permanent Representations to the EU, and the European Parliament Rapporteurs for the Directive on combating violence against women and domestic violence and Victims' Rights Directive revision. VSE provided its members with a toolkit – addressing concerns relating to generic victim support services – for its members to send to national governments and other key stakeholders.

Thirdly, VSE collaborated with child rights organisations on ongoing and upcoming EU legislative efforts to combat child sexual abuse and exploitation. At the national level, VSE supports the enforcement of the Directives through evidence-based means as well as by encouraging compliance through the collection and exchange of information, advice, and good practices.

VSE delivered activities on the EU acquis related to victims of crime and formulated recommendations for EU actions to improve the rights of all European victims and submitted feedback in response to 3 EU Commission Public Consultations (see above for details). VSE also worked with the Council of Europe to advance the rights and services of victims of crime, in light of the newly adopted Committee of Ministers' Recommendation on Rights, Services and Support for Victims of Crime.

At the International level, VSE continued to closely cooperate with the United Nations, in particular with the United Nations Office on Drugs and Crime and the United Nations Office of Counter Terrorism, to promote the rights of all victims and to support policies related to victims of terrorism and mass victimisation.

5.4

Raising awareness of victims' issues

Throughout 2023 VSE's communication initiatives were meticulously aligned with its 2021–2025 Communications Strategy which emphasises the following key objectives:

- Raise Awareness on Victims' Issues
- Share Knowledge with National Organizations
- Strengthen VSE's Collective Capability (develop partnerships, organize networking events, recruit new members)

2023 was characterized by a substantial increase in our communication endeavours, which was not only driven by organizational and operational growth but was made possible by increasing the communications team. This, however, required enhancing and refining our communication activities, and the methods and tools employed in them.

New communication tools were launched, as previously described:

"In Conversation With" interview section.

A 'Campaigns' subsection was inaugurated within the 'Media Center' webpage.

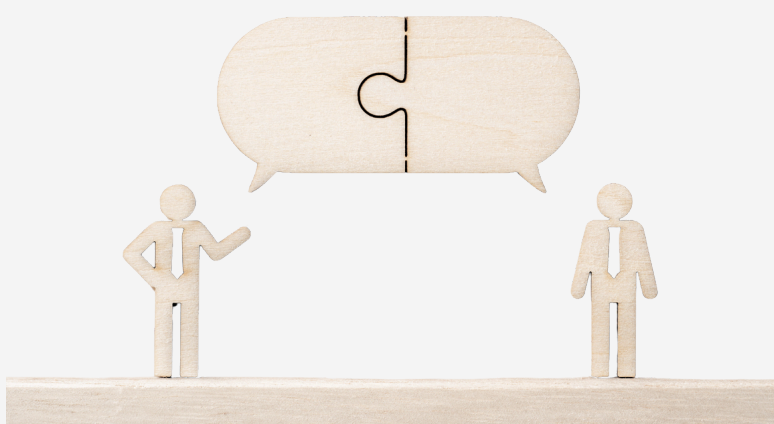
The permanent Google Ad Grants campaign was established.

New fundraising tools were developed along with a dedicated webpage.

A new webpage was launched for the Victims' Rights Communicators Network working group.

A comprehensive and integrated communication and advocacy contact database was created.

These tools were instrumental in securing two new sponsors for VSE's 2023 Annual Conference and numerous donations throughout the year. They have established a robust foundation for forthcoming fundraising activities in 2024.



The following tools introduced in 2022 underwent further development and enhancement:

VSE Social Hub, which facilitates two-way communication with members, was actively utilized for online events organized within The Victims' Rights Communicators Network.

Victims' Rights Communicators Network conducted four workshops for communications officers.

VSE's advocacy activities webpage has been updated to include improved visualization features, designed to effectively showcase and facilitate the promotion of current policy papers.

The 'Opinion' section on the VSE website, accessible at <https://victim-support.eu/opinions/>, has attracted attention from victims and victim support professionals beyond VSE's membership.

Using insights gained from the Together EU platform, VSE communications and advocacy teams are preparing an EU 2024 Elections toolkit focusing on strategies to mainstream victims' rights by connecting them to Sustainable Development Goals (SDGs).

In 2023, we refined our approach to developing the communications work plan and placed more emphasis on communications for policy and advocacy. We narrowed the target audience down to the 4Ps: policymakers (appointed) and politicians (elected) at the EU level, as well as practitioners and the public at the national level. The following message has been selected, - "Shaping Victim Support Together," in alignment with our overall strategic goal of establishing a comprehensive national framework for victim support in all EU Member States.

The following mini (behavioural) goals for 2023 were identified:

- To propose and adopt revisions for the VRD.
- To advocate for the establishment of 116006 Helplines in all Member States.
- To recommend the adoption of all VSE's policies, ensuring VSE's guidelines would be used by EU policymakers and VSE members.
- To mainstream victims' rights by all stakeholders.

To achieve these goals, we identified the following policy themes for 2023:

National Framework

Safe Justice

Effective Communication

Model Provisions as a tool for the VRD revision

In alignment with these objectives, a detailed table of communication actions has been developed and in 2023 we:

- Implemented the 2023 communication strategy;
- Launched and maintained new tools (mentioned above);
- Maintained existing information webpage for victims;
- Maintained membership online map of support services;
- Designed and published Annual Report 2022;
- Conducted 4 information campaigns related to the VSE's advocacy, projects, events and the EC's campaign 'I keep my eyes open';
- Wrote and sent out 4 Newsletters with approximately 30 articles to more than 1100 subscribers;
- Developed and maintained Twitter, Facebook, Instagram, LinkedIn and YouTube pages;
- Collated presentations from 4 victims of crime for VSE social media campaigns and events;

→ Took 288 photos (20 - Post 22 February photos; 268 - Post-Annual Conference 2023 photos), 26 Videos (14 – campaign videos, 3 – 22 February event videos, 9 – post annual conference 2023 videos) and 130 visuals (37 visuals – information campaign to promote VSE advocacy activities, 28 visuals – Information campaigns 2023 to promote VSE events, 65 visuals - information campaign to promote VSE projects). All the videos and visuals can be found on the VSE's social media channels.

→ Annual Conference website was produced;

→ 22 February campaign webpage was produced.

The above actions resulted in:

Information on VSE advocacy activities reaching **247940** people.

Information on VSE events reaching **1035714** people.

Information on VSE projects reaching **109346** people.

information on EU Commission awareness raising campaign 'I keep my eyes open' reaching **240917** people.

Gaining new followers: on LinkedIn – **859**, on Facebook – **103**, on Instagram – **188**.



5.5

Projects

Throughout 2023, VSE's project workload aligned with the organisations' strategic priorities of improving victims' rights and access to support services. VSE is committed to engaging with its members whenever possible, as well as collaborating with external project partners whose expertise contributes to the success of our efforts.



AREV – Advancing the Rights of Estonian Victims

The AREV project – Advancing the Rights of Estonian Victims – which started in March 2021 and runs until February 2024, aims to enhance the rights of victims in Estonia by improving their protection and access to victim support services. The project's activities attempt to improve existing support services gaps, increase stakeholders' knowledge of partners' ability to deliver services/support to victims, improve the provision of information to victims, and increase public awareness of victims' rights.

The project brought together the Estonian Ministry of Justice, the Police and Border Guard Board, the Social Insurance Board, the healthcare sector, and other stakeholders, in the development and delivery of specific needs' assessment tools, the referral of victims to support services, and the provision of information. It was piloted in Estonia's Ida-Viru and Lääne-Viru counties, with the hope that the results obtained could be adapted to provide a national implementation model.

After finalising the tools and after the pilot launch in North-Eastern Estonia, the activities carried out in 2023 focused on data collection and analyzing the results, and the preparation of the final technical report.



BeneVict – Benefits of Full Implementation of the Victims' Rights Directive

The BeneVict project – Benefits of full implementation of the Victims' Rights Directive – started in July 2022 and is scheduled to run until December 2024. It aims to support the EU and Member States in their common value actions in light of the implementation of the 2012 EU Victims Rights Directive.

The purpose of the project is to develop evidence to support the advance of victims' rights, influence the future of victims' rights in the EU, and enable pan-EU partnerships to rise to the challenge of improving victims' lives across the EU.

The activities carried out deliver methodological tools for future shared initiatives, including implementation assessments and data collection on aspects related to the Victims' Rights Directive, which allow arguments on the benefits of providing victim support and justifying investment in further services to be developed. The project also hopes to identify, for the first time, both the cost of victimisation and the benefits of victim support in Estonia, the Netherlands, Portugal and Spain.

CHAT FOR VICTIMS **CHANGING THE** **ACCESSIBILITY OF TOOLS** **FOR VICTIMS**

CHAT for Victims – Changing the Accessibility Tools for Victims

From July 2022 and June 2024, CHAT for Victims project – Changing the Accessibility Tools for Victims – aims to improve access to information by and support for persons with disabilities who are victims of crime.

The project envisions that a live-chat service, adapted to the communications needs of persons with disabilities, will be developed. The service is being piloted in Croatia and Slovenia, where it will be implemented as part of the services provided by victim support organisations.

Throughout 2023, project activities have focused on identifying the communication needs of persons with disabilities and mapping out solutions/good practices for developing an appropriate live-chat service. A handbook, “Providing distance support-live chat services”, will be produced by project partners as well as an international research report which will include recommendations.



COVIS - Court-based Victim and Witnesses Support Services

The COVIS project – Court Based Victim and Witnesses Support Services – from July 2022 to August 2024, looks to build knowledge for the establishment and delivery of high-quality court-based support services that will meet the needs of victims/witnesses of crime participating in criminal proceedings.

The project's activities include research on the current availability and practical application of support services across the EU, the identification of best practices in the organisation/delivery of court-based support services, measuring the impact of court-based support service on both victims and the criminal justice system, and on awareness-raising activities. The research will enable a Best Practice Handbook and a Policy Paper to assist in the implementation of court-based support services across the EU, to be drafted.



2Gether4Victims – Coordinating and Harmonising Generic and Specialist Support services for Victims of Gender-based Violence

The three-year (funded by the CERV program of the European Commission, runs for 36 months and started in April 2023) 2Gether4Victims project – Coordination and harmonising Generic and Specialist Support Services for Victims of gender-based violence – hopes to improve the provision of support to and individual needs assessment processes for victims of gendered-based and domestic violence (GBV/DV).

The partnership examines the rationale for gendered support services for victims of domestic violence and intends to offer an evidence-based analysis of how generic and specialist victim support services can collaborate when responding to the needs of victims of GBV/DV across the EU.

The project seeks to identify how the response to GBV victims is organised, what gaps and best practices exist in both generic and specialist support services, and to propose a tailored, victim-centric response to victims of GBV.

ICF Awareness Raising Campaign on Victims' Rights

In response to a request by DG JUST, the ICF Awareness Raising Campaign on Victims' Rights commenced in June 2022 and was extended until March 2023. It is part of the new European Commission's Strategy on Victims' Rights (2020 – 2025).

The campaign objective is to create a safer environment for victims; thus enabling them to feel safer, better understood and supported, and ensuring they are treated with fairness, dignity and respect.

The campaign has two main aims: firstly, to raise awareness of victims' rights, the availability of professional support services, and the options for reporting a crime in 10 EU MS. Secondly, to inform all Europeans that the EU guarantees their rights, no matter where in the EU they live.

ICF Impact Assessment of the Victims Rights Directive

The purpose of the ICF Impact Assessment is to reinforce the analysis of the implementation of the 2012 Victims' Rights Directive, to establish minimum standards on the rights, support, and protection of victims of crime, in light of the ongoing revision by EU co-legislators.

The study gathers data from 15 Member States (AT, BE, BG, CY, FI, FR, HR, HU, IE, IT, LT, MT, NL, PL, PT) on topics such as the victims' right to information, the protection of victims, the right to support by victim support organisations, access to justice, and access to compensation, etc.



INFOVICTIMS III

The INFOVICTIMS III project, which ran from 2020 to 2023, is the third INFOVICTIMS project and intends to develop new, accessible and updated information on Member States' criminal justice systems, the rights of victims of crime, and how victims can exercise their rights.

VSE's role is to help develop information materials; to conduct research and develop recommendations on information rights and their implementation; and to raise awareness on victims' information rights within the broader public and at the EU level.

Partner organisations in nine EU countries are developing information tools that are comprehensive and accessible, allowing victims of crime to readily identify their rights and how to exercise them. The tools include a website, a brochure and a mobile app, which will be launched by early 2023. Additionally, VSE's materials include country info-sheets highlighting the victim support services available in partner countries, and a 2023 policy paper on "Transforming how we communicate with victims".



IAPHP – Intercultural Approach to Prevent Harmful Practices

The IAPHP project – Intercultural Approach to Prevent Harmful Practices – began in March 2023 and is to be completed in 2025. It looks at developing and implementing training on intercultural mediation for the prevention of Harmful Traditional Practices.

A digital toolkit will be produced for trainers on the prevention, detection, crisis management, and post-intervention in cases of Harmful Practices, with a specific focus on migrant victims. The project will provide both online and face-to-face training to first line practitioners, migrant and refugee women for the early detection, prevention and response to crimes of harmful practices, to guarantee the agility and adequacy of support to potential victims.

Project partners envisage the implementation of 48 train-the-trainer sessions for 720 practitioners from health, education and law enforcement services. The sessions will address the prevention, detection and actions taken when migrants fall victim to harmful practices. 40 tailor-made awareness sessions will be held for at least 800 migrants located in Greece, Italy, Portugal, and Belgium.

BREAKING BARRIERS

Breaking Barriers – Understanding the needs of victims/survivors to empower access to community supports

The March 2021 Breaking Barriers project – Understanding the needs of victims/survivors to empower access to community supports – is expected to run until March 2024. Breaking Barriers' aim is to develop a victim-centric approach to the Canadian Ontario Provincial Police's (OPP's) response to/engagement with victims and survivors of human trafficking, by identifying and gaining a better understanding of their needs and by ensuring better access to wraparound community support.

The pilot project has been implemented in each of Ontario's regions and includes the delivery of training for OPP officers as well as the development of a victims' needs assessment for trafficked victims for use by frontline police officers. The training programme has focused mainly on understanding victims' needs and developing soft skills such as effective communication with victims, empathy and active listening.

LINK

LINK – Linking Information for Adaptative and Accessible Child-Friendly Courts

The 2023 – 2025 LINK project – Linking Information for Adaptative and Accessible Child-Friendly Courts – aims at improving the integration of child protection systems within criminal proceedings, to better support and protect child victims from violence and discrimination.

The partnership hope – through good practices and awareness-raising activities – to educate criminal justice professionals to prevent discrimination against child victims with intellectual and/or psychosocial disabilities. They also intend to optimize, or develop, the integration and multidisciplinary cooperation of child protection systems and processes within criminal proceedings.

The project combines the mapping of information needs and recommendations for children with disabilities; developing a blueprint or proof of concept for a child-friendly accessible technological system; determining training activities for criminal justice professionals and relevant stakeholders; and organising national children's advisory boards, national roundtables and international conferences in order to publish the project results and better involve civil society, criminal justice professionals and children with disabilities.



DISRUPT – Enhance Digital led InvestigationS, pRosecution and jUdicial resPoneses for dismantling Trafficking chains of children

DISRUPT – Enhance Digital led InvestigationS, pRosecutions and jUdicial resPoneses for dismantling Trafficking chains of children – is a project which began in April 2023 and is expected to run until March 2025. It aims to improve digital evidence-based investigations, prosecutions and judicial responses related to the trafficking of children.

Starting from the need for an effective and comprehensive response, in terms of overcoming challenges related to technology-facilitated trafficking of children, and with the aim to reduce the risk of secondary victimisation when relying solely on victims' testimonies, the DISRUPT project will develop an innovative framework for the future use of digital evidence. This will positively impact digital-evidence-based investigations and prosecutions of, and judicial responses to THB.

INVERT – Identifying companies and Victims in the Exploitation phase to disrupt the financial business model of adult and child labour trafficking

The INVERT project – Identifying companies and Victims in the Exploitation phase to disrupt the financial business model of adult and child labour trafficking – aims to disrupt the criminal business model of child and adult labour trafficking by developing a prototype suite of two risk assessment tools (company-focused and victims-focused) to be used by prosecutors' offices and Law Enforcement Agencies across the EU. It started in June 2023 and is scheduled to end in May 2025.

EUCVT Demos

EUCVT Demos was launched in February 2023 and is scheduled to run until February 2025. The aim of the project is to better respond to the needs of victims of terrorism, bring together victim support stakeholders, foster debate on victims' rights, and enable knowledge exchange.

Concrete activities include publishing a Guidance Document and an Engagement Strategy, energizing and moderating the online EU CVT Hub platform, organizing regular monthly webinars and posting articles on the Hub, and implementing ten EU CVT Training sessions (online & hybrid) for 200-plus representatives of 26 EU Member States.

PROTECT

Exchanging good practices on restorative justice
and promoting the victims' rights protection

PROTECT – Exchanging good practices on restorative justice and the protection of victims' rights

The PROTECT project – Exchanging good practices on restorative justice and the protection of victims' rights – focuses on the exchange of good practices in restorative justice and on delivering respect for victims' rights through the implementation of restorative practices. The project takes place in Portugal, Italy, Denmark and Spain from September 2020 to August 2021.

The project will facilitate the implementation of restorative justice paths, highlight the meaning of reparation, and promote responsible attitudes towards victims, society, and community rules. It therefore intends to improve victim support trainers/staff skills and competences, strengthening the protection of victims' rights in restorative justice processes.

LITGATE

LitiGate – Strategic Litigation as a Gateway to address the rights of Persons with Disabilities in the European Union

Commencing in September 2023, the two-year LITI-GATE project – Strategic Litigation as a Gateway to address the rights of Persons with Disabilities in the European Union – aims to promote enforcement of the EU Charter of Fundamental Rights through strategic litigation activities to address breaches of the fundamental rights of persons with intellectual and/or psychosocial disabilities.

Under the scope of the project, a practice-oriented strategic litigation guidebook and training (and mentoring) programme will be developed and piloted. These activities will support civil society organisations and lawyers using the EU Charter of Fundamental Rights for the benefit of persons with intellectual and/or psychosocial disabilities, and will promote cooperation between civil society organisations and legal practitioners.

UNDP Ukraine – Access to Justice for Victims of War Crimes in Ukraine

The UNDP Ukraine project, which started in October 2021 and is due to end in January 2024, focuses on the access to justice for victims of war crimes in Ukraine. Its activities include assessing the Ukrainian criminal justice system in terms of institutional and organisational solutions, legal frameworks, procedures, and allocation of adequate resources and personnel.

UNDP Western Balkans

The UNDP Western Balkans project focuses on a needs assessment report that will analyze the institutional capacity and overall needs of victim support providers when dealing with war crimes' cases in the Western Balkans. VSE will update UNDP's 2019 regional needs assessment report, and will provide a separate in-depth assessment on existing institutional capacities and limitations in the provision of victim support services.

Using desk research, VSE will identify the relevant legal and institutional frameworks appropriate to the witness support offices in Bosnia and Herzegovina, Montenegro, Serbia and Kosovo. From the data collected, a research methodology will be developed which, in addition to future interviews, will result in an updated analytical report for the abovementioned countries.

CROSSING PROTECT – Building a cross-sectoral training approach for the operators of Restorative Justice and Victim Support systems dealing with crimes against women

CROSSING PROTECT – Building a cross-sectoral training approach for the operators of Restorative Justice and Victim Support systems dealing with crimes against women – is a project due to start in December 2023 and end in November 2026. It will introduce new skills for Restorative Justice and Victim Support system partners that will enable them to work both transnationally and across their sectors by addressing their common needs and cross-cutting priorities.

The project aims to drive transformation and change in partner organisations by implementing a tailored and innovative peer-to-peer capacity building programme that will capitalise on existing experiences and will create new synergies between the Restorative Justice and Victim Support systems. It also aims to raise quality standards by initiating approaches that may be new to each sector, thus establishing positive interaction and systemic cooperation between the Restorative Justice/Victim Support systems.

06.

**VSE NEW
MEMBERS**

2023

In 2023, VSE extended its membership network. With the addition of 7 new organisations, our total membership now stands at 78 organisations across 36 countries; compared – for example – with 42 members in 2015. This increase is the result of VSE’s continuous efforts to improve its ability to retain existing, and to attract potential members.



07.

EXECUTIVE

BOARD

MEMBERS

Executive Board members of Victim Support Europe at December 31, 2023



President
Rosa Jansen

President of the Board of Directors of
Victim Support the Netherlands and the
Foundation Restorative Justice



Vice President
Petra Klein

Weisser Ring Germany



Vice President
Jérôme Moreau

France Victimes, France



Treasurer
Carmen Rasquete

Secretary General, Portuguese Association
for Victim Support (APAV)



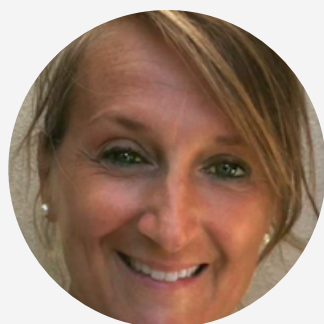
Frida Wheldon

Director for Legal Affairs, Victim Support Sweden



Jeffrey De Marco

Assistant Director Knowledge and Insight,
Victim Support England and Wales



Silvia Taravan

President of Rete Dafne Italia



Julianne Grima

Executive Chairperson, Victim Support Malta



Gábor Veisz

Member of Fehér Gyűrű Közhasznú
Egyesület/White Ring Association



Tobias Koertner

Team leader for victim support at
Weisser Ring Austria



Martyn Herward

Director of Business Services, Victim Support
England and Wales



Miren Špek

Executive Director at Victim and Witness
Support Service Croatia

08.

HEAD

OFFICE



Levent Altan
Executive Director



Aleksandra Ivankovic
Deputy Director



Antonio De Martin
Senior Project Manager



Mazen Alsiufi
Senior Finance Officer



Marina Kazakova

Senior Communications Officer



Ruth Mary Shrimpling

Senior Training and Knowledge
Development Officer



Léa Meindre-Chautrand

Senior Policy Officer



Marina Rota

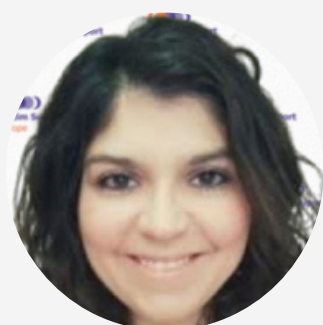
Senior Training and Capacity Building Officer



Maria Georgiou
Senior Project Officer



Wali Jan Farhodi
Senior Project Officer



Inês Nunes de Freitas
Project Officer



Annelies Blondé
Junior Policy Officer



Iris Lokerse

Junior Policy Officer



Solène Baudouin-Naneix

Junior Policy Officer



Lieselotte Van Den Heuvel

Communications Assistant



Ruben Dos Santos

Digital & Multimedia Communications Assistant



Ketil Varoshlija Botterman

Junior Administrative Officer



Sara Savoini

Executive Assistant



Krista Tabone Urso

Membership and Capacity Building Advisor



Oleksandra (Sasha) Boychenko

Researcher



An Verelst
Volunteer



Pamela Dalby
Volunteer



Sigal Haimov
Consultant



Laura Ruiz Astorga
Policy Intern



Aymen Abbasi
Capacity Building Intern



Dylan Power
Communications Intern



Sara Fontanot
Projects Intern



Paula Peralta Agusti
Policy Intern



Larisa Spahić
Project Intern



09.

MEMBERS

LIST AND MAP

Albania

- Child Rights Centre Albania (CRCA)
- Human Rights in Democracy Center
- Center for Legal Civic Initiatives

Austria

- Weisser Ring Austria

Belgium

- SAM VZW
- CAW Groep
- Ministry of Public Health - Federale overheidsdienst (FOD) Volksgezondheid, Veiligheid van de Voedselketen en Leefmilieu
- Olivier Lauwers
- V-Europe
- FEVR - European Federation of Road Traffic Victims
- Louise Lacour

Bulgaria

- Law and Internet Foundation

Cameroon

- Medinnovint

Croatia

- Bijeli krug Hrvatske (White Circle Croatia)
- Croatian Victim and Witness Support Service
- Woman's Room - Center for Sexual Rights
- Ministry of Justice - Independent Service for Victim and Witness Support

Cyprus

- Association for the Prevention and Handling of Violence in the Family (APHVF/SPAVO)

Czech Republic

- Bily Kruh Bezpeci

Denmark

- Finn Nørgaard Association Denmark
- Victim Aid Denmark (Hjælp Voldsofre)

Estonia

- Social Insurance Board
- Ohvriabi

Finland

- Rikosuhripaivystys (RIKU)

France

- France Victimes
- Manus Legis

Georgia

- Restorative Justice and Rehabilitation Center – RJRC

Germany

- Arbeitskreis der Opferhilfen
- Weisser Ring Germany
- Opferhilfe Berlin

Greece

- The Smile of the Child

Hungary

- Fehér Gyűrű Közhasznú Egyesület
- Office of Justice, Victim Support Unit
- Validity

Ireland

- Advocates for Victims of Homicide (AdVIC)
- Crime Victims Helpline
- Irish Road Victims Association (IRVA)
- Irish Tourist Assistance Service (ITAS)
- Victims of Crime Office
- Federation for Victim Assistance
- Victim Support at Court (V-SAC)

Israel

- NATAL - Israel Trauma and Resiliency Center

Italy

- Associazione Aletea
- LIBRA ETS
- Associazione Rete Dafne ONLUS
- I-CARE – Associazione Italiana di Supporto Vittimologico
- Associazione Spondé

Latvia

- Crisis and Counseling Center “Skalbes”

Lithuania

- Klaipeda Social and Psychological Assistance Center

Malta

- Victim Support Malta
- Victim Support Agency Malta

Morocco

- Victim Support Morocco

Netherlands

- Slachtofferhulp Nederland
- European Sex Workers’ Rights Alliance

New Zealand

- Victim Support New Zealand

Poland

- Subvenia Victima
- Victim Support Foundation

United States of America

- International Cruise Victims Association, INC

Portugal

- APAV

Serbia

- Victimology Society of Serbia
- Humanitarian Law Center

Spain

- Asociación Nacional de Víctimas de Delitos Violentos (A.N.V.D.V)
- ATENIN Sociedad Cooperativa Andaluza de interés social

Sweden

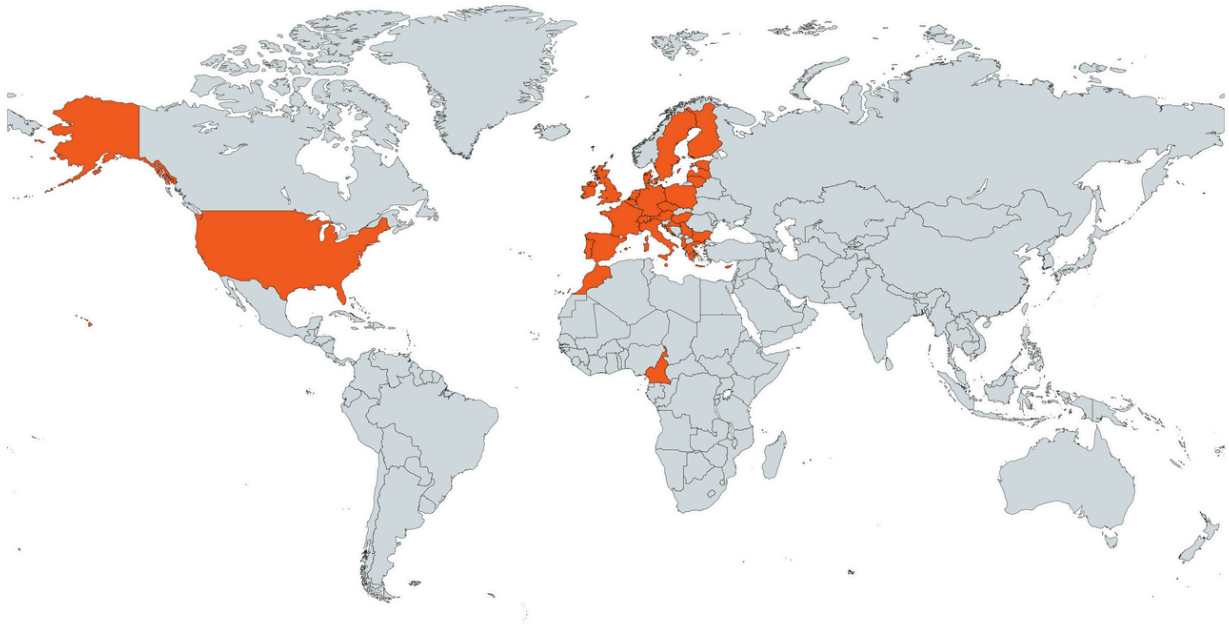
- Brottsofferjouren Sverige

Switzerland

- Victim Support Switzerland

United Kingdom

- Victim Support England & Wales
- Victim Support Northern Ireland
- Victim Support Scotland
- Action Against Stalking
- Office for the Commissioner for Victims of Crime
- Commission for Victims and Survivors Northern Ireland
- Mayor of London
- Supporting Justice



10. TREASURER'S REPORT



Audit Overview

We have completed the audit of the Organisation's annual accounts for the year ended December 31, 2023. The audit included the balance sheet, profit and loss account, and the notes to the annual accounts. Key financial highlights from the audit are as follows:

→ Balance Sheet Total: €3,122,636

→ Profit for the Year: €10,222

The annual accounts provide a true and fair view of the Organisation's net equity and financial position as of December 31, 2023, as well as its financial performance for the year, in accordance with the financial reporting framework applicable in Belgium.

Financial Performance

The total VSE income from approved grants and contracts for 2023 amounted to €1,736,396.82, representing a 20% decrease compared to the €2,186,787 income in 2022. This decrease is mostly attributable to the fluctuations in income related to costs of partners in VSE coordinated projects.

Reserve Policy and Future Outlook

Over the past few years, VSE has successfully increased its reserves, surpassing targets set in previous years. With the Organisation's growth in staff, projects, and financial activities, it is now imperative to reassess our reserve policy. Establishing a new reserve target within the next 24 months will help accommodate our expansion and ensure long-term financial stability.

Conclusion

The financial health and stability of VSE continue to be a top priority. In the next period our strategic focus will be on:

→ **Securing Diverse Funding Streams:** We will continue to explore and secure various funding sources to sustain our operations.

→ **Prudent Financial Management:** Ensuring careful and efficient management of our financial resources remains crucial and to this effect a new financial policy will be adopted in 2024.

→ **Maintaining Robust Reserves:** Building and maintaining strong reserves will mitigate uncertainties and support our growth.





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