



THE GLOBAL INITIATIVE
AGAINST TRANSNATIONAL
ORGANIZED CRIME

Report of the Steering Committee Meeting

29-30 April 2013, Vienna

Attendance

- Mark Shaw
- Odd Berne Malmø
- Peter Gastrow
- Karen Kramer
- Hermanprit Singh
- Tuesday Reitano (Secretariat)
- Paul Dippenaar (Secretariat)

Report of the Meeting

The Global Initiative Against Transnational Organised Crime is conceived as a transitional, catalytic process that will facilitate the reconfiguration of thinking, coordination and response on transnational organised crime, and to support the sustainable translation and embedding of new approaches into existing multi-lateral frameworks.

This was the third meeting of the Steering Committee, and the first since funds have been secured from the Government of Norway to establish the Global Initiative (GI) and begin work on the substantive objectives of the Initiative. Due to the short notice, several members could not attend, but it was agreed that comprehensive minutes would be produced and distributed.

The goal of the Steering Committee meeting was to agree a programme of work for the following six months (May – November) that balances off the procedural establishment requirements, priorities of the donor, the need to establish a clear substantive baseline of work and to ensure that the GI remains consistent and coordinated with other partners.

The meeting was structured under three main headings: (i) the substantive work programme; (ii) structure and process; (iii) branding and outreach. A summary of the main issues and decisions of the Steering Committee are highlighted herewith.

Substantive Work Programme

The participants of the Steering Committee unanimously agreed that there is an increasing awareness and concern about the growth of transnational organised crime (TOC) and the detrimental effects it has on peace, security, governance, economic growth and social and individual well-being. While it was noted that since the GI was first conceived, there is a growing number of actors (multi-lateral, bilateral and non-state actors) engaged in research, policy making and implementation of responses to TOC, there is still space for the GI to add value. In order to ensure

this, however, the GI needs to focus on collaboration with ongoing initiatives and not reinvent the wheel or duplicate work being done elsewhere; focus on impact and solutions not just assessing or restating the problem; strive for innovative thinking by bringing together a range of stakeholders and moving the debate into new networks; provide tangible support to national and regional actors so that impact is felt at the front lines.

The Steering Committee reiterated that the long-term goal of the GI will be to create the elements and building blocks towards a global strategy on TOC, including thematic and regional strategies underpinned by a cutting-edge evidence basis with recommendations for action that draw upon the diverse experience and expertise of the Network.

In light of the objectives of the GI, the Steering Committee agreed to undertake the following substantive projects for the next six months:

Global Strategy on TOC

Building momentum towards a global strategy through:

i. Baseline Assessment of Current Responses to TOC

This is envisaged as a 10-15 page high-level scan of the current environment, intended to establish what is being done to counter TOC, to identify problem areas, weak links and policy shortfalls. This will include an assessment of the efficacy of UNTOC, as well as evaluating programmes and strategies of key actors. The paper will draw upon the dialogue in earlier Network meetings, as well as a desk review and conversations with some key interlocutors.

The paper would then be presented to Network expert groups for discussion, feedback and debate on next steps.

ii. Stakeholder Engagement and Outreach: Think Tanks

The success of an over-arching global strategy requires buy-in of a broad range of networks, many of which already exist but are not being systematically drawn into the debate. The Steering Committee identified as a first priority to engage with existing think-tanks and independent policymaking organisations to discuss their TOC agenda and priorities.

It was agreed to convene a relatively informal and unstructured meeting of 10-15 key think tanks in the margins of the EU Rome Conference (31 May 2013) to firstly introduce the GI and its goals, to understand the scope of work of the various think tanks, to identify the shortfalls linking the research agenda to policy-making and implementation and propose ways that this can be improved.

A relatively rapid brainstorming identified possible institutions, and it was agreed that a better list, including desired focal points would be developed shortly.



Regional Strategies and Networks

The work that the GI will do regionally, through the creation, promotion and facilitation of regional networks is at the cornerstone of the raison d'être of the GI, and therefore, the first region is important in demonstrating the value of the initiative.

i. Regional Network: ATOM

Given recent developments in the region, plus ongoing work of a number of the Network members, the Steering Committee agreed to lead with a research study on trafficking from the Atlantic to Mediterranean (i.e. West Africa, the Sahel and the Maghreb). The study will identify the major flows, of which it is anticipated that there are four: cocaine, cannabis, cigarettes, and people. The study will highlight the linkages between the flows, and the critical interdependencies between trafficking and stability, governance and development in the region. It will then evaluate current responses and propose solutions. From initial work, it seems likely that the emphasis will be on a political response, as enabling factors to the growth of organized crime relate to policies of citizenship, for example, as well as linkages to ideologies and violent extremism.

The research study, once drafted, will be presented to a Network meeting in the region, comprised of engaged national actors.

Thematic Strategies

The first of the thematic strategies to be explored will be Environmental Crime. The Steering Committee debated whether looking at the issue from a continental (e.g. Africa); intra-continental (e.g. environmental crime flows between Africa and Asia) or to take a global overview would be a more effective demonstration of the value that the GI can add. While there are merits to each approach, it was felt that to be consistent with the goal of creating building blocks towards a global strategy, at this time, and on this topic, a global approach would be the most valuable.

i. Global Study on Environmental Crime

The Steering Committee will identify an expert who is already engaged in the subject (proposed were Justin Gosling and Andre Standing, though others will be considered) to undertake a predominantly desk review that must focus on the global impact of organized environmental crime on security, governance and development. We are not looking for an assessment of the problem, but a forward looking analysis of the costs and impacts in different spheres, assess what is being done in response now, how effective it is, what is being lost and to propose policy recommendations.

Once a draft study is in place, the GI will convene a network committee discussion which will draw both from existing networks on environmental crime, cross-fertilised with other networks of governance, security and development actors. The steering committee emphasized that the value of the GI will be to bridge inter-disciplinary divides, and to do so we have to ensure that the work is done in a cooperative way, owned by the networks, not promoting individual researchers or research agendas.



The Steering Committee will develop a TOR immediately, and begin to reach out to potential consultants. The goal will be to have the draft paper available for discussion by the network committee in September, possibly in Kenya, and publication of the final report in November.

ii. Cybercrime

The need to have the private sector engaged in responses is considered important. As an initial step, the Steering Committee will do some outreach on the potential to conduct a discussion on cybercrime with select private sector institutions. Network members from Canada and Europol will be approached.

Structure and Process

The Steering Committee discussed at length the governance structure and some of the procedural steps that would be required to establish the GI formally as an independent legal entity. Some elements of the debate remain open, including most notably the relationship between the Advisory Board, the Steering Committee and the Network, for the most part, the Steering Committee confirmed the discussions from earlier meetings.

Advisory Board

The goals of the Advisory Board were reiterated as per earlier discussions as being to champion the GI, to provide advice, guidance and oversight to the work of the GI, and to support in fundraising. It was felt that the Advisory Board was an effective way to achieve gender balance and to make the linkages to human rights and democratic governance issues. However, the Steering Committee emphasized that they would prioritise having an active and engaged Board, over a group of high-level yet largely figurehead members.

The Steering Committee debated the linkages between the Steering Committee and the Advisory Board. It was ultimately agreed that the Steering Committee should remain small, focused and operational, and that key members of the Steering Committee should sit on the Advisory Board. The proposed composition of the Advisory Board, as developed in an earlier meeting is thus:

- Two global champions: high profile individuals with experience in organised crime;
- Two high level representatives of international organizations;
- Representatives of substantial donors to the GI;
- Two high level representatives from developing countries or individuals with knowledge of development issues;
- A representative of the Network;
- A representative of civil society; and,
- The Director of the GI.

Some names proposed were:

- Jan Egeland: European Coordinator, Human Rights Watch (Chair);



- Misha Glenny, Prominent independent journalist and author on TOC issues;
- Saidi Mwema, Police Chief, Tanzania;
- Kittipong Kityarak, Thai MoJ;
- Gladwell Otieno, Director of AfriCOG, a prominent anti-corruption NGO in Kenya;
- Claudia Pazi-Paz, Attorney-General Guatemala;
- Frank La Rue, Special Rapporteur for the Media;
- Sarah Cliffe, World Bank/UN.

The Directorate will flesh this list out further and will present a full list of options for the Steering Committee to consider.

Steering Committee

For the moment it is proposed to keep the Steering Committee composition as it is, though noting that some members are transitioning into new roles. This Steering Committee in their individual capacities will continue to see the GI through this first establishment phase, and then a different configuration can be considered.

Director and Secretariat

It was felt that the Advisory Board should be involved in the recruitment of a full-time Director of the GI, and that the post should be advertised publically to ensure transparency. Through the establishment phase, Mark Shaw was unanimously elected Acting Director of the GI, and members of his team will provide support until a Secretariat can be established. Remuneration for the time and services of the Directorate will provided from the initial budget.

Legal Registration

The Steering Committee agreed to proceed with formally registering the GI in Austria, as an Austrian NGO. It was felt that Austria presented the best combination of substantive relevance, due to the co-location of UNODC, and ease of registration. Once NGO registration is confirmed, “privileged status” will be requested from the Austrian Government, which will convey certain tax benefits.

The Directorate will proceed immediately with Registration. Mark Shaw, Odd Berne Malme and Peter Gastrow will be co-signatories on the application and the bank account.

Branding and Outreach

Branding

The Steering Committee confirmed the acceptance of the proposed branding package (as per logo herewith), and authorized the Directorate to proceed with preparing a full set of branding and outreach materials and tools, including:

- Introductory Brochure on the GI



- Introductory Powerpoint on the GI
- Generic Powerpoint
- Business cards
- Letterhead
- Report template
- Short issue brief template
- Document template

The Steering Committee proposed that we register the name and the tagline “a network to counter networks”, and that the tagline should feature prominently on all branding material. The Directorate will take forward the preparation of all the tools, targeting completion in a month.

Website

The domain name: www.globalinitiative.net has been registered for the GI. The Steering Committee reviewed a draft website that had been prepared for the meeting, and provided feedback on its look and feel and basic functionalities. Features the Steering Committee wanted to see on the site included the names of all founding Network members, links to partners and donors, as well as a repository of all reports and seminal documents relating to TOC dating back at least a year. These should all be regularly updated. The Directorate is targeting to have the website ready in a month.

Email addresses: firstname.lastname@globalinitiative.net will be made available to all Steering Committee and Network members who want one.

Events

The Steering Committee proposed a series of events at which the GI could be promoted.

i. Launch Event

The Steering Committee proposed a 2 day format for the launch event, which would combine a Network meeting, and high profile exposure, whilst offering the maximum value for money. The proposal is to have the launch in New York in the margins of the General Assembly – ideally 18-19 September, co-hosted by Norway and 2-3 other countries. South Africa, India, Mexico, Japan, Indonesia and Thailand were suggested. The launch would showcase the variety of ways that the GI will add value. The programme for the two days would be as follows:

- Thurs AM: Network meeting – closed, with a target of 100-150 participants.
- Thurs PM: Think tank discussion on linkages between research, policy and implementation.
- Fri AM: Key note discussion, launch, press conference.
- Fri AM: Discussion on the role of independent media in combatting TOC.
- Fri PM: Regional discussion on the ATOM project.
- Fri Eve: Cocktail.

The Directorate and various Steering Committee members will be taking forward discussions and exploration into how feasible this proposal is.



ii. Other Events

In this launching phase, even before the official launch of the GI, the Steering Committee felt it was important to build awareness of the new initiative and to build buy-in from a diverse group of stakeholders. While the budget is quite limited, the Steering Committee identified a number of opportunities where synergies between planned events could be sought to brief on the GI:

- EU conference on the Cocaine Route in Rome in May – Mark and Peter
- FBI Annual Conference in Washington in May - Odd
- EU conference on the drug trafficking and violence in Brussels July – Peter and Tuesday
- International Police Executive Conference in Budapest - Odd
- Briefing Forum in Vienna, hosted by Norway and South Africa – Mark and Karen
- Australian Institute of Criminology Conference on TOC in Brisbane in July – Peter
- ASEAN meeting?

Resource Mobilisation

Continuing to raise funds to support the work of the GI will be critical to ensuring that the initiative becomes sustainable and can have impact in the long-term. While there is potentially a second tranche of funding available from Norway, diversifying the donor base is important both for buy-in and credibility. The Steering Committee agreed on a priority list of donors and an outreach strategy that will be a priority in the first six months.

Next Steps

The next steps agreed by the Steering Committee are enclosed in the attached documents:

- i. Timeline Phase 1
- ii. Global Initiative to-do list
- iii. Resource Mobilisation and donor outreach

The next meeting of the Steering Committee is planned for July.

