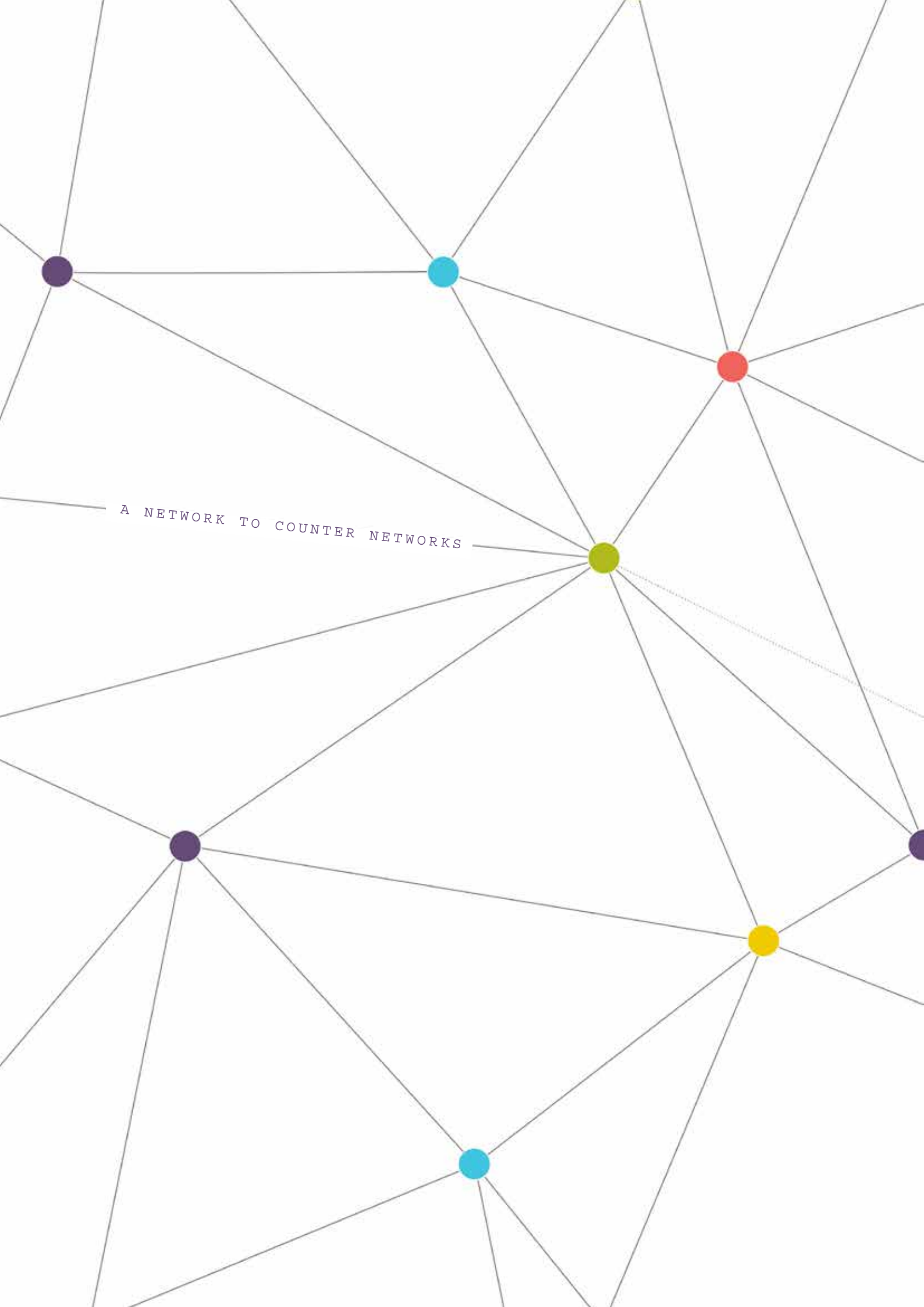


**THE GLOBAL INITIATIVE
AGAINST TRANSNATIONAL
ORGANIZED CRIME**

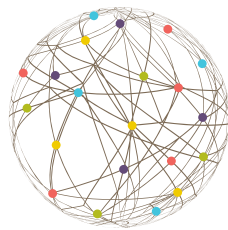
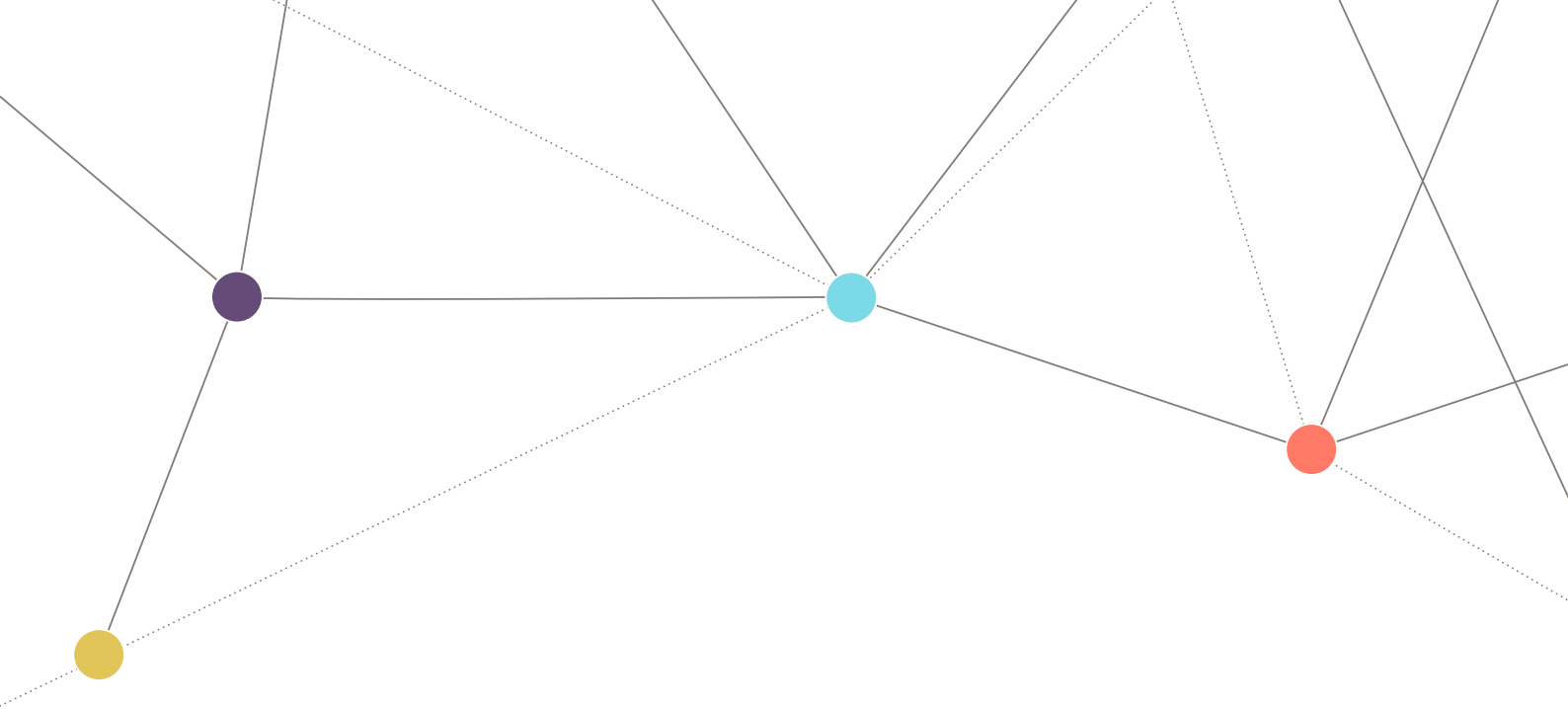
Global Initiative against Transnational Organized Crime
Report of the Director 2014



January 2015



A NETWORK TO COUNTER NETWORKS



Global Initiative against Transnational Organized Crime Report of the Director 2014

January 2015



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Introduction

The Global Initiative against Transnational Organized Crime was conceived from a series of closed-forum dialogues with thirty senior law enforcement officials, representatives of multilateral organizations, development practitioners and policymakers, hosted by the International Peace Institute in New York in 2011-12.

At these meetings, the founding members of the Global Initiative described a situation where the challenge from organized crime was unprecedented and poorly understood, and for which current tools seemed inadequate for the task. They concluded that the problem and its impacts are not well analyzed; they are not systematically integrated into national plans or strategies; and, existing multilateral tools have not been adapted and frequently fail to provide a sufficient return on the investment of both human and financial resources. While there have been some successes, these are not enough to claim that our responses are catching up with organized crime. In their view, existing forms of cooperation tend to be bilateral, slow, and restricted to a limited number of like-minded states.

What is required, it was concluded, is a more strategic and proactive global approach to counter transnational crime and trafficking. This is not only a law-enforcement responsibility. A “whole-of-government” and a more holistic approach is needed at a time when policymakers are increasingly seeking new ideas to inform their responses. Critically, there needs to be space created to debate and develop new initiatives with a wide range of engaged stakeholders and experts.

The participants in these meetings called for a network of experts to be formed that would allow for a much-needed debate of the challenges and to serve as an incubator for new integrated strategies. Such a network should consist of experts from a range of thematic disciplines. They should not be constrained by institutional parameters, but should coalesce around common areas of experience such as law enforcement, development, media, the rule of law, research and policy development.

It was with this vision that the Global Initiative against Transnational Organized Crime was born in April 2013, launched in September 2013 at a high-level conference at the United Nations in New York, and formally registered as an independent Swiss NGO in January 2014.

The Global Initiative was always intended to be a network of experts – “a network to counter networks” – as described in the founding document, rather than a classic think tank or civil society organization. The founders envisaged a light structure with a small secretariat that facilitated the work of the Network, rather than a large organization with a big footprint. Thus, in its first years of operations, the Global Initiative has commenced with a range of projects and programmes, carefully selected to maximize the visibility and impact of the organization as a credible interlocutor and reliable partner, whilst at the same remaining consistent to the vision of the founding members of the Global Initiative.

The Context

Since the Global Initiative was first conceived in 2011, there is an increasing awareness and concern about the growth of transnational organized crime and the detrimental effects it has on peace, security, governance, economic growth and social and individual well-being. A number of events in the past year have thrown into sharp relief the critical levels of damage organized crime can impose:

- The damage to the rule of law in states compromised by affiliations with criminal groups have triggered protests on several continents, with revelations of not only the extent to which governments have been corrupted by criminal groups, but also of the way they are using their relationships with violent criminal actors to threaten and extort the citizens they are meant to serve.
- The fuelling of insurgencies, militias and terrorist groups by resources from illicit flows has destabilized a wide swathe of Africa and the Middle East, and polarized both inter- and intra-state conflicts into volatile, intractable conflicts.



- Thousands have died and significant human suffering has been caused by unprecedented levels of migration both from Africa to Europe, but also from Latin America to the United States, in the majority of cases facilitated by unprincipled migrant smugglers.
- Organized crime groups and networks increasingly threaten the achievement of environmental and biodiversity goals, and are driving certain species to the brink of extinction.
- Revelations of the virulence of criminal groups to use the internet to threaten states, global trade architecture, corporations and individuals; and to connect with other actors in the criminal economy to recruit, procure and vend their illicit goods and services.

As awareness of these, and other dimensions of the threat of transnational organized crime has heightened and broadened, the need to seek effective, integrated responses that would address not only the security and justice aspects of transnational organized crime, but also some of the socio-economic and political dimensions has become increasingly urgent.

While there are a growing number of actors (multi-lateral, bilateral and non-state actors) engaged in research, policy-making and implementation of responses to TOC, these are still fragmented, and lack coordination with other similar or related efforts.

On the research and analysis side, while the number of publications that center around or feature analysis of organized crime flows and impacts has unquestionably increased, aside from the traditional criminological aspects, the discipline of research lacks coherence. Commonly used terminology, for example, illicit trade, trafficking, smuggling, even organized crime itself, are used freely but with little consensus on definitions. Broader concepts, analytical tools and research methods also require re-assessment to ensure that they are robust and appropriate to the task of catalyzing policy development.

In terms of policy-making and response, there is a growing political will – particularly in certain areas such as countering wildlife trafficking, or examining the impact of organized crime in a context of fragility, but translating this into an effective response that delivers results still remains a challenge. It is clear that the need for “whole of government,” integrated responses has increasingly been internalized by key donors, but effective coordinated action between security and development actors remains the exception rather than the norm. A number of relatively innovative bilateral initiatives have been undertaken in specific contexts, but there has been no systematic review of their efficacy, and the actual results in terms of impact on reducing criminal activity or mitigating their impact seem to offer little reason for optimism.

In some key areas, however, political will remains lacking to address some of organized crime’s most potent threats. While rhetoric around the need to counter illicit financial flows, for example, has become increasingly vocal, there seems little movement to close some of the loopholes in the international financial and trade architecture to redress this challenge. In particular, the multi-lateral system as a whole seems almost paralyzed to support policymaking and responses to transnational organized crime. The past year has seen key instruments such as the UN Transnational Organized Crime Convention (UNTOC) Conference of the Parties failing to demonstrate their value to key constituents, including law enforcement for example, and there appears little appetite to put in place the mechanisms that would allow progress to be monitored. Boundaries have been pushed on certain issues, such as on drug policy, but this has occurred almost exclusively outside of the multi-lateral system.

In this environment, therefore, it is clear that there is still space for the GI to add value: by continuing to raise awareness with catalytic research and analysis, to provide a forum for discussion and debate that is informed by the growing body of expertise and experience; and finally to facilitate the design and development around key aspects of strategies and responses, which will ultimately be the building blocks of a coherent global strategy to counter transnational organized crime.



The Establishment Phase

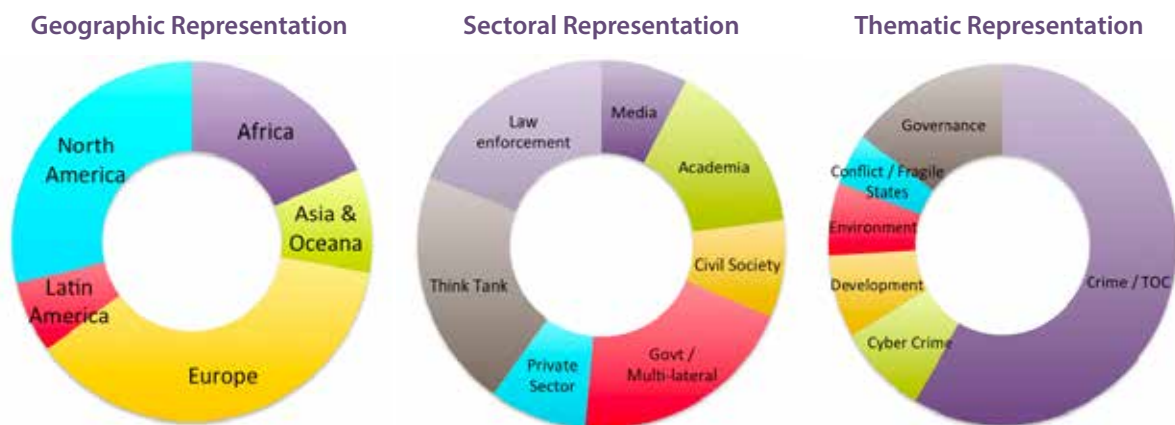
The launch of the Global Initiative in September 2013, at what was its first official “Meeting of Members” was a significant achievement, that came to fruition only due to the considerable effort by a range of individuals and the commitment of a number of organizations, who invested time and effort on a voluntary and in-kind basis over a period of more than two years.

The September meeting began a formal “establishment phase,” during which time the Global Initiative has sought to put in place a forward-thinking, proactive and credible strategy, underpinned by a sustainable business model that includes a predictable funding base, core staff, and physical offices and working policies. While much has been achieved in the last year, the Global Initiative arguably is still in this phase.

1. Expanding the Global Initiative Network of Experts

The Network of Experts is the core body and most important asset of the Global Initiative, and under Swiss Law, constitutes its primary “membership”. Therefore growing and servicing this membership is a primary goal of the Global Initiative and the largest function of its Secretariat. From the initial group of twenty-seven founding members, the Global Initiative Network has more than 100 members.

The Global Initiative Network



At the 2013 General Meeting of Members in New York in September 2013, a process for identifying and accepting new members was agreed upon, in order to ensure the quality of membership remains high, and that an open and transparent process is followed. Members are now nominated by existing Network members, or self-nominate, and every six months the nominees are screened by a 5 person committee that was appointed and approved by the Network.

Achieving balanced representation both geographically and by sector is a priority for the Global Initiative, though it is not a straightforward endeavor. For a number of reasons, it is far easier to identify possible candidates from Europe and North America than from the South, and the security and justice fields are far more established than other sectors. In 2014, the Global Initiative made great strides in expanding the membership base from Africa, due in part to that region having been the focus of much of our research and policy work during the year.

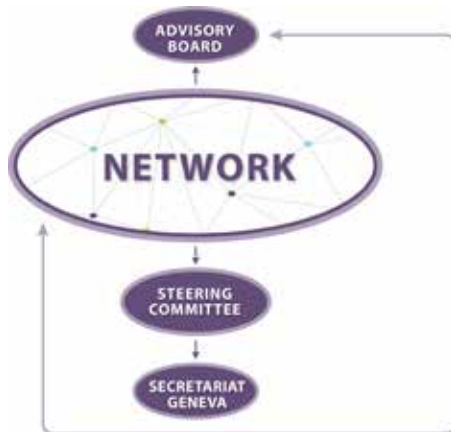
Replicating this growth for Latin America and Asia will be a priority in the year to come. Sectoral representation has remained relatively balanced, among representatives from the law enforcement community, civil society and government. More effort will be made to build private sector representation in the year to come, as this is a critical sector to finding effective response to organized crime. The graphs above lay out the current composition of the Network, as of January 2015.

In order to showcase the Network, share their expertise and give visibility to their work, the Secretariat produced a series of interviews with Network members, which were published and widely circulated.



Global Initiative Advisory Board

Structure of the Global Initiative



The Network is complimented by a high-level Advisory Board with 8 members:

- Mark Bishop, Head of Strategy, Co-ordination & Development, International Department, UK National Crime Agency
- Sarah Cliffe, Director, Center for International Cooperation and author of the World Development Report 2011
- Misha Glenn, Author
- Camino Kavanagh, Independent Expert
- Saidi Mwema, former Inspector-General, Tanzanian Police Service
- Moisés Naím, Distinguished Fellow, Carnegie Endowment for International Peace
- Gladwell Otieno, Director, Africa Center on Open Governance
- Jean-Luc Vez, Managing Director, Security Policy and Security Affairs, World Economic Forum

The Advisory Board provides high-level governance and strategic direction, champions its work, and ensures that the actions of the Global Initiative are consistent with its mandate. The members of the Advisory Board provide oversight for the financial, legal, human resources and ethical integrity of the Global Initiative. The Network selected a small board who come from a range of backgrounds and that bring with them personal experience in fighting organized crime and leveraging political will to have an impact on complex problems.

In the initial establishment phase, a steering committee was appointed to provide more practical, day-to-day guidance on key policy decisions. As the Advisory Board was appointed and more staff were recruited, the steering committee has been slowly phased out, with a number of its members transitioning to advisory roles in the Secretariat.

Global Initiative Secretariat

The Global Initiative is supported by the Secretariat, which comprises a part-time Director and a globally dispersed team, including a full-time Head, a Network Coordinator, two thematic Programme Heads, two Senior Advisors and a number of junior Research Associates and project staff. A number of these staff members work part-time or on a volunteer basis.

The vision of the Global Initiative was always to have a relatively light structure, in keeping with the concept that this is a networked organization, and to keep bureaucracy to a minimum, and the largely virtual nature of the Secretariat has been well-suited to this. Thanks to the generous support of the Government of Switzerland, however, the Global Initiative opened its first physical office and Headquarters in Geneva in May 2014, where four of the team now work.

2. Establishing the capacity of the Global Initiative to add value

The long-term goal of the Global Initiative is to create the elements and building blocks towards a global strategy on TOC. This will be developed through an incremental approach, underpinned by thematic and regional strategies that are based upon a cutting-edge evidence basis, with recommendations for action that draw upon the diverse experience and expertise of the Network.

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. In order to ensure this, however, the Global Initiative

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.

Building and projecting a clear identity for the Global Initiative was seen as a crucial component to building the organization's credibility and allowing it to influence the debate. As such, considerable effort has gone into defining and developing the brand of the Global Initiative, and projecting it outwards into key stakeholder communities and fora.

An important focus of our work in the last year has been in generating original research and analysis, which has resulted in a large number of publications. This came in part as a result of a clear cry from policymakers and practitioners for a better evidence base, for stronger analysis that examines transnational organized crime in a multi-dimensional way. But it was also driven by a need to demonstrate the capacity of the Global Initiative, and to facilitate a policy process that was being driven in parallel. While the majority of the meetings which the Global Initiative organized were under the Chatham House rule, each one was accompanied by a report that allowed for the evolution of thinking and innovative approaches to be documented as a contribution to policy formation.

Contributing to Knowledge and Policy

Members of the Global Initiative staff have participated in events across the globe, providing their expertise to debates and discussion, for example:

- 'Organised Crime in Conflict Zones' Conference at King's College, London, January 2014
- 'Following the money from the illegal wildlife trade' Princes' Trust, London, March 2014
- 'Zones of Fragility: from the Atlantic to the Mediterranean,' UN Crime Commission, United Nations, Vienna, April 2014
- 'Anticipating the Future: How Are TDOC Networks and States Likely to Interact and Adapt to 2025?' Global Futures Forum, London, May 2014
- 'Combatting transnational organised crime at sea - following the money trail and pursuing networks and organisers of maritime crime,' European Union, Brussels, May 2014
- 'Organized Crime as a Threat to Governance and Stability in Sub Saharan Africa to 2025', Global Futures Forum, London, May 2014
- 'Reducing Violence and Improving the Rule of Law: Organized Crime; Marginalized Communities; and the Political Machine', World Justice Project, Washington DC, September 2014
- 'Research Conference on Organised Crime - The different Faces of Organised Crime,' German BKA, Wiesbaden, October 2014
- 'Protecting Politics: deterring the influence of illicit networks on democracy', International IDEA, Stockholm, October 2014
- 'Roundtable discussion on SDG Indicators and Targets - Goal 16,' ACUNS, Vienna, December 2014
- 'Launch of the State of Fragility Report 2015,' World Bank, Nairobi, December 2014
- 'The Illicit Global Economy: Counterfeiting and Piracy as Security Challenges,' Finnish Institute for International Affairs, Helsinki, December 2014

The Global Initiative has been quoted in the media on numerous occasions (some of which are highlighted below), and is often cited in the works of other analysts on relevant topics.

Serving as a Knowledge Hub

Recognizing that there is currently no one place where multi-sectoral, global information on the various forms of organized crime is collated and shared, the Global Initiative has endeavored to serve as knowledge hub for



policy makers, practitioners, researchers and analysts, and to project the expertise of the Global Initiative Network of Experts outwards.

- The [Global Initiative website](#) was re-designed to offer better access to the Global Initiative's knowledge products, and to profile the Global Initiative Network of Experts. The website now receives an average of 4000 hits per month.
- The Global Initiative has launched an online blog, "[Analyzing Organized Crime](#)," that draws from the expertise in the Network to provide timely and relevant updates of news, trends and analysis from across the globe in both English and Spanish. New blogs are posted on average on a weekly basis, and are compiled and shared monthly via the Global Initiative's mailing list which now exceeds 1600 individuals.
- A comprehensive [resource library](#) of over 1000 documents and reports has been compiled, organized by thematic and geographic categories, and is published online as a resource for analysts, policymakers and practitioners. Since its launch in June 2013, 120,000 downloads have been made from the library.
- The Global Initiative consolidated its presence on social media. The Global Initiative now has two active twitter accounts providing content in English ([@GI_TOC](#)) and in Spanish ([@GI_TOC_Esp](#)), with a following of 1700. Twitter is used as a platform by which to disseminate breaking news and global developments, as well as the Global Initiative's own blogs and publications. The [Global Initiative Facebook page](#) posts interesting articles on a daily basis and has 8,500 followers.



Global Initiative, "[Analyzing Organized Crime: What to watch in 2014](#)", January 2015

At the beginning of the year, the Global Initiative published an analytical look at the top ten organized crime themes to watch in the coming year. This included:

1. *2014: A marker for the effectiveness of UNTOC, the global instrument against transnational organised crime;*
2. *Organized Crime on cyber-steroids: how cybercrime is changing the game for all forms of criminal behaviour;*
3. *Of Presidents and Princes: the global fight against wildlife crime;*
4. *New paths in the America, gang truces, legalisation and more;*
5. *Poisoning the Arab Spring: emerging criminal markets in the Middle East;*
6. *Organized crime and the development debate, will TOC be properly integrated into the post-2015 MDG debate?*
7. *Amped for Amphetamines: the global phenomena of meth;*
8. *Boom, bust and bitcoin, what is in store for the virtual currency and what are the implications?*
9. *Organized crime looks East: Asia impacts source, transit and destination of criminal flows; and finally*
10. *Maritime marauding: from the Gulf of Aden to the Gulf of Guinea – what next for piracy?*

The publication was cited as one of [International Security and Information Service: Europe's top-ten articles on international security](#) in January 2014.

Programmes and Projects

Under the overarching objective of facilitating the building blocks towards a global strategy to counter organized crime, the Global Initiative has taken forward a number of projects and programmes.

Some of our initiatives are focused directly at the issue of how organized crime is addressed at the global policy level, in particular examining how the multi-lateral system and its tools are functioning to address the current challenges presented by criminal networks and illicit economies.

The Global Initiative broadly organizes its work and its information around the seven priority crimes indicated in the diagram above, but with a particular focus on the way that they impact and engage with governance, development and fragility (the center of the diagram).

Organized Crime: impacting on governance, development and fragility



Under these headings, the Global Initiative developed a number of programmes and projects that contribute to:

- **Strategy:** support the development of thematic, regional or sub-regional strategy development;
- **Analysis:** Provide cutting edge research and analysis of emerging trends to support better policy-making and programme design;
- **Response:** Assess the status of the international response, identifying gaps, lessons, innovations and good practices and widely disseminating those.
- Throughout our work, the Global Initiative seeks to avoid merely describing the problem, but instead to identify the implications of research and analysis on policy-making and programming. Similarly, efforts are directed not only at controlling or reducing specific organized crime flows, but also to mitigate their most damaging impacts on development, for communities and individuals.

Development Dialogue

One of the primary reasons for the creation of the Global Initiative, as indicated in its founding document, was to bridge the gap between security and development practitioners in order to ensure more integrated responses that worked not only to counter organized crime itself, but also to mitigate its impact on governance, development and human security, by sensitizing the development community, understanding the drivers of fragility and promoting sources of community resilience.

In January 2014, with support and funding from the Government of the Netherlands, the Global Initiative launched "[The Development Dialogue](#)," a forum for development actors seeking to understand and align perspectives on organized crime as a development challenge. The Secretariat prepared an initial discussion paper that laid out the main issues, including the shift in understanding of organized crime from predominantly a security issue, towards a threat to sustainable development. This was circulated to a number of key donor states for their reflection, and an initial seminar was convened in April 2014 in The Hague.



The seminar, entitled "[Improving development approaches to organized crime](#)," brought together 50 experts from national governments, multi-lateral organizations, think tanks and NGOs working in the development sector. Governments represented were Austria, Germany, Mexico, The Netherlands, Norway, Sweden, Switzerland, the United Kingdom, the United States and the European Union. The objective of the meeting was to serve as a platform to better understand and assess the way that organized crime is engaging with governance, democracy, statehood, human security and development, and by doing so, to understand organized crime increasingly as a challenge relevant to the development sector.

One of the key recommendations of the April meeting was that the renewal of the Millennium Development Goals presented a unique opportunity to integrated organized crime more fully into the mandates and lexicon of development practitioners.



As a result, the Government of the Netherlands provided an additional grant to the Global Initiative to develop an input paper to the post-2015 process. Published in early January, with a high-level launch in New York, this publication, "[Organized Crime: a cross-cutting threat to sustainable development](#)," systematically reviewed the 17 proposed Sustainable Development Goals how organized crime is likely to hamper their achievement. What the findings of this study demonstrate is that the impact of organized crime on development is extensive and diverse.

Organized crime cannot be viewed as a separate development challenge to be addressed in isolation. Rather, an effective response calls for the recognition that organized crime is an intrinsic element to a large number development challenge, and must be interwoven throughout broader development response frameworks. The failure to account for and address fundamental aspects of organized crime will directly impede and perhaps threaten existing gains in social and economic development.





A subsequent meeting of the Development Dialogue, "[Ignoring or Interfering: Development Approaches to Transnational Organized Crime](#)," was convened in November 2014, co-hosted by the German Institute for International and Security Affairs (SWP) and funded in part by the German Ministry for Economic Cooperation and Development (BMZ). The objective of this meeting was to interrogate the practical implications of responding to organized crime as a development challenge, and to identify lessons learned and best practices that may be used as guidance towards the design of further integrated approaches.

Zones of Fragility

Much of the Global Initiative's work in 2014 focused on understanding the evolution and manifestation of organized crime in Africa, where illicit flows and criminal networks are increasingly being seen as destabilizing factor.

Following the coup in Mali, as it became increasingly clear that illicit trafficking had played a defining role in the crisis, the Government of Switzerland commissioned the Global Initiative the first of a series of research studies that draws on original fieldwork to better understand how organized crime and illicit trafficking engages with governance, development and state fragility in the Sahel.



This report, entitled, "[Illicit Trafficking and Instability in Mali: Past, Present and Future](#)," undertook a systematic review of the evolution of illicit trafficking in Mali, from its trading roots to its current form today. In doing so, the study seeks to:

- examine the way in which trafficking has entrenched itself into the Malian ethnography,
- understand the socio-cultural and economic dynamics driving and protecting the trade;
- understand the way in which the illicit economy has engaged with the political and state-building process, and
- anticipate its likely impact in the current peacebuilding framework.

Following the publication of this report in January 2014, a follow-up study was commissioned by the Government of Switzerland, which would examine further the drivers of instability in the Sahel more broadly, and assess the efficacy of the international response in both controlling illicit trafficking and its penetration into the state. The study, which is scheduled for publication in March 2014, drew on fieldwork in five countries in the Sahel.



In October 2014, the Global Initiative hosted with International Alert a seminar in Bamako, Mali, entitled "[Sustainable approaches to countering organized crime in Mali and the Sahel](#)."

The two-day meeting, which included representatives of the Government of Mali, international donors, multi-lateral organisations and international and national civil society on the topic of the criminal economy in Mali and the Sahel. Rich discussions were held around the understanding of the threat, priority challenges and the shaping of a coordinated response.

Opportunities are now being explored to further deepen and expand the debate. The Global Initiative has committed to continue its catalytic research in the region, and with International Alert, will continue to work with Malian and international partners on different fronts to ensure that reconstruction and peace building efforts are as sustainable as possible.



In its ongoing effort to understand how organized crime impacts on governance, development and fragility, in March 2014, the Global Initiative co-hosted with the Rosa Luxemburg Foundation a seminar entitled, "[Organized Crime in Southern Africa](#)." The seminar brought together 20 experts from think tanks, NGOs, independent journalists, academia and the private sector who are working on organized crime in the countries of Southern Africa.



The seminar, which is summarized in the conference report, "[Unholy alliances: organized crime and Southern Africa](#)," concluded that in the region, criminal activity has integrated itself into the legitimate economy, and the line between legitimate and illegitimate behaviours is increasingly blurred, but the need to explicitly deal with organized crime and its impact is now urgent.

The participants noted that a particular feature of Southern Africa is the way in which foreign actors have engaged with domestic criminal groups, both those that have taken privileged positions at the upper echelons of the state, as well as those who have created allegiances with local communities at source.

The discussion concluded that the characteristics of organized crime in Southern Africa today require a new set of tools. Globalization and technological advancement contributed to the proliferation of traditional forms of organized crime whilst also promoting a shift towards a sophistication of financial crimes that now require professional services. This evolution, combined with the increasing complicity of states in criminal activity, creates challenges for the traditional set of responses that are focused on the nation state, national legal frameworks and enforcement tools.

The report was quite extensively covered in both the regional and international media, including the following two articles:

- Philippa Garson, "[Understanding Organized Crime in Africa](#)," IRIN News, 3 July 2014
- Ivor Powell, "[Organised Crime vs. African Prosperity](#)," Cape Argus, 20 July 2014

Based upon the success of this dialogue, the Global Initiative partnered again with the Rosa Luxemburg Foundation to organize a similar consultation but taking a pan-African perspective. The meeting, which took place in mid-November 2014, included 40 analysts and policy makers on African security and development.



The Global Initiative, in a consortium with the University of Cape Town, was awarded a project by the Intergovernmental Authority on Development (IGAD), the regional body for East and the Horn of Africa, to undertake a study, "A comprehensive review of organized crime and trafficking in the IGAD Region." The Secretariat team that authored the study completed a comprehensive literature review, field visits in six countries, and defended the preliminary findings in a three-day expert group meeting of IGAD member states. The final study will be published in mid-2015.

A final dimension of the Global Initiative's work in this area has been to try and build the capacity of civil society to serve as a bulwark against transnational organized crime, both protecting its victims and speaking out against its penetration and association with the state.

In particular, the Global Initiative identified investigative journalists as playing a critical role across the globe in investigating and exposing organized crime, and holding the state to account. However, this comes at great personal risk, with journalists regularly threatened, corrupted or even killed for their work.





In order to promote the work of local investigative journalists and to build their capacity to effectively report on organized crime, the Global Initiative has developed a unique handbook and training module, "[Training manual for journalists reporting on organized crime, corruption and governance](#)," that provides fourteen modules over a five day training, covering both substantive and practical issues, including:

- Compiling an investigative report
- Ethical reporting
- Pitching stories
- Basic Security, and
- Safeguarding data

Thanks to funding from the National Endowment for Democracy, the Global Initiative partnered with the Institute for Security Studies to pilot the training module for 15 journalists from 8 countries in West Africa over five days in Dakar, Senegal.

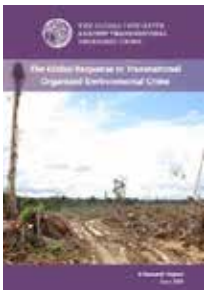


**Couverture médiatique de la gouvernance et de la sécurité en Afrique de l'ouest
Octobre 2014. Dakar - Senegal**

Environmental Crime

Unchecked corruption and sophisticated criminal networks have created an illicit economy in environmental products, which is pushing species to the brink of extinction, transforming thriving rain forests into impoverished wastelands and polluting the environment with toxic waste. In response to this urgent threat, the Global Initiative commissioned a baseline assessment of organized environmental crime, which drew on a year's worth of consultations with over 150 environmental, development and criminal justice experts across the globe, and highlights the virulent threat that organized crime poses to the environment, and how poorly prepared we are to respond to this exponentially growing challenge.





In this widely circulated and referenced publication, "[The Global Response to Organized Transnational Environmental Crime](#)," the experts involved in the study concluded with five key messages:

- "Recognize the role of organized crime: Act now, different, better..."
- "Corruption is the elephant in the room and we don't say it enough"
- "Capture the controllers, not the army of ants..."
- "Draw on non-state resources and work better together"
- "Unless we act now, we will lose..."

The report highlighted the need for the international community, national governments and individual citizens to recognize that this no longer is an environmental issue only, but a criminal issue, and to use all of the tools at their disposal to respond urgently and coherently.

Released to coincide with the inaugural UN Environmental Assembly in July 2014, the baseline review received a large amount of media attention, in particular for a infographic that highlighted the extent of the challenge. Articles drawing on the study included:

- Nick Garcia, "[What Asia's love of rhino horn means for Global Security](#)," Nikkei Asian Review, 2 July 2014
- James Bargent, "[Eco-Trafficking in Latin America: the workings of a billion-dollar business](#)," InSight Crime, 7 July 2014
- Deborah Dupre, "[Who pushes illegals to US and funds militias? The answer will amaze you](#)," Before it's News, 12 July 2014

The report recommended a comprehensive review of the state of the global legal architecture, and to provide tools to support policy-makers and legislators build better responses.



In response to the preliminary findings of the baseline review, the Global Initiative partnered with one of the Network Members, John Sellar, former Chief of Law Enforcement for CITES to publish this practical analysis, "[Policing the trafficking of wildlife: is there anything to be learned from the fight against drugs and human trafficking?](#)"

The paper was not intended to assess whether or not these various "wars" had been won, but rather to describe some of the strategies adopted by individual nations and international alliances to respond to drug and firearms trafficking, the manner in which they have rallied their troops, and examines whether illegal trade in wildlife can be thought of as a 'common enemy' and, thus, addressed in a similar fashion.

Human Trafficking and Migrant Smuggling

The phenomena of criminally facilitated migration reached unprecedented levels in the past year, preying on refugee movement and displacement from the protracted and expanding conflicts in the Middle East.



In a study published in May 2014, "[Smuggled Futures: the dangerous path of a migrant from Africa to Europe](#)," the Global Initiative was one of the first policy institutes to recognize and analyze the dangerous role criminal networks are playing in not only facilitating but also inciting illicit migration.

Drawing on first hand research in Europe, North Africa, the Sahel and further afield in West Africa and the Horn, this study updated the evidence basis on migrant smuggling from Africa to Europe, and examined the implication of this growing phenomena for the international community, for regional policy, and as a humanitarian issue.



The report has been heavily quoted in the international media and in subsequent policy reports, and the Global Initiative has been called on to provide its expertise to the European Union on strengthening their approach to this challenge:

- The Economist, "[No wonder they still try: Why so many Africans still risk their lives to reach Europe](#)," 24 May 2014
- Teodora Drăgulescu, "[Before reaching the boat graveyard of Lampedusa: Africa's accountability for its refugees](#)," Central Africa Intelligence, 7 August 2014
- Martin Plaut, "[Eritrea's Exodus](#)," Institute of Commonwealth Studies, 26 September 2014
- Mushtak Parker, "[Economic Migration: The Push and Pull Factors](#)," New African Magazine, 19 November 2014
- Kavitha Surana and Maggy Donaldson, "[Smuggler gangs in the Mediterranean are big, deadly business](#)," Global Post, 15 December 2014
- Featured in a documentary, "[In the Middle: migrant journeys from Africa to Europe](#)," funded by the MacArthur Foundation, the UN and the Tides Foundation.

In addition to its work on migrant smuggling, the Global Initiative has partnered with Babson College Social Innovation Lab, and the Terrorism, Transnational Crime and Corruption Centre at George Mason University, to produce an 8-part webinar series entitled, "[Next Generation Human Trafficking Challenges](#)," that is convening world class experts from the private sector, NGOs and from academia to analyze changing trends in issues from labour exploitation to organ trafficking, to human trafficking in the sports industry, which resulted in the article:

- Dara Lind, "[Major League Baseball's Human Trafficking Problem](#)," Vox News, 15 September 2014.

Cybercrime

Following the engagement of some pivotal private sector focal points, the Global Initiative has been asked to provide good offices to facilitate an informed debate on collaborative private sector approaches to Cybercrime, working in close partnership with EUROPOL and INTERPOL. This has resulted in a number of joint articles and blogs, as well as a webinar co-hosted with the UN Global Compact, '[Cybercrime and Human Rights](#).'

One topic of particular interest and focus has been the urgent need to enhance cyber security and cyber-awareness in the BRICS countries, which are globally the most vulnerable to cyber attacks. The Global Initiative's outreach and knowledge activities in 2014 resulted in the following article:

- KPMG Africa, "[The State of African Cybercrime in 2014](#)," 4 June 2014.

Further activities leveraging on the private sector partnership around cybercrime are planned for 2015.



Donors

The Global Initiative would like to take this opportunity to express its warmest thanks to all partners and donors with whom we have engaged over the past year, and look forward to fruitful ongoing collaborations.

In particular, the Global Initiative would like to thank the Governments of Norway and Switzerland, from which we receive multi-year core funding and without whose support and confidence, the organization would never have come to fruition.

In addition, the Global Initiative would like to gratefully acknowledge the organizations and donors who supported specific projects in 2014:

- Ministry of Foreign Affairs of the Netherlands
- Ministry of Foreign Affairs of Switzerland
- Ministry of Foreign Affairs of Norway
- Ministry for Economic Cooperation and Development, Germany (BMZ)
- Intergovernmental Authority on Development (IGAD)
- International Peace Institute (IPI)
- Institute for Security Studies (ISS)

The Way Forward

As this report has hopefully demonstrated, over the last year the Global Initiative has grown in stature and recognition: it has become an acknowledged source of expertise and analysis on issues of transnational security threats. It has partnered with a widening range of credible partners and institutions to implement projects and undertake analysis that was timely and relevant to some of the most pressing global debates around transnational organized crime. The Global Initiative Network has continued to grow with a highly impressive cadre of members.

With two pledges of multi-year core support, the Global Initiative is now in a position to plan more strategically for the long-term, and to set forth an agenda that expands upon its current platform of activities, to further the priorities identified by the Network and the Advisory Board. We look forward to continuing to build and grow a range of partnerships with civil society, state and multi-lateral actors, and to serve as a trusted platform for debate, knowledge sharing and policy design, around an issue that grows increasingly critical to security and development.

Building on the work we have done thus far, we have a number of exciting projects and publications planned for the year ahead, including some of these we featured below. We also hope to advance our programmes in other areas, and to grow our range of partnerships with other organizations, including in the private sector.



Upcoming Publications



BMZ sponsored the Global Initiative to develop this report, *“Results Based Approaches to Organized Crime as a Development Challenge,”* which is a practical guide for development practitioners to design results based approaches to countering organized crime as a threat to sustainable development.

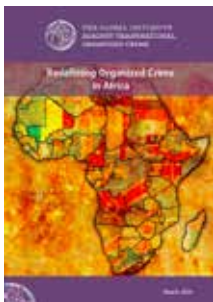
Five development impact areas have been identified as those where organized crime arguably does the most damage. These are on (i) the capacity to achieve sustainable livelihoods; (ii) to maintain health and well-being for all; (iii) to achieve equitable and sustainable economic growth; (iv) to protect the environment, and (v) to secure stability, governance and justice for all.

Results matrices, including proposals for outcomes, outputs and indicators were developed for responding to organized crime in each of these five sectors.



Funded by the Government of Switzerland, *“Fixing a fractured state: breaking the cycles of crime, corruption and conflict in Mali and the Sahel,”* this report which will be launched in March 2015, is a “one year later” follow-on from our January 2014 report on the foundations of instability in Mali.

This report provides a thorough analysis of the antecedents of the crisis and charts the evolution of the political-economy and ideologies driving illicit trade and instability, including its interweaving with terrorist ideologies. The report concludes by proposes a new conceptual framework for policy-makers seeking to strengthen the foundation of democracy and development in Mali.



The Global Initiative partnered with the Rosa Luxemburg Foundation to organize a seminar in mid-November 2014, bringing together 40 analysts and policy makers on African security and development.

The discussions, which reviewed a range of country and regional cases, concluded that there is an urgent need to redefine organized crime in Africa and recognize it as a multi-dimension threat that is intrinsically linked to commerce and corruption. This report, *“Redefining Organized Crime in Africa”* provides an overview of that debate and its conclusions.



Funded by the Government of Norway, and in partnership with a civil society partner The Black Fish, the Global Initiative will launch in April 2015, a report entitled, *“The IUU Fishing and Organized Crime Nexus.”*

The report analyzes the prevalence, impact and modus operandi of illegal fishing, drawing the conclusion that the scale and scope warrants this being defined as a transnational organized crime. As such, however, the level of institutional, political and criminal justice responses need to be rationalized and heightened if we are to bring this damaging practice to an end.





A pilot project, financed by the Confederation of Swedish Enterprise, was launched in 2014 to assess the impact of illicit trade on constituent companies of the OMX Stockholm 30 index.

The goal of the project was to assess whether there is a direct relationship between the scale of illicit trade on market value and performance, and what is the scale of that impact. This study which was initiated by Black Market Watch is likely to be launched in May 2015, and in partnership with the Global Initiative is likely to be repeated for more stock market indices in the year to come.



Continuing our work that highlights the importance but also the challenges of being a reporting daring to tackle issues of crime, corruption and governance, in the second half of 2015, the Global Initiative will publish a global study highlighting the challenges of reporting on organized crime.



In discussion with some private sector members of the Network, there is some interest in highlighting the scale and damage caused by illicit trade using the global illicit cigarette trade as an example. Case studies will be drawn from three continents, demonstrating how seemingly victimless crimes do significant damage to human security and the rule of law, and moreover how this perception has resulted in limited momentum to counter the problem.

In addition to these projects highlighted here, a number of other publications, including a series of country, regional and thematic studies are being considered for the year to come. These will be accompanied by a steady stream of blogs and shorter research articles.

Upcoming Projects

The Global Initiative has a number of exciting projects and initiatives beginning in 2015, including:

1. OECD: Illicit Financial Flows Emanating from Illicit Trade in West Africa

The Global Initiative has been commissioned to draft what is to be the OECD-DAC's next flagship Illicit Financial Flows report. The OECD has worked on providing informed research and supporting policy-development around the impact of economic and financial crime on developing countries through its anti-corruption task team. This report will illustrate how financial flows are generated by illicit trade in West Africa and for three case studies, follow the money trail from its origin to its final destination.

2. European Union: "EU-Morse"

As part of a consortium with the Institute for Security Studies (ISS), the Global Center for Cooperative Security (GCCS) and the International Centre for Counter Terrorism (ICCT), the Global Initiative won a 4 year project for the European Union under the Instrument Contributing to Stability and Peace (IcSP – formerly the Instrument for Stability). The project, known as EU Morse, provides policy and monitoring of the EU's investments in countering terrorism, violent extremism and transnational threats, by providing expertise, research and policy guidance.



3. Legal Atlas: Building a comprehensive database of environmental crime law

The Global Initiative is working with the award winning platform, Legal Atlas, to create an online database of environmental crime legislation that will be featured and fully available via the Global Initiative website. The database will allow legislators, policy makers, practitioners and researchers to easily search global laws and treaties, compare national legislation and standards and sentencing across the globe. The platform is unique in the comprehensive nature of its data, and provides effective visuals and data comparison tools.

4. Institute for Security Studies: Pan-African Observatories and Index

In partnership with the Institute for Security Studies, the Global Initiative has been collaborating with the EU under their inaugural Pan-Africa Programme, to establish a series of Pan-African observatories on organized crime. As a civil society initiative, the goal of the observatories would be to generate new data and analysis on organized crime and its impact, and to build continental networks to catalyze responses to mitigate the detrimental effect on governance and development. Part of the proposal was for the creation of an "Organized Crime in Africa Index," a composite index that would measure both the scale of organized crime and its impact, and issue an annual ranking for all states in Africa.

Concluding Remarks

While proud of what we have accomplished and positive about the future, we fully recognize that much work remains to be done. As per the original vision of the founders of the Global Initiative, the overarching goal is to catalyze and support the development of a global strategy to counter transnational organized crime. To further this objective, the Global Initiative draws on its three pillars of activity: **strategy, analysis** and **response**, to advance collaborative work in support of global policy development. More details regarding the delivery of this vision is provided in the accompanying "Strategy and Workplan 2014-2020."

Four key issues come to the fore as priorities for the year ahead:

1. Thanks to the support we have had from our Network members, from partners and from donors, as well as the tireless efforts of our team who largely have volunteered their efforts to make the Global Initiative work, the expectations of what we can achieve in the next phase are high. Meeting, and hopefully exceeding, those expectations is going to be critical in the years to come, and doing so around such a complex, high-profile and adaptive issue will certainly be a challenge that will have to be managed. Seeing new issues as they emerge, taking advantage of pivotal moments in policy debates and adding value to those processes will be a priority.
2. The Global Initiative Network has tripled in size in a year. As our core membership base, and as the principle source of our credibility and expertise. We are committed to continuing to expand the Network, and to build in greater participation in regions and on topics which are presently under represented. At the same time, however, ensuring that this is done in such a way as to maintain the quality of participants, build trust and relationships between members, and to provide value to them as individuals will be a serious responsibility that the Secretariat will have to take forward in the year to come.
3. Our analytical and research products, including the website, our publications, the resource library and our regular blogs have been very well received. These are fundamental to our ability to be recognized as a credible institution and to influence policy discussions. Continuing to identify issues of interest, attract top quality analysts is one part of the challenge, but also investing the time in populating the library, building social media followings by continually add relevant information in a timely way is also important, and one



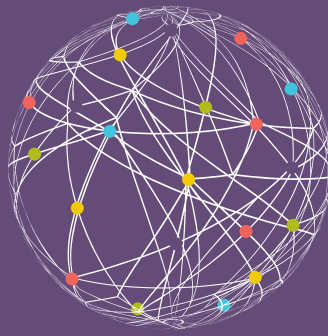
which we are keen to invest more time in as we go forward. At the same time, we are keen to push beyond “just” report writing, and to invest in identifying, documenting and possibly piloting more practical efforts on the ground.

4. The Global Initiative has been fortunate to receive multi-year core support from two outstanding donors, as well as a number of smaller projects. Like any organization, finding the balance between core funds and project activities, and continuing to find the time to build the donor base whilst driving forward with a significant body of work, is a continual challenge. At this phase of the Global Initiative’s evolution, as the establishment phase arguably reaches its end, this will be a period of critical transition. Most of our staff have worked for little or no remuneration in these past two years. But the workload and expectations on the Global Initiative mean that this cannot be sustainable going forward. Identifying and investing in good staff, keeping an engaged group of senior advisors, and working to build the Advisory Board effectively into our strategic governance structure will also be a priority in the year to come.

Overall, we hope that the Global Initiative hopes to make a positive contribution to peoples’ work, and as such, we remain very open to feedback on how our products or approaches could be improved. Please do not hesitate to outreach to us on any relevant issue via the Secretariat, at:

secretariat@globalinitiative.net.





THE GLOBAL INITIATIVE
AGAINST TRANSNATIONAL
ORGANIZED CRIME

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