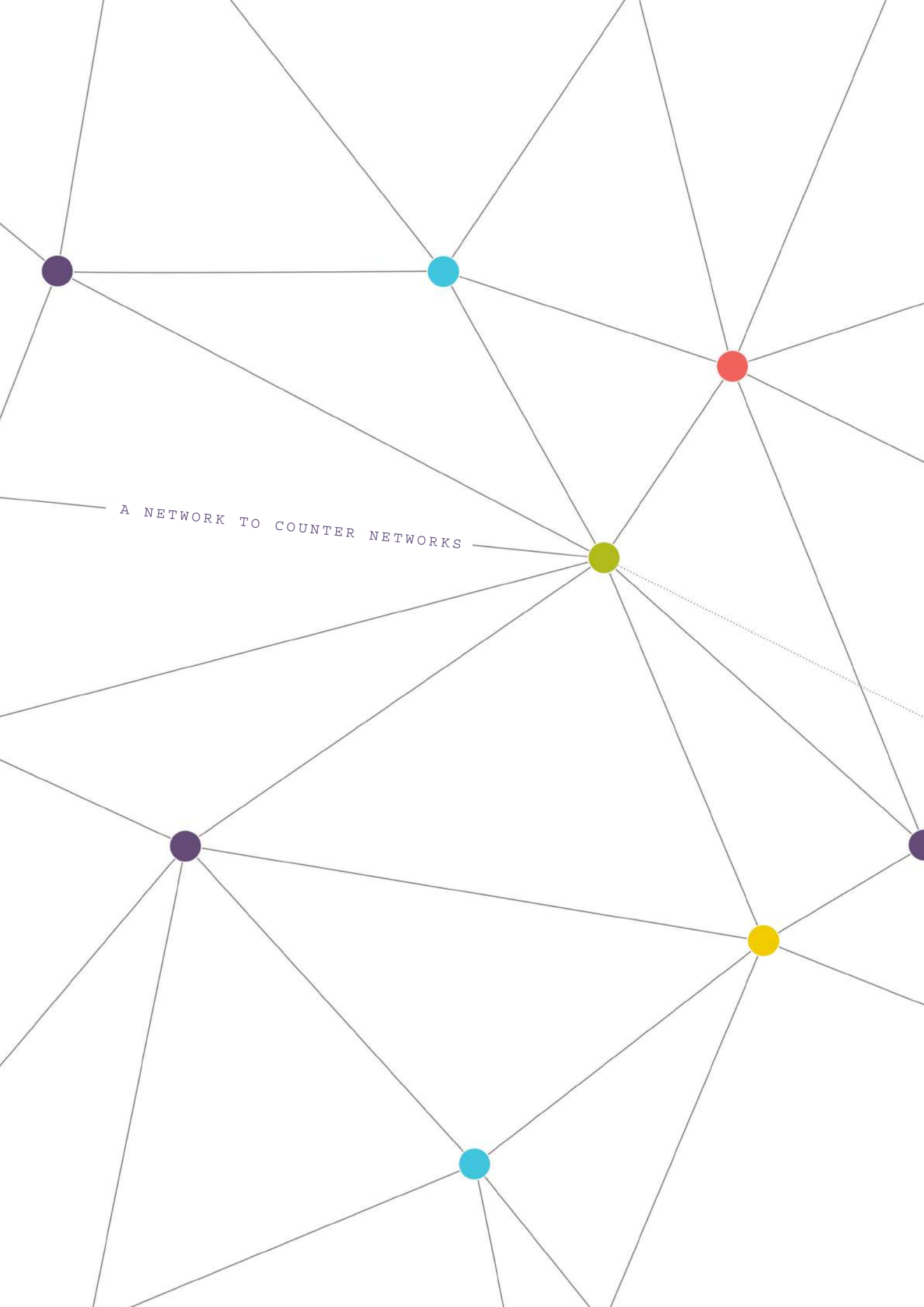


**THE GLOBAL INITIATIVE  
AGAINST TRANSNATIONAL  
ORGANIZED CRIME**

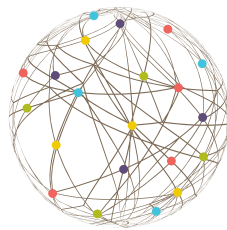
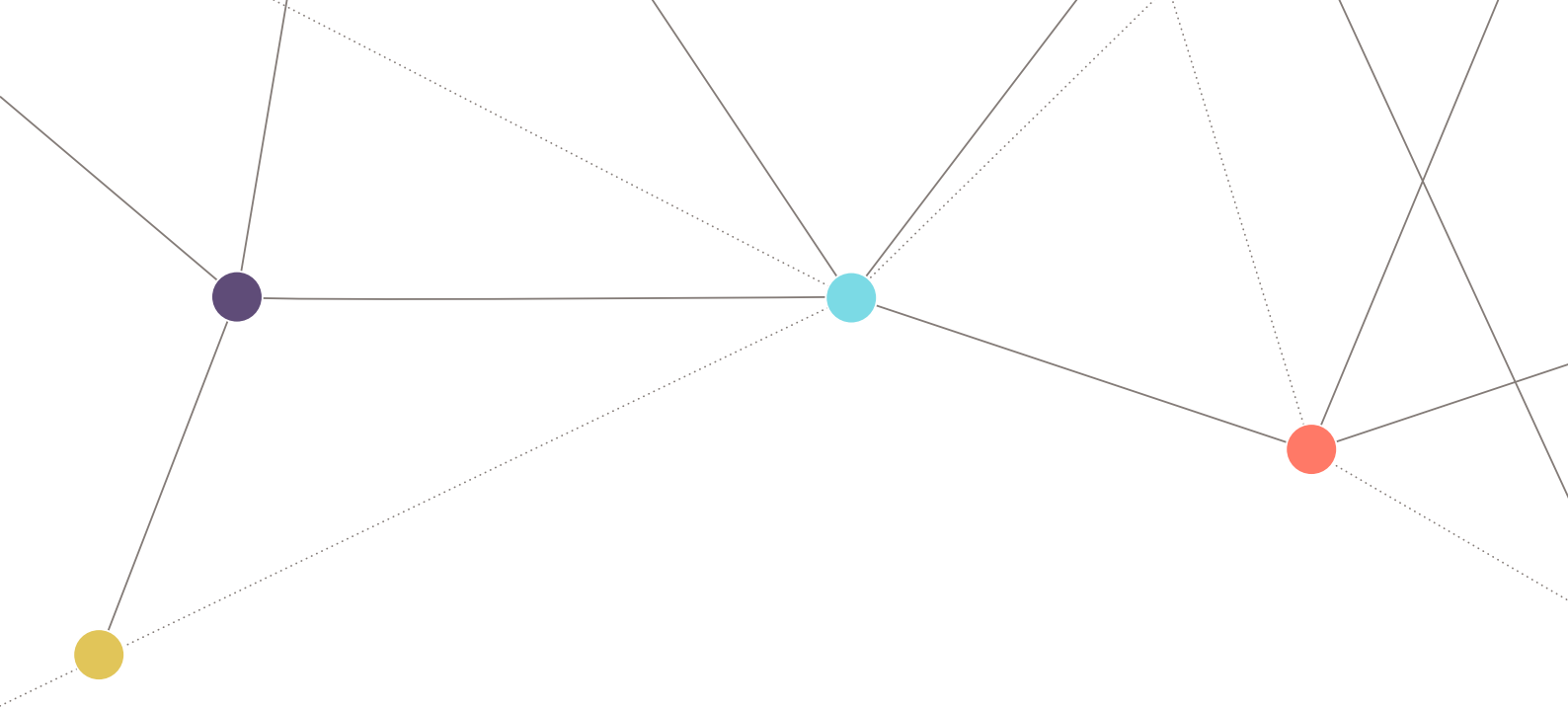
Global Initiative against Transnational Organized Crime  
**Report of the Director 2015**



January 2016



A NETWORK TO COUNTER NETWORKS



# **Global Initiative against Transnational Organized Crime Report of the Director 2015**

January 2016



© 2016 Global Initiative against Transnational Organized Crime. All rights reserved.

No part of this publication may be reproduced or transmitted in any form or by any means without permission in writing from the Global Initiative. Please direct inquiries to:

The Global Initiative against Transnational Organized Crime  
WMO Building, 2nd Floor  
7bis, Avenue de la Paix  
CH-1211 Geneva 1  
Switzerland

[www.GlobalInitiative.net](http://www.GlobalInitiative.net)



# Introduction

---

This report provides an overview of the activities undertaken by the Global Initiative over the course of the year, and attempts to highlight some of the achievements and impact that the Global Initiative could be said to have had over the past year.

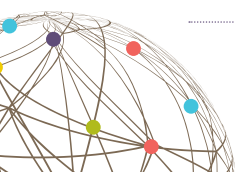
2015 has been an important year for the organisation, as arguably it is the one in which we moved from the “transition phase” of a start-up operation, into one that was functioning in full. A number of key milestones marked the end of this transition: firstly, we appointed and had the first meeting of the Advisory Board of the Global Initiative; staff were recruited to the Secretariat on a full-time basis for the first time, and the Global Initiative Network of Experts (GIN) exceeded 100 members. This being said, however, the Global Initiative is still a very new organisation, and this year has been one of rapid evolution and learning – learning how we can add value, constantly outreaching and connecting with new partners and in new areas, building a team of staff and working on building a sustained and predictable funding base. These are, realistically, likely to be considerations for a number of years to come.

In just this short time, the Global Initiative has reached a degree of brand recognition, which I think has exceeded the expectations of all who have been involved with us. Our work on migrant smuggling markets, on the environment and wildlife crime and on illicit financial flows in West Africa have brought unprecedented levels of recognition both in the media and in the policymaking world, and this has helped to attract new membership and build a stronger platform on which to project our growing body of work.

2015 has been a year which has marked some significant policy shifts that will change the way that development actors will engage with organized crime programming. The adoption of the 2030 Agenda for Sustainable Development (ASD2030) by the General Assembly on the 25 September 2015 places the issue of organized crime firmly within the realm and mandate of development actors. Clarifications on the rules for recording development assistance contributions under the revised Financing for Development framework and the clarification of the ODA rules will make it easier for development actors to engage in programming directly related to tackling organized crime, mitigating its impact and building the resilience of communities to criminal flows. In the year to come, United Nations General Assembly Special Session on Drugs (UNGASS) this will shine a spotlight on the debates around what are the appropriate responses to transnational organized crime, and how we achieve balanced, integrated approach that can include both criminal justice, security and development responses.

We have been very privileged to partner with the OECD in thinking through their approaches, as one of the foremost policy-setting bodies for the development community, and look forward to taking this further forward in the year to come. The development of integrated approaches to organised crime was an issue which was fundamental to the founding of the Global Initiative, and an area where we have been actively engaged with development donors since 2013. In the year to come, we hope to be able to more significantly advance this work, and develop tools and monitoring capacity to strengthen development cooperation to both respond to organized crime directly, and to mitigate its most deleterious impact.

In conclusion, we welcome your feedback on the Global Initiative’s progress thus far, and inputs on how we can make being part of the Network of greater value to you as members. We appreciate your advice on priority issues, emerging trends and other individuals and organisation with which we could collaborate to further this increasingly pivotal agenda.



# Priority Programmes

---

The Global Initiative remains dedicated to serve as one place where multi-sectoral, global information on the various forms of organised crime is collated and shared. Throughout the year 2015 the Global Initiative has continued to be a knowledge hub for policy makers, practitioners, researchers and analysts, and has projected the expertise of the Global Initiative Network of Experts in various ways:

- The [Global Initiative website](#) receives an average of 6000 hits per month – an increase of 2000 compared to the previous year.
- The Global Initiative publishes blog articles on different global organised crime forms and developments on a weekly basis. The mailing list for monthly updates of the Global Initiative's activities and publications now exceeds 5500 individuals.
- Throughout 2015 the Global Initiative has expanded its [online resource library](#). Now, it encompasses over 2000 documents in the library and achieved over 190,000 downloads. Overall, this makes the Global Initiative's resource library a crucial resource for analysts, policymakers and practitioners alike, providing reports, analyses and policy recommendations on numerous organised crime related issues and trends.
- The Global Initiative expanded its presence on social media. It's two twitter accounts, providing content in English ([@GI\\_TOC](#)) and Spanish ([@GI\\_TOC\\_esp](#)) have a total of over 2600 followers. Our Twitter accounts are used to disseminate breaking news, as well as the Global Initiative's own blog posts and publications. The [Global Initiative Facebook page](#) has increased its followers to 8,500 and is also used to disseminate articles on a regular basis.

In addition, the Global Initiative has organised a wide range of events such as conferences, seminars and webinars, as well as been quoted in the media on numerous occasions, and cited in the works of other analysts on relevant topics connected to transnational organised crime and global responses to it. Highlighted below are the Global Initiative's programmes and projects, including publications and events (both hosted and attended) organised according to our thematic foci.

## I. Global Strategy

---

### Development Dialogue

Over the past decade, there has been a growing realisation that transnational organised crime is a serious spoiler to development. Organised crime has a direct and indirect impact on many areas of development, including environment and health. However, policy debates as to what this truly means and how to apply effective development solutions has started off only slowly. There is still significant scope as well as a real need for further exploring the role of development actors in countering organised crime, and for creating tools for development interventions that can address the challenges development actors are facing.

As it is one of the central objectives of the Global Initiative to provide a bridge between security and development actors, the Global Initiative has continued its Development Dialogue it has launched in 2014, and continues to publish reports and policy recommendations, as well as organise and host events that cover the different issues that are part of this new perspective of the linkages between organised crime and development. Part of these events are closed-door, informal expert debates that are accompanied by briefings of the discussion and the drawn conclusions.





In January 2015, the Global Initiative published a comprehensive research report, called [Organized Crime: A Cross-Cutting Threat to Sustainable Development – Measuring and Monitoring Transnational Organized Crime within the framework of Sustainable Development for the Post-2015 Development Agenda: Goals, Targets and Indicators](#). This report introduces organised crime as a development issue that needs urgent attention and requires more action from the development community itself. The report accompanies the broader process of setting a post-2015 development agenda and covers a list of different development goals. Importantly, it stresses that whilst organised crime's importance is only directly recognised in one of the proposed targets (Target 16.4: "By 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organised crime"), in numerous other development targets the impact of organised crime can be extensive and diverse. Therefore, organised crime is a cross-cutting spoiler to development in all its forms and requires a wide-ranging and inclusive response from a multitude of actors from different backgrounds.

Following a conference co-hosted with the Stiftung Wissenschaft und Politik (SWP), financially supported by the German Federal Ministry for Economic Cooperation and Development, in Berlin on 27-28 November 2014, the Global Initiative published [Ignoring or Interfering? Development Approaches to Transnational Organized Crime](#) in February 2015. As part of the Development Dialogue that the Global Initiative convened with a series of partners throughout 2014, this report summarises the insights of the two-day conference in accordance with the Chatham House rule that was applied during the whole event. More than 40 key policymakers and analysts agreed on a number of recommendations, namely:

1. Building a better evidence basis
2. Designing responses for a development audience
3. Strengthen the analytical framework
4. Measure impact
5. Bridge the gap between the development community and security sector representatives



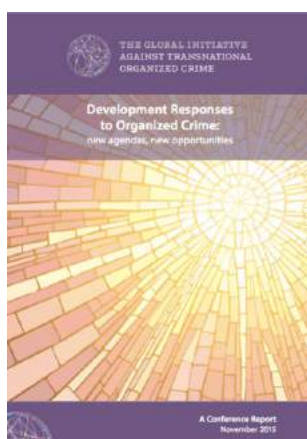
In April 2015, [Result-Based Approaches to Organised Crime and Development: Input into the Post-2015 Development Agenda](#) were published. This practical tool, intended to guide policymakers and practitioners in programme development, identifies five development impact areas as spheres in which organised crime arguably does the most damage to development:

1. Achieve sustainable livelihoods
2. Maintain health and well-being for all
3. Achieve equitable and sustainable economic growth
4. Protect the environment
5. Secure stability, governance and justice for all

It provides a series of action-orientated results matrices, with outcomes and outputs, and proposed indicators for measurement of results. The publication was presented at the GIZ meeting on "Result-based approaches to Organised Crime and Development" in Frankfurt on 2 June 2015.



In September 2015 the Global Initiative published [New Frontiers or Old Boundaries? Reconsidering approaches to the Security and Development Nexus in the Context of Responses to Organized Crime, Conflict and Insurgency](#). As a continuation of the *Development Dialogue*, this report is based upon discussions from a meeting that took place from 26-27 March 2015, hosted by the Global Initiative and the Norwegian Ministry of Foreign Affairs. Motivated by a shift of the international debate to consider organised crime as an actual driver of fragility, conflict and weak rule of law, rather than merely a symptom of these, this meeting and the resulting report aim to strengthen and align policy and programmatic responses by the development community to the newly recognised challenge of organised crime. Concluding that both the terminology and framing of the challenges have shifted, the way forward focuses on the role of the state, local community engagement, regional responses and the multilateral system.



[Development Responses to Organized Crime: new agendas, new opportunities](#) is a conference report published in November 2015, following the fourth conference of the Development Dialogue hosted in London jointly with DfID.

The meeting brought together some 50 policymakers, experts and development practitioners and showed a progressed debate about the role of development actors in countering organised crime. The report highlights that there is a need for a more nuanced understanding of the two-way relationship between organised crime and development, as well as greater political will from both national and international actors to pursue a long-term agenda.

In addition, the Global Initiative has continued to contribute to efforts to align and implement the Agenda for Sustainable Development 2030 (ASD2030), the successor to the Millennium Development Goals. While the ASD2030 includes one explicit reference to organised crime, finding appropriate metrics to measure the degree of implementation will be more complicated. The Global Initiative's tools (above) are a contribution to that debate, but Global Initiative staff and advisors have also contributed to a number of meetings convened by civil society in that regard:

- A workshop by the Virtual Network on Indicators for Goal 16, hosted in Vienna on 6-7 May 2015.
- A UNU event on "Measuring the Impacts of Security Interventions: Innovating for Success" on 30 June.
- A UNU event on "Measuring success in inter-agency organized crime programming, with a particular focus on fragile contexts" on 1 July.

### Global Policy Architecture

As noted in the introduction, there are a number of policy process underway which will impact on the way that organised crime is addressed both in the multilateral system and by individual nations. Through a number of avenues, the Global Initiative has sought to ensure that organized crime is an issue that is well considered and mainstreamed throughout this debate, by a broad range of actors.

Published in February 2015, the short input brief [Reinforcing Multilateral Approaches to Transnational Organized Crime by Strengthening Local Ownership and Accountability](#) intends to highlight the core impacts of organised crime on the ability of UN peacekeeping, peacebuilding and political missions to achieve their mandates. The brief was presented as input **to the High Level Panel on UN Peacekeeping Operations**.

As discussions continue within the framework of the UNGASS 2016, and reframing discussions around drug policy to reduce harm, in June 2015, the Global Initiative partnered with the International Drug Policy Consortium (IDPC) and supported by the West Africa Civil Society Institute (WACSI), the West African Commission on Drugs (WACD), the Kofi Annan Foundation, and the United States Institute for International Development (USAID) to introduce journalists from throughout Africa to an array of drug policy perspectives.

As part of the training team, the Global Initiative and the IDPC placed particular emphasis on the shortcomings of policies that aim to deter drug use through harsh punishment of drug users. The meeting highlighted issues to justify a “war on drugs” and call for a drug free world. Participants also stressed that drug use is a public health issue rather than a criminal justice issue, and the role of journalists is critical for reframing the discussion, building public awareness and catalysing leadership to respond to drug trafficking and use as a priority issue.



Supporting the production of knowledge and the sharing of expertise, members of the Global Initiative Network of Expert and staff attended various events that discussed the global policy architecture to combat transnational organised crime, such as:

- A Wilton Park Discussion on the UNGASS, in Steyning (UK), on 4-5 November 2015. The topic of the discussion was drug policy.
- A workshop organised by the George C Marshall European Center for Security Studies on “15 years post-Palermo: Reviewing the CTOC State of Play”, in Garmisch-Partenkirchen (Germany), on 15-19 June 2015.
- An informal expert group meeting of the UNODC to update the legislative guides for the implementation for the UNTOC and Firearms Protocol, in Vienna on 5-9 October 2015.

### **Militarised Responses to Transnational Organized Crime**

In autumn 2015, the Global Initiative against Transnational Organized Crime, together with RUSI, launched a new seminar series, entitled “[Understanding the Implications of Militarised Responses to Organized Crime](#)”. Recognising that militarised responses – deploying national or multilateral armies, navies, air forces, or using military equipment – continue to be highly prevalent in the responses to organised crimes as diverse as human smuggling wildlife trafficking and maritime piracy, their mixed results deserve closer analysis.



The Global Initiative and RUSI will examine the use of militarised responses to various forms of criminal activity, discuss their outcomes, intended and unintended consequences, and provide recommendations on how militarised responses can be effective as part of a more integrated approach. The results of four seminars, with contributions by the experts who presented in the seminars, will be published as an edited volume by Palgrave MacMillan in 2016.

The first seminar, titled “The Militarisation of the International Wildlife Trade”, was organised on 12 October 2015. To a packed room, the discussion focused on the framework for the effective use of military or security based strategies to counter wildlife within the context of other strategies being employed from criminal justice responses and community development.

On the 12th November 2015, the roundtable series continued with a semi titled “The Militarisation of Piracy”. The seminar included a presentation of original research on South East Asia piracy, based on a report commissioned by the Global Initiative and to be published in December 2015, and the discussants drew from experience and lessons from the naval response to Somali piracy and maritime crime in the Gulf of Guinea.

In 2016, RUSI and the Global Initiative will organise two further seminars on militarised responses to transnational organised crime, which will focus on drug trafficking and the war on drugs, and on the response to migrant smuggling across the Mediterranean.

### **Providing expertise across the world: global policy architecture**

Further participation in events on a global policy architecture included:

- The Geneva Peacebuilding Platform’s Launch of the White Paper on Peacebuilding in Geneva on 27 February 2015.
- The SIPRI Forum in Stockholm on 12-13 May 2015.
- A meeting on “Conflict Analysis as Peacebuilding: Participatory Approaches to Large-Scale Assessments” organised and hosted by the Geneva Peacebuilding Platform in Geneva on 5 June 2015.
- The UNU-CPR Greentree Retreat on “The Crime-Conflict Nexus: Identifying Gaps and Opportunities for Policy Research” in New York on 10-12 June 2015.
- A Twitter Forum on maritime security and organised crime at sea, organised by the International Network to Promote the Rule of Law (INPROL) and USIP on 18 August 2015.
- A seminar on “Global Crime-Global Responses to Crime” with the School of Law of the Renmin University of China in Beijing on 14-17 September 2015.
- The Crans Montana “Homeland & Global Security Forum” in Geneva on 14-16 October 2015.

## **II. Governance, Development and Fragility**

As we move away from a criminal justice response to the issue of organized crime, towards the toolbox of governance and development, greater political will from both national actors and the international community will be required to address the issue. It will require addressing issues of elite corruption, incentives and integrity, which have proven challenging for the multi-lateral system thus far. Typically, the international community has shied away from dealing directly with illicit flows and their impact on peace and stability – even in ongoing peace processes such as Mali or Libya, where significant development investments are being considered, organized crime is left aside as a marginal issue, or at least one which it is ‘too hard’ to consider within the framework of political negotiations.



## Illicit Financial Flows

The Global Initiative has been commissioned OECD with the Inter-governmental Action Group against Money Laundering in West Africa (GIABA), the African Development Bank and the New Partnership for Africa's Development (NEPAD) to author a flagship study **Bad Trades and Global Trails: Criminal Economies and Illicit Financial Flows in West Africa**. This report is an in-depth examination of several types of illicit trade across the region and their implications for IFFs, as well as broader factors facilitating the growth of IFFs in the area.

The first part of the report, based primarily on desk research, has already identified three categories of illicit trade linked to IFFs in West Africa: illegal activities, illicit resource extraction and illicit trade in legal goods. The study also includes five deep-dive case studies, authored by different members of the Global Initiative Network and Secretariat, looking respectively at (i) Drug Trafficking; (ii) Human Smuggling; (iii) Counterfeits; (iv) Artisanal and small-scale gold mining and (v) the financing of terrorism. The far-reaching recommendations examine the need for responses at the national, regional and international levels. The study will be launched in February 2016.

To lay the groundwork for the launch of the flagship OECD report on West Africa, the Global Initiative:

- Served as a respondent to the launch of the OECD 2015 States of Fragility report in Paris on 12-13 March 2015,
- Presented at the OECD Anti-Corruption Task Team in Paris on 7 October 2015
- Presented the report to the UK Financial Regulating Authority, November 12 2015
- A briefing for the African Development Bank in Abidjan (Côte d'Ivoire) on 1 December 2015.
- A briefing to the OECD in Paris on 9 December 2015.

The Global Initiative also hosted a side event of the Third International Conference on Financing for Development in Addis-Ababa, Ethiopia on 13 July 2015. The side event looked at evidence to assess what can be done about transactions in illegal goods and violation of regulation governing legal trade, and provided a forum for sharing international practices across regions and the sharing of recommendations from a ground-breaking report developed by the OECD and authored by the Global Initiative, in association with the Inter-Governmental Action Group Against Money Laundering in West Africa (GIABA) and the New Partnership for Africa's Development (NEPAD).

## Fragility

Looking at the way that organised crime thrives in and contributes to state fragility has long been a dominant lens of analysis. With the current rise of violent extremism in many parts of the world, the interconnections between crime and terror is of growing concerns. A UN Security Council Resolution and report have highlighted this as an issue for urgent further study. And in many of the conflicts and Crises that have dominated headlines this year – Mali, Libya, Syria, Nigeria, Central African Republic, Colombia and Mexico – these are in regions experiencing substantial illicit flows and criminal economies.

The Global Initiative seeks not only to provide a body of policy applied research that can help to underpin the crafting of better, evidence based responses, but also to provide new frameworks by which policymakers and practitioners can understand the phenomena they are witnessing. In many cases, the toolboxes exist for dealing with the challenges: addressing corruption, changing incentives, providing livelihood alternatives, strengthening access to justice, but the issues are not tackled head on.





The Global Initiative published [Fixing a fractured state: Breaking the cycles of crime, conflict and corruption in Mali and Sahel](#) in April 2015. This report highlights the complex and interwoven challenges of chronic poverty, insurgencies, criminal economies, widespread corruption and impunity and extremist groups that remain poorly addressed. A thorough analysis of the crisis and its evolution leads the report to a proposal of a new conceptual framework for policy-makers seeking to strengthen the foundation of democracy and development. The report stresses implications for policy and prioritisation as (1) requiring the recreation of the link between governance and service provision, (2) highlighting the importance of addressing illicit flows and providing an alternative means of analysing them and (3) requiring a nuanced understanding of the distinction between key actors.

A policy brief titled [Libya: a growing hub for Criminal Economies and Terrorist Financing in the Trans-Sahara](#) focused on the smuggling and trafficking routes through Libya since the fall of Gaddafi. The brief, published in May 2015, results from a collaboration between the Norwegian Centre for Global Analysis (Rhipto) and the Global Initiative, documents scope and scale of trans-Saharan criminal economies and highlights their possible implications on stability and security such as on migration flows and profits moving into the hands of the Islamic State (IS).

### Providing expertise across the world: governance, development and fragility

Member of the Network of Experts also participated in numerous events that analysed and discussed themes of governance, development and fragility, including:

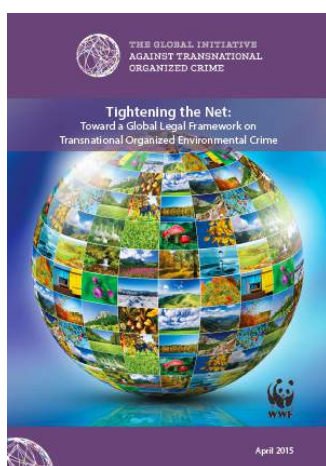
- An IISS Conference on “Strategic Implications of Organised Criminal Markets” convened in Bahrain on 30-31 January 2015.
- The World Bank “Fragility, Conflict and Violence Forum 2015” in Washington, D.C. on 11 February 2015.
- A seminar on “Environmental Crime and Wildlife Trafficking in Southern Africa” organised by the TraCCC at George Mason University. The topic was “The Impact of Organized Crime on Governance, Development, and Fragility in Africa”. Washington, D.C., 3 March 2015.
- A respondent launch of the “States of Fragility Report” in Paris on 31 March 2015.
- A presentation in the panel on “How to curb the influx of illicit money to parties and candidates” at the “Global Conference on Money in Politics” in Mexico City on 3-5 September 2015.
- The International Conference on Anti-Corruption (organised by the Queen Mary School of Law University of London and the School of Law Remin University of China) in Beijing on 11-12 September, where the Global Initiative presented a paper on SDG, OC and Corruption.
- The Annual Research Conference on Organized Crime organised and hosted by the German Bundeskriminalamt in Mainz (Germany) on 7-8 October. The Global Initiative presented a paper on “Corruption and Organized Crime in Southern Eastern Europe”.
- An international symposium on “Ending Impunity together: Exploring links between core international crimes and transnational organised crimes”. The event will be organised by the Wayamo Foundation in Gaborone on 27-28 October 2015.
- A UNICRI meeting on the linkages between crime and terror to be convened in Bangkok on 7-8 December 2015.

### III. Environmental Crime

---

Transnational organized environmental crime constitutes a global and escalating threat. It allows international networks of individuals and corporations to thrive and eventually disturb not only biodiversity but also the global economy and security. In addition to severe environmental consequences, the laundered money generated by such activities disrupts the world's economies, fostering corruption and challenging political stability. Emblematic of the dark side of globalization, organized criminal groups engage in highly profitable illicit markets such as illegal trade in protected species of fauna and flora, illegal logging and fishing, unlawful transportation and dumping of hazardous waste, and illegal trade in ozone-depleting substances.

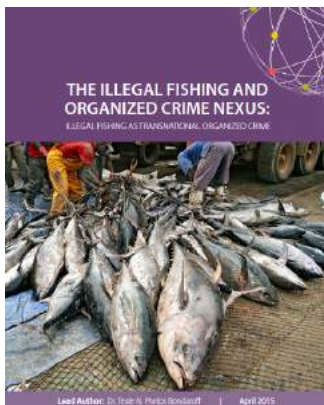
For a number of these issues and crimes, the window is closing and the war is being lost to protect key species and ecosystems. As the Global Initiative concluded in its 2014 baseline report, the escalating level of rhetoric is not translating into the results on the ground. In its work in 2015, the Global Initiative has sought to keep the issue of wildlife trafficking and environmental crime high on policy agenda; to broaden the analysis from the focus on just the charismatic megafauna that dominate headlines, and also to move forward with providing practical and tangible tools that can support more effective normative and programmatic responses.



The collaborative project [Tightening the Net: Toward a Global Legal Framework on Transnational Organized Environmental Crime](#) of the Global Initiative against Transnational Organized Crime and the WWF reviews major gaps and the obstacles in the global legal architecture that stand in the way of the global response to transnational organized environmental crime. The report highlights that despite growing attention being paid to the trafficking of certain wildlife species, this attention is not being extended to a multitude of other forms of environmental crime, such as fisheries crime, or the trafficking of ozone depleting substances. The lack of an overarching legal instrument that encompasses these different crime types under a single criminal law framework results in little scope for international intervention where capacity or political will is missing. Hence, one of the conclusions of this report has been that responses are fragmented and sectorally-siloed.

On 11 March 2015 the Global Initiative convened a regional expert consultation in its Geneva headquarters. The event shared the above report in advance and gathered experience and knowledge from multi-sector experts, aiming to stimulate an open discussion, exploring potential avenues regarding means of moving the dialogue forward, and adding the expert value to the process of finalising the report.

The final report was then presented at a side event to the 13<sup>th</sup> United Nations Congress on Crime Prevention and Criminal Justice in Doha. Panellists from TRAFFIC, the Environmental Investigation Agency and Black Fish provided evidence-based presentations demonstrating the transnational organised nature of enterprise crimes which are undermining the international, regional and domestic regulatory frameworks and response mechanisms designed ensure the protection of endangered wildlife species and the environment.



Published in April 2015, a Global Initiative report on [The Illegal Fishing and Organized Crime Nexus: Illegal Fishing as Transnational Organized Crime](#) was jointly commissioned by the Global Initiative with The Black Fish, a Netherlands-based international organisation working to end illegal overfishing. The report proves that illicit fishing practices are not merely a regulatory issue but much more so a highly organised transnational crime. Illicit fishers enable their activities through the violation of labour and environmental standards, corruption, bribery and violence. Supported by evidence-based accounts, case studies reveal further criminal links to human trafficking, illegal drug smuggling, and serious violence and murder. The report concludes that urgent and multilateral action is needed to halt this growing illegal market. Increasing punishments of offenders, enhancing monitoring and enforcement, and strengthening international regulations are among the top recommendations this report brings forward.

In May 2015 the The Global Initiative followed up with the topic of illegal fishing and published a [photo essay accompanying original research by Kukka Ranta](#) on its website. The photos visualise the story of high levels of West African illegal, unreported and unregulated (IUU) fishing and its impact on local fishermen.

On 19 May in Vienna, the Global Initiative organised an event together with the Environmental Investigation Agency and the WWF and Global Initiative on “Environmental Crime and the Doha Declaration”.

Between 18 and 20 May 2015 the Global Initiative jointly organised with the Centre for Criminology at the University of Cape Town and the Conversation Action Trust a 3-night seminar entitled “[Wildlife in Crisis](#)”. The seminar clearly laid out the challenges of ending poaching in Kruger Park in South Africa. With corruption of rangers and managers being a central challenge, there has been a turn towards a “militarisation of the park”, visible in the use of language and response to poaching. Participants agreed that the key issue is the lack of time that South Africa has to stem poaching and the illicit trade in wildlife products such as rhino horn. As the trade of rhino horn is global and very little is known about the illicit market, legal trade from supply that does not kill animals may be a policy option to be considered.

### Providing expertise across the world: environmental crime

Global Initiative members also attended several events that discussed diverse issues of environmental crimes, such as:

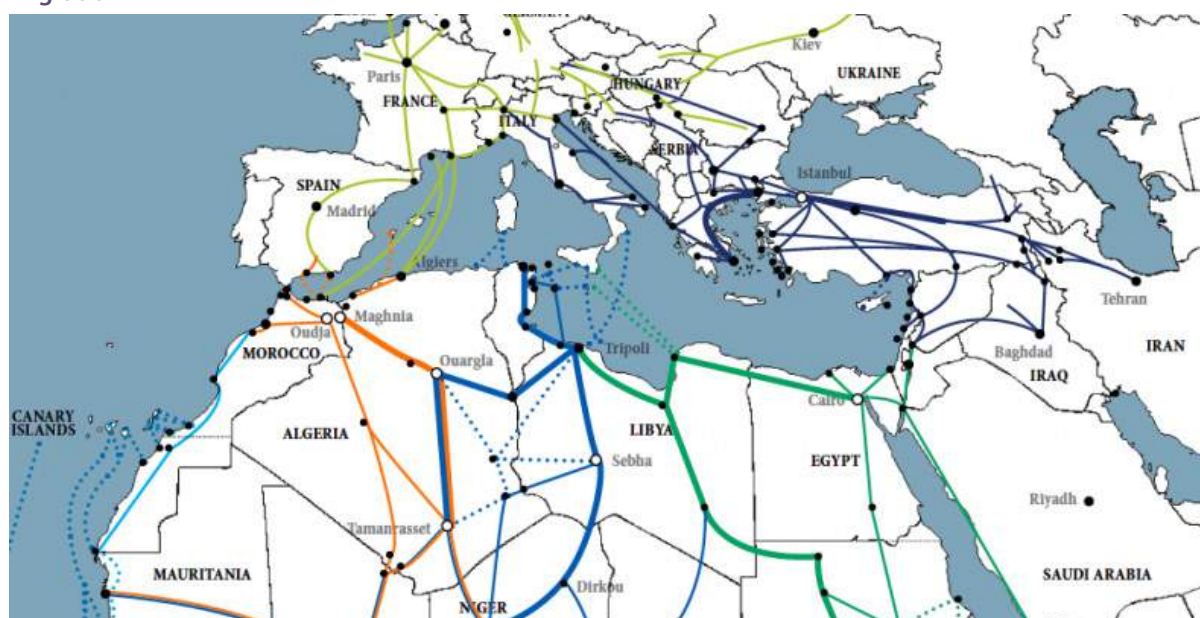
- Two panels during the UN Crime Congress in Doha on 13-14 April 2015. One on Wildlife Trafficking with the WWF and EIA where the “Tightening the Net” report was presented, as well as a second on crime and corruption with the UNODC.
- The 9th Forum on responsible mineral supply chains, organised by the OECD on 4-6 May
- A WWF strategy session on “Transnational Organized Crime and Wildlife” in Cape Town on 29 June 2015.
- The CITES Annual Meeting convened in Geneva on 7-10 July 2015.
- A USAID workshop on Combating Wildlife Trafficking in Southern Africa, Pretoria from the 1-3 December 2015.
- 6th Forum of China- Africa Cooperation (FOCAC) hosted by WWF from 2nd to the 5th of December 2015.
- A workshop hosted by the WWF to develop inputs into a proposed national integrated wildlife strategy for South Africa, in Johannesburg on the 4<sup>th</sup> of December 2015

## IV. Human Trafficking and Migrant Smuggling

While human trafficking and migrant smuggling are hardly new crimes nor unexplored phenomena, events of 2015 have cast them in a new light and raised them significantly higher up the policy agenda. Europe's "migration crisis", in particular has created a demand for updated analysis of how smuggling networks develop, function and how they are evolving within the volatile environment of unprecedented levels of human movement. Thanks to its 2014 report [\*Smuggled Futures: the dangerous path of a migrant from Africa to Europe\*](#) (which has been downloaded more than 19,000 times), the Global Initiative has been at the forefront of this quest for evidence and analysis.

In parallel, emphasis from other regions, including Asia and the Americas, is showing how the drive for economic opportunity and labour migration is being exploited by smuggling groups to create chronic problems of human trafficking for forced labour. In responding to this, the private sector stands at the frontline, yet appears to be chronically underserved by the policy community. The Global Initiative, in partnership with a number of other organisations working in this area, is seeking to fill a niche that urgently requires strengthening – building a credible platform for the private sector to understand and respond to human trafficking within their own industries and supply chains.

### Migration



In December 2015, we published "Survive and advance: The economics of smuggling refugees and migrants into Europe" together with the Institute for Security Studies, and funded by the Hanns Seidel Foundation. It has been the final product of one of the major research projects during the year. The report analyses the role of smugglers in the migration crisis that Europe is facing since 2011. It untangles the complex structures of rapidly proliferating set of smuggling networks across the different countries, and highlights the use of unscrupulous practices, such as abuse, extortion and violence, to seek profits. The extensive research is based on the experience of the Global Initiative Network of Experts, as well as nearly 200 interviews with migrants, law-enforcement, experts, analysts, practitioners and smugglers themselves, and presents a unique effort to find facts and analyse a current issue.

A group of technology-sector professionals convened the "Techfugees: Mapping smuggling networks for better responses" Conference in London on 1-2 October 2015. The event was dedicated to searching for ways in which the technology sector can help to solve the crisis of migration to Europe. The Global Initiative attended as one of the opening keynote addresses and put forward that it is not possible to mount an effective response to the migration crisis without targeting smuggling networks as well as the migrants themselves.

An upcoming event in January 2015 will be a seminar hosted by the Global Initiative in collaboration with the ISS in Addis Ababa. The seminar titled “Trails of Insecurity: Illicit Migration as a source of Threat Financing and Criminal Resourcing in Africa” will seek to establish an evidence basis concerning the migratory flows and the ways in which they drive, finance, and fuel insecurity, organised crime, and terrorism. The seminar will bring together policymakers from both continents, with multi-disciplinary experts in the field exploring the implications for existing policies to counter organised crime and terrorism, and to identify opportunities to reduce the vulnerabilities presented by illicit migration to threat financing and the resourcing of criminal groups.

### **Providing expertise across the world: human trafficking and migration**

Furthermore, member of the Global Initiative Network of Experts also participated in numerous events where the Global Initiative’s work was presented and the Network’s expertise was widely shared, such as:

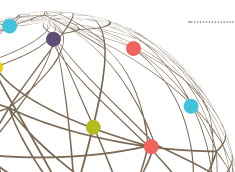
- Attendance at a conference on “Irregular migration from the Middle East and Africa to Europe and Norway via Egypt and Libya” in Cairo on 2-3 June 2015.
- A DFID convened briefing of interdisciplinary group on migrant smuggling on 3 June 2015.
- A OHCHR meeting on migration and refugee protection, convened in Geneva on 17 June 2015.
- The side event to the Human Rights Council and Technical Meeting of Experts, both hosted by the ILO and the UNODC to launch their respective studies and discuss fair recruitment and labour exploitation in Geneva on 24 June 2015.
- The UNHCR Annual Consultations with NGOs (on Protection at Sea) in Geneva on 1 July 2015.
- A round table discussion on “Trafficking in human beings for labour exploitation and forced criminality”, co-hosted by DCAF, the ILO and the Canton of Geneva in Geneva on 5 October 2015.
- A FCO UK meeting at Wilton Park in Steyning on 12-13 October 2015, focusing on tackling the root causes of migration.
- A briefing on migrant smuggling to the European Parliament in Brussels on 28 October 2015.

### **Human Trafficking**

A greatly successful project has been the partnering with Babson College Social Innovation Lab, and the Terrorism, Transnational Crime and Corruption Centre at George Mason University, producing an 8-part webinar series entitled, “Next Generation Human Trafficking Challenges”. The webinar series continued throughout 2015, seeing webinars in February, March, April and June, respectively. Each seminar brought together expert panels from academia, law enforcement, practitioners, NGOs and the private sector to analyse and discuss changing trends in issues of human trafficking ranging from labour exploitation and the different forms of human trafficking in the sports industry to online sexual exploitation of children and organ trafficking.

Based on the success of the webinar series, the Global Initiative is working on a report summarising the experiences and recommendations from the different webinars. The Global Initiative and Babson College are also planning to continue the webinar series in 2016, as well as create a comprehensive online platform informing the private sector about different forms of transnational organised crime and how to combat it.

In addition to the webinars, the Global Initiative and The Hague Institute for Global Justice convened an Expert Roundtable and Panel Discussion on Countering Human Trafficking through the “United Nations Guiding Principles on Business and Human Rights (Ruggie Principles). The event took place on 2 June 2015 and was co-organised with ABN Amro, Global March Against Child Labour, and the Bureau of the National Rapporteur on trafficking in Human Beings and Sexual Violence against Children and continued the Global Initiative’s efforts to strengthen private sector responses to human trafficking. A select group of 20 leading specialists from the private sector, anti-human trafficking organisations, academic institutions and NGOs discussed under Chatham



House Rules whether the Ruggie Principles are one of the most promising, newer means to combat human trafficking including the private sector and public-private partnership. Experts agreed that the Ruggie principles are a way forward but the bar for anti-trafficking efforts is still set far too low and the non-binding nature of the Principles hinders effective action. Both the private sector and states need to do more to encourage and enforce anti-trafficking. The event highlighted the shortcomings of tough policies that aim to deter drug use through punishments of drug users and justify a “war on drugs”. Instead, participants advocated treating drug use as a public health issue to avoid militarising the discourse and related counter-trafficking measures.

## V. Governance and Management

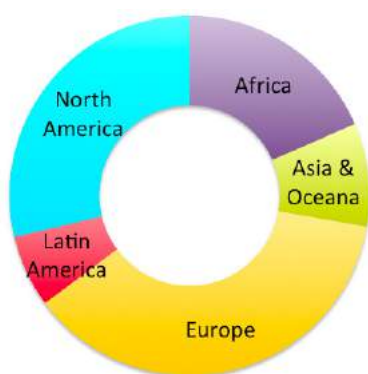
The Global Initiative has continued to develop as an organisation, building on the governance and management structures laid out during the Establishment Phase in previous years. All of our core bodies, the Network, the Advisory Board and the Secretariat have all grown, and are increasingly establishing positive and professional relationships.

### The Global Initiative Network

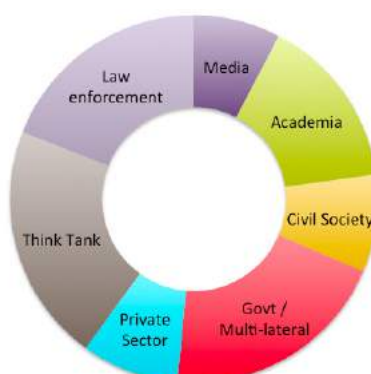
As was emphasised in the previous year, growing the Network has been an important priority. The Network is the core body of the Global Initiative, as it provides a basis of authoritative expertise, and a framework by which institutional silos can be broken down, and knowledge, experience and capacity to take forward policy and programmatic change can be actioned.

Over the course of 2015, the Network has expanded to 130 members, with relatively even representation across key sectors. While in geographic terms, Europe and North America continue to dominate the membership, the number of African representatives has grown substantially, in line with the fact that much of the Global Initiative’s substantive research has been on the African continent. As the organisation expands its reach, this is expected to change, and in particular, effort is being made to build the profile and participations in the Americas, Asia and Eastern Europe.

**Geographic Representation**



**Sectoral Representation**



At the 2015 General Meeting of Members on 15 December 2015, which took into account the global nature of the Global Initiative network and its members and was convened in an “electronic”, phone-in format, detailed reports about the work undertaken by the Global Initiative, including the Director’s progress report, financial reports and our strategic plan for the future were presented. Members were invited to respond with questions, comments and to participate in the electronic meeting.

The Global Initiative’s Director Mark Shaw provided all members with a written response to the questions and comments. The objective was to ensure that the entire process was as transparent and participative as possible, enabling all of the 130 members of the Global Initiative that are spread across all regions and time zones of the world to participate.

## Global Initiative Advisory Board

The network is complemented 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, NYU; Author of the World Development Report 2011.
- Misha Glenny, Author; Associate Professor, Columbia University.
- Camino Kavanagh, Senior Fellow, New York University Center on International Cooperation.
- Saidi Ally Mwema, Inspector General (retired), Tanzanian Police
- Moisés Naím, Distinguished Fellow, Carnegie Endowment for International Peace.
- Gladwell Otieno, Executive Director, AfriCOG.
- Jean-Luc Vez, Head of Security Policy and Security Affairs, member of the Management Committee, World Economic Forum.

A meeting of the Global Initiative Advisory Board was held in Washington DC in March 2015. The meeting was preceded by an introductory, informal discussion in which two of the founding members of the Global Initiative. The objective of the discussion was to offer the newly appointed Advisory Board with the spirit and purpose that motivated the creation of the Global Initiative, and to share the perspectives of some longstanding members on how they see that the Global Initiative adds value. The discussion evolved into a broad-ranging conversation about key trends in organized crime, their implications, and the opportunities that this presents for the Global Initiative. The Advisory Board unanimously acknowledged the impressive amount of work that has been delivered by the organization in a short period of time and with a limited budget.

The Board confirmed that growing the Network is indeed a priority, and in addition to Latin America and Asia, the Middle East and Gulf States are also important interlocutors with which to engage. Building up the representation of the private sector is also important, as they are increasingly bearing the operation consequences of the shifts in policy to counter emerging and evolving forms of crime. It was observed that much of the Global Initiative's work thus far has had an African focus. While this is both valid and valued, the process of thinking forward should also consider where else the Global Initiative could add value. Organized crime is an equally complex and controversial topic in Eastern Europe, for example.

In regards to the organizations thematic and geographic priorities going forward, it was recognized that the Global Initiative spans a large range of issues, with ambitions of providing global coverage. There is a danger of appearing scattershot and being unable to properly follow-through on initiatives, and that a greater focus might be needed on a few key themes. This might require renouncing issues on which the Global Initiative has been active in the past. It was noted that both on cybercrime and on human trafficking, there is a considerable scope to do more, and this would be encouraged by the Board. Certain cross-cutting issues also warrant attention, such as corruption, human rights or gender.

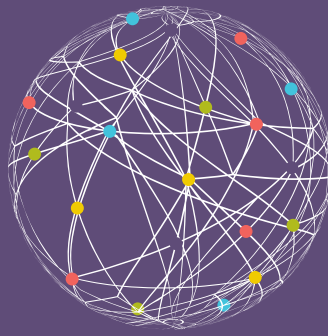
It was noted that forward thinking is needed to evolve from the "report-conference" model, and to look at ways to have a greater impact. The online presence that has been built is impressive, as is the speed at which the Global Initiative has projected itself into public debate through the news and social media. It was recognized that this contributed greatly to the process of conceptualizing organized crime as a multi-dimensional threat. However, to have real impact, the Global Initiative needs to tie itself more tightly into the organizations where the work is taken forward. It was proposed that the Secretariat really analyze who are the primary beneficiaries of the Global Initiative's work, and that they would be the priority for outreach, both in terms of organizational growth but also for fundraising.

## Global Initiative Secretariat

The Global Initiative Secretariat consists of a part-time Director, a full-time Head of the Secretariat, and a number of project and research staff. The team has expanded considerably, with the core staff based in the Global Initiative headquarters in Geneva, as well as dispersed over four continents.

The Secretariat is complemented by a number of Senior Advisors, who provide strategic advice and representation for the Global Initiative in various fields and forums.





THE GLOBAL INITIATIVE  
AGAINST TRANSNATIONAL  
ORGANIZED CRIME

[www.globalinitiative.net](http://www.globalinitiative.net)



A NETWORK TO COUNTER NETWORKS

