

**GLOBAL
INITIATIVE**
AGAINST TRANSNATIONAL
ORGANIZED CRIME

STRATEGY 2021- 2023



STRATEGY 2021- 2023

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GI-TOC MISSION STATEMENT

To enhance analysis of, encourage action against, and support resilience to organized crime in order to reduce its negative impact on people, the environment, businesses and states.

THE BIRTH AND GROWTH OF THE GI-TOC

In 2012, the Global Initiative Against Transnational Organized Crime (henceforth 'GI-TOC') started as a series of consultations among senior law-enforcement officials, practitioners and analysts concerned about the growing impact of organized crime and dedicated to finding better ways of dealing with it. As the founders of the organization said back in February 2012, 'we wish to create a forum where we can speak openly about the nature of the challenge and possible alternatives for preventing and countering it.' They called for a more strategic, whole-of-society and global approach to countering organized crime. As a result, in 2013 the GI-TOC was born – **a network to counter networks**.

A constitution was adopted that clearly defines the primary purposes of the organization. The first GI-TOC strategy, which covered the period 2015–2017, was designed to establish an effective and reputable organization. A secretariat was established in Geneva, a Network of Experts was formed, and the organization started to produce innovative and evidence-based research on a wide range of crime-related topics. The main objective of the second strategy, covering 2018–2020, was to consolidate the growth and impact of the organization. This was achieved by opening a number of offices (in Cape Town, Valetta and Vienna), and regional observatories (covering eastern and southern Africa, the Sahel and North Africa, and south-eastern Europe); by increasing the number and geographical diversity of staff; significantly increasing the number of publications and meetings; expanding and drawing on the expertise of the Network of Experts; and securing sufficient and sustainable funding on the basis of trusted partnerships with donors.

WHERE WE WANT TO BE IN 2023

Within less than a decade, the GI-TOC has developed from being a lean start-up to a global organization. The aim of this strategy is to consolidate that rapid growth, and to guide and inform the next phase of development in a way that demonstrates how the organization has become a truly global initiative. Therefore, the theme for this strategy period is to 'go global'. Our aim is to ensure that, by 2023, the GI-TOC:

- is a global network in action;
- achieves global coverage through its offices and observatories;
- has a global perspective in its publications and other outputs;
- reaches a global audience;
- has a Network of Experts with truly global and inclusive membership; and
- meaningfully contributes to global efforts to prevent and combat organized crime.

This strategy will position the GI-TOC, as it enters its second decade, as the leading global civil society organization dealing with transnational organized crime and improve its capacity to catalyze more effective responses to this global problem. Consistent with the aim to go global, and with one of the original objectives of the GI-TOC in mind, this strategy will continue to work towards putting in place the building blocks for a global strategy against organized crime.

The year 2023 marks the 10th anniversary of the founding of the GI-TOC and 20 years since the ratification of the United Nations Convention against Transnational Organized Crime. The anniversary year will be an opportunity to build upon the GI-TOC's first decade and its role in contributing to reducing the global harms caused by organized crime, and to plan for the future.

THE CHALLENGE: COMBATING ORGANIZED CRIME IN TESTING TIMES

Transnational organized crime, which has been around for decades, flourished as a by-product of the globalization that began to emerge in the 1990s. Over the last 30 years, criminal markets have expanded and diversified, criminal groups have become adept at working across markets and linking up globally. The impacts, meanwhile, on societies, political systems and economies have intensified. Furthermore, criminals have been quick to take advantage of digital transformation of the economy, exploiting and profiting from new markets using cybercrime. These rapid and dramatic changes are harming governance, the rule of law, democracy, the environment, sustainable development and health; they are widening gender inequality and fuelling instability in conflict zones, border areas and urban neighbourhoods. The power wielded by criminal groups in some regions and markets rivals that of governments and businesses. Dirty money is buying power, influence and impunity. Yet, while illicit markets accelerate globally, at the political level there is a tendency towards deglobalization and purely national solutions. In this political-economic climate, instead of greater cooperation to fight crime, as called for in global instruments, multilateral responses remain disjointed, insufficient and reactive. Furthermore, law-enforcement responses are hampered by a mounting breakdown of trust between citizens and the police.

The COVID-19 pandemic has brought into sharper focus a number of underlying trends that were evident before the crisis, and has spawned new opportunities for organized crime. Growing societal inequality, public services under strain, climate change, the growing pattern of illiberal democracy, deglobalization and the renewed significance of hard borders, and the growing impact of technology – these are all factors that will shape the strategic environment in which organized crime operates. This complex strategic environment and the shadow of the pandemic will influence the GI-TOC's work and the priorities for the next strategy period, 2021–2023.

THE GI-TOC APPROACH

We approach illicit markets as ecosystems, taking account of their drivers, the economic dynamics, the political economy (including criminal governance) and the impact on communities. This allows us to consider responses to markets that are holistic, account for local and regional dynamics, and support key agendas, such as governance, development and community security. This view influences our three core areas of work, namely:

- Providing analysis
- Convening meetings to generate new approaches and stimulate policy debates
- Supporting innovative on-the-ground initiatives

Our evidence-based research combines investigative work, primary research and diagnostic analysis, which, together, provide strategic insights to help regional and global policymakers to influence debates. As a civil society organization, we are able to inject constructive outside-the-box thinking and to inject new ideas, data and perspectives into debates. Our network of contacts and local knowledge enable us to provide granular information and insights, amplify the voices of those most affected by organized crime and related corruption, and provide real perspectives and first-hand experiences to inform high-level debates. At the same time, we endeavour to be objective and responsible in relation to political sensitivities that can be raised by topics of organized crime and corruption.

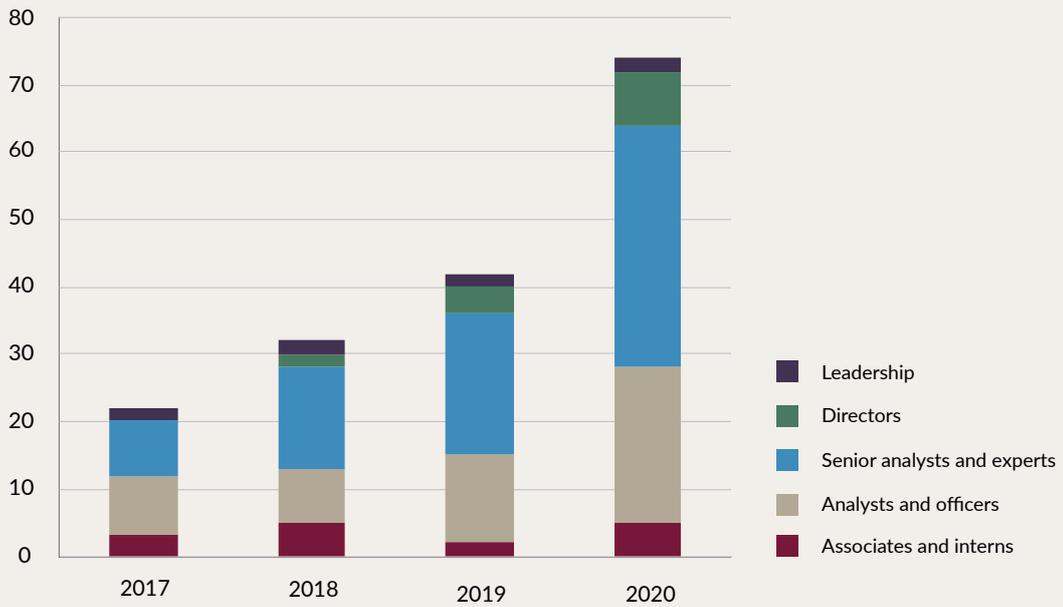
The GI-TOC has learned through experience the importance of timing, so we focus on contributing policy-relevant suggestions to the right people at the right time in order to gain traction in decision-making processes. Our ability to react quickly to events that require explanation and analysis increases our value in policy circles.

We believe in the sharing of knowledge. We therefore convene members of the Network of Experts, senior law enforcement officials, private sector entities, government stakeholders and civil society leaders all over the world to facilitate learning and engage in open and honest dialogue. We also attach great importance to strengthening resilience and reducing vulnerability to organized crime. We therefore provide support, through a fund that we disburse, to individuals and groups in communities harmed by the effects of organized crime and related violence.

THE GI-TOC ADVANTAGE

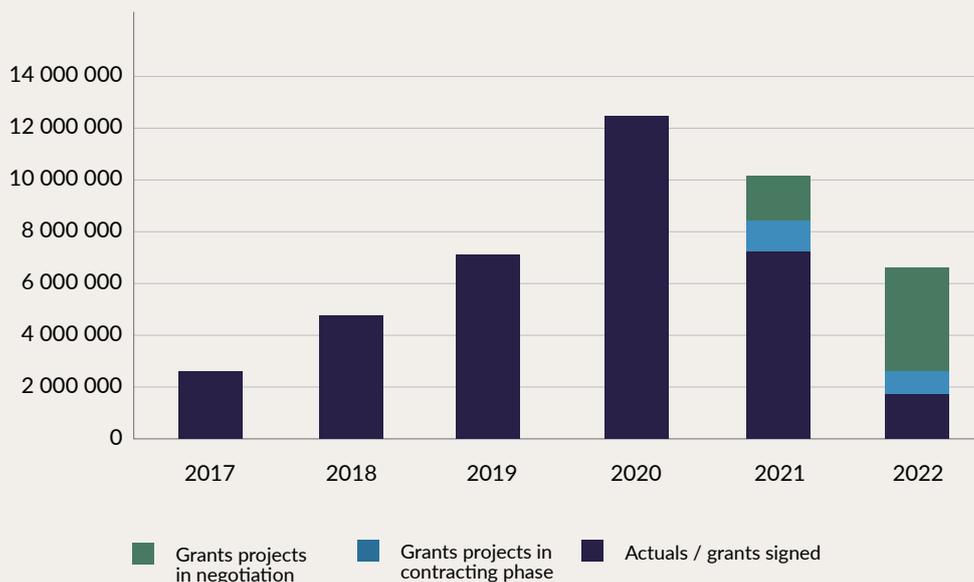
The graphs below provide an overview of GI-TOC staff, income and outputs.

GI-TOC TEAM

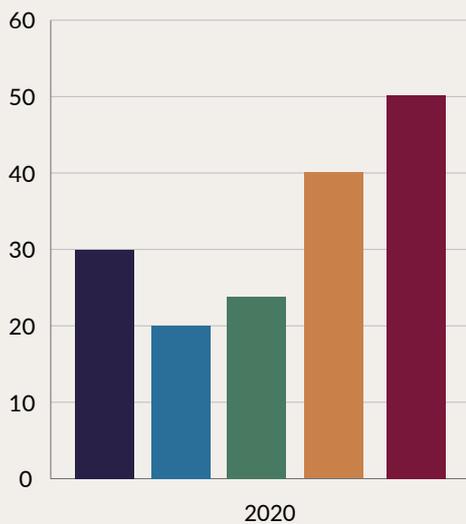
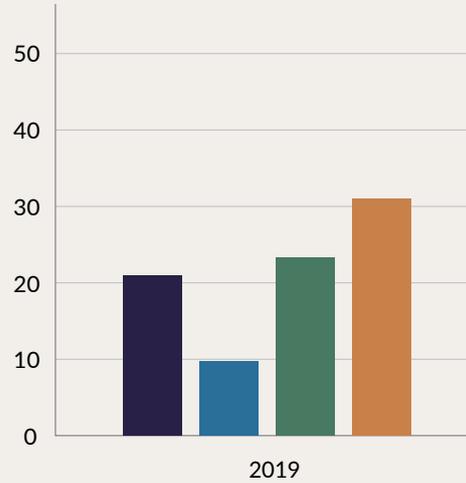
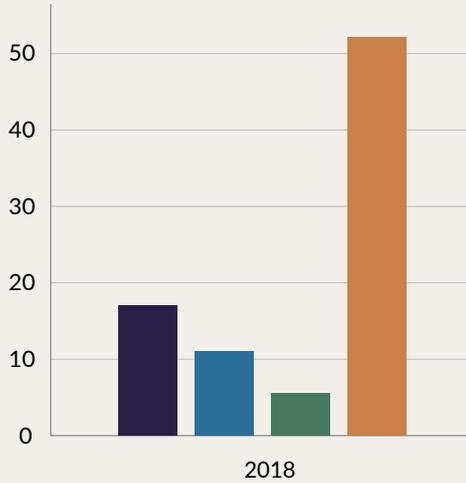


Growing in-house analytical capacity, doubling the number of staff from 2017 to 2020

INCOME PROJECTION 2017-2022 IN CHF



GI-TOC PUBLICATIONS



A growing number of quality publications, recently augmented by podcasts and video.

- Reports
- Policy briefs
- Monthly briefs
- Blogs
- Podcasts

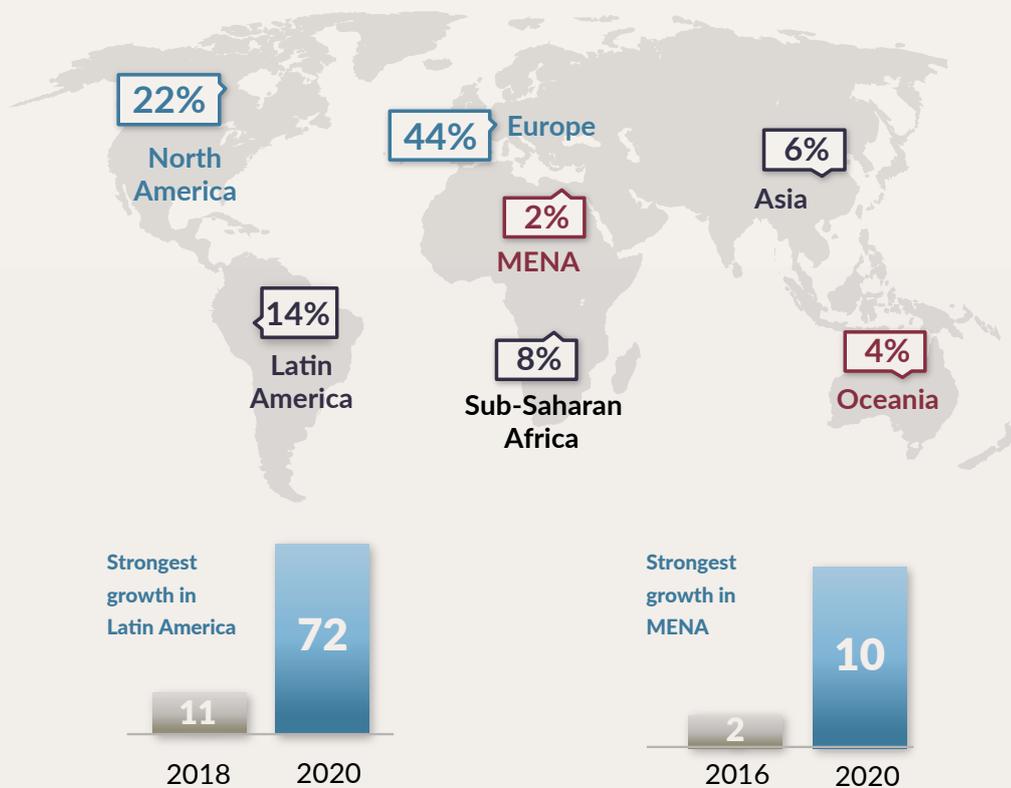
In the next strategy phase, the GI-TOC will seek to build and capitalize on a number of key advantages: reach, inclusiveness, credibility, agility and governance.

Reach

The GI-TOC provides global coverage. We operate on the ground in key places and markets affected by crime; employ staff around the world in regional offices and observatories; and have established an influential presence in New York, Geneva and Vienna, which are key hubs of international dialogue. We have grown in a way that maintains a light footprint (76 full-time staff, as of December 2020), while connecting the nodes between the local, regional and international spaces, allowing us to provide detailed local information while putting this in a broader global context that offers insights for policy agendas. The Global Initiative Network of Experts is the key resource body of the GI-TOC, providing a valuable forum for exchanging knowledge, expertise and advice. It serves as a forum for collaboration, coordination and expertise, and in doing so acts as a catalyst to influence and strengthen collective action and global responses to organized crime.

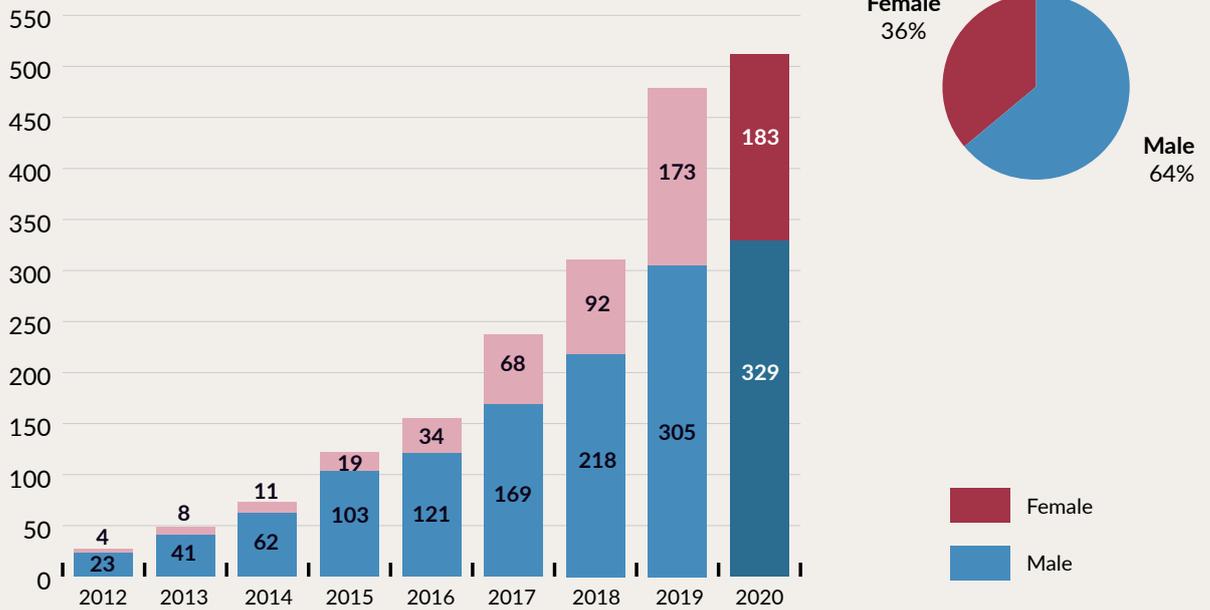
By 2023, we aim to increase the reach of our research to cover a wider range of geographic and topical areas, and to increase the number of regional observatories to enable truly global coverage.

GI-TOC NETWORK



We have achieved a quarter growth rate in the total memberships from the under-represented regions: Asia, Sub-Saharan Africa, MENA and Oceania by the end of 2020.

GROWTH OVERVIEW

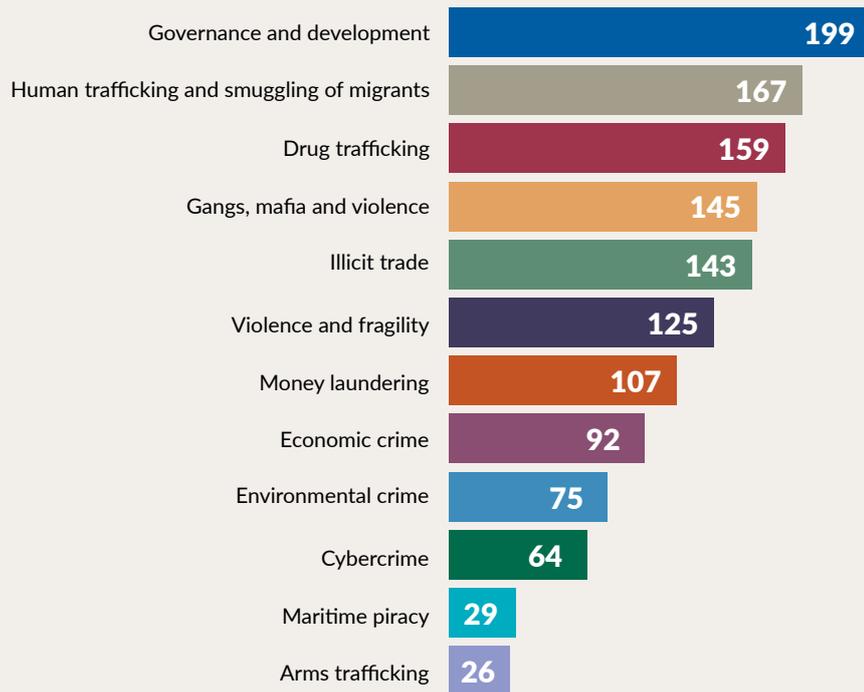


INSTITUTIONAL AFFILIATION



Special focus is being given to the increased membership from media, the private sector and UN/multilateral organizations.

THEMATIC EXPERTISE



8 Quarterly Virtual Group Discussions since 2019
Monthly regional webinars

Quarterly GIN Bulletins in 3 languages with
contributions from 20–30 members

143 members contributing to blogs, podcasts,
Virtual Group Discussions, bulletins

44 members forming peer-review panel for
GI-TOC Strategy 2021–2023

10 regional Annual Consultation Meetings for
Annual General Meeting

Inclusiveness

This strategy in itself is a good example of the GI-TOC's inclusive approach: it is the product of consultations among the Board, the Network of Experts, senior advisers and GI-TOC staff. More broadly, we provide a neutral space to facilitate dialogue among a wide range of stakeholders and to link governments, donors, intergovernmental organizations and civil society. We attach particular importance to fostering greater cooperation among law-enforcement practitioners, since this was one of the reasons that the organization was established in the first place. However, law-enforcement responses alone are insufficient in the face of transnational organized crime: we need to rally together all stakeholders in a more joined-up way. This is why the GI-TOC brings together people from different backgrounds and perspectives with eclectic skill sets and experiences, but who are faced with similar challenges and have shared concerns. Such an interdisciplinary approach helps to break down silos, promotes multi-sectoral responses and strengthens partnerships. We aim to increase our inclusiveness by 2023 by growing our Network and involving them more in the GI-TOC's work. This will increase our ability to 'go local and global' at the same time.

Credibility

The GI-TOC's credibility is based on its research and analysis, its policy-oriented recommendations, its Network, and its ability to link different communities (broadly, law enforcement, diplomatic, academic, civil society, development, media and private sector). We take an interdisciplinary approach that shapes an understanding of the linkages between different forms of transnational organized crime, as well as between crime and corruption, governance and development. We consult and convene our Network of Experts to ensure we draw from their collective expertise. These efforts have strengthened our brand and standing within the international community, our role as an 'influencer' in relevant debates, and our reputation as a reliable, unbiased source for media and researchers. By expanding our reach and inclusivity, and by continuing to uphold a high standard of ethical and evidence-based research, we aim to achieve credibility globally by 2023. In the process, we will strive to increase awareness and recognition of the GI-TOC's work and brand.

Agility

At the GI-TOC, we think strategically and in a proactive way about the future crime challenges that we face. We encourage innovative thinking and are able to test new ideas, methodologies and approaches. Because of our decentralized, light and flexible networked structure, we can quickly adapt our focus to particular situations and rapidly emerging threats and challenges while still working on core issues. For example, the COVID-19 crisis demonstrated the GI-TOC's ability to react and adapt, both organizationally (where its use of modern technology and 'tele-commuting' proved resilient) and conceptually, through a timely and substantive programme of research on the impact

of COVID-19 on organized crime, as well as a series of follow-up papers and briefs. However, the pandemic will inevitably create funding and logistical challenges for the GI-TOC. As we move into the next strategy phase towards 2023, we will remain focused on the core challenges posed by organized crime, while adapting to major shocks, changing priorities and new opportunities, as well as contemporary debates – like police reform. While continuing to grow, we will maintain light, networked structures and unbureaucratic efficiency to continue our operational agility. And we will seek a wider range of funding partners in order to better mitigate and manage risk.

Governance

Another advantage and strength of the GI-TOC is its governance structure. As a membership-based organization, the Network of Experts is an unparalleled forum of expert opinion and analysis and is the key resource body of the organization, providing a valuable forum for exchanging knowledge, expertise and advice. Along with the Board, which has fiduciary oversight and meets regularly, the Network, convening once a year during the Annual General Meeting, is the organization's highest authority. The Network has the authority to appoint members of the Board and to appoint a select number of its own members to the Board to represent the Network. The GI-TOC's Board is crucial to the management and running of the organization, providing advisory functions and fiduciary oversight.



Nodes in a network: Regional civil society observatories

The GI-TOC has developed a regional network of civil society actors to work together against organized crime. The work of these observatories exposes more fully the extent and harms caused by organized crime, illicit trade and corruption, and is designed to bolster state and non-state actors committed to achieving an effective response. Rather than regional offices, these observatories should be considered nodes in a network: clusters where like-minded crime analysts and activists come together to collect, share and analyze data, and take part in dialogue about the ‘hidden economy’ and the impact of organized crime. The observatories provide a unique platform for engagement with states and for dialogue and joint action between civil society, law enforcement and other state actors.

Currently, the GI-TOC has five organized-crime observatories and allied networks against organized crime at both country and regional level that focus on the priorities of that region:

- The Organized Crime Observatory for North Africa and the Sahel, based in Valletta.
- The Observatory of Illicit Economies in South Eastern Europe, based in Vienna.
- The Observatory of Illicit Economies in East and Southern Africa, based in Cape Town, with a sub-office in Nairobi.
- The Organized Crime Observatory for Latin America, based in Guatemala.
- The Civil Society Observatory for Guinea-Bissau, based in Bissau.

STRATEGIC OBJECTIVES FOR 2021–2023

1. AWARENESS AND ANALYSIS: INCREASE THE EVIDENCE BASE AND UNDERSTANDING OF ORGANIZED CRIME

OVERALL OBJECTIVE: *Undertake research and develop new policy and programmatic options to contribute to informed strategy development at local, national, regional and international levels.*

As we enter this strategy period, the GI-TOC's body of work includes local analysis, risk briefs and thematic reports, and a growing range of global products, such as our forthcoming report 'The global illicit economy: Trajectories of organized crime', the World Atlas of Illicit Flows and the Organised Crime Index. Over the next three years, the GI-TOC will continue to produce robust content with the aim of reaching more audiences and increasing the impact of our research. We plan to do this by diversifying how we deliver content, including through a range of products, such as podcasts, video material and infographics; extending our contacts with the media; feeding GI-TOC research into policy processes to increase the impact of our work; and producing more material in languages in addition to English.

In terms of substance, the GI-TOC will expand its global coverage by increasing the number of regional observatories from five to seven. Meanwhile, the organization will continue to maintain its overarching focus on the political economy of organized crime, the impact of crime on development (and the Sustainable Development Goals), criminal governance and the dangers of organized crime to democracy, links between organized crime, conflict and terrorism, as well as ecosystems of crime in cities, states and regions. It will also track the impact of COVID-19 and its economic and political aftermath on criminal markets. It will look more closely at the growing impact of technology and digitalization as both an enabler of and impediment to crime. And it will pay greater attention to 'following the money' – in other words, looking at illicit financial flows, money laundering and the assets of crime.

To be more strategic in the choice of topics covered, to help set priorities, and in keeping with the strategic aim to go global, GI-TOC will develop a threat matrix based on insights, challenges and gaps identified in our forthcoming report 'The global illicit economy: Trajectories of organized crime' and the Organised Crime Index.

The GI-TOC intends to consolidate its hallmark and brand as a 'learning organization' by retaining and transferring knowledge more effectively, as well as sharing its information and expertise with others. In all of this work, the organization will strive to maintain high standards and an ethical approach to its research.

Key performance indicators

- Continue to publish a steady stream of high-quality reports each year as well as shorter publications, like risk bulletins.
- Increase the number of regional observatories from five to seven.
- Increase the number of GI-TOC outputs in languages other than English.
- Expand the geographic and thematic range of topics to ensure that the outputs have a truly global perspective and coverage.
- Broaden the range of GI-TOC outputs, including podcasts, video spots, infographics and webinar series, as well as their promotion through the media, and define metrics to measure the impact of the publications and digital outputs.

2. ACTION: FACILITATE AND CATALYZE INNOVATIVE POLICY-RELEVANT RESPONSES

OVERALL OBJECTIVE: *Promote catalytic, cross-border processes that draw in new actors and that facilitate reshaping of thinking, coordination and responses to tackling transnational organized crime.*

This objective builds upon GI-TOC's reputation as a neutral space and trusted partner to bring together people from a range of backgrounds for informed, policy-relevant discussions. Indeed, the GI-TOC is uniquely placed to bridge actors from civil society, the security sector, criminal justice, development, academia and the private sector to take joint action to prevent and counter transnational organized crime. This objective also relates to one of the GI-TOC's primary purposes – namely, to energize global debate around transnational organized crime to promote sustainable translation and embedding of new approaches into relevant policy frameworks. During the strategy period, the GI-TOC will advance this goal by drawing more effectively on its growing number of regional observatories and its Network of Experts. We will operationalize the observatories to serve as places to gather inputs, convene and facilitate discussions and help to disseminate outputs, particularly to contribute to policy debates and to increase the amount and quality of analysis available to law-enforcement agencies. The GI-TOC will expand trans-regional learning and information-sharing via the observatories.

Taking advantage of the wealth of knowledge and experience within the Network of Experts, we intend to increase convening with Network members and other stakeholders and partners. The GI-TOC will heighten its engagement with the Network members through, for example, increased thematic digital and in-person meetings, consultations on specific products and by including them in the observatories' activities.

As in the case of the GI-TOC's research work, here our aim is to focus, in particular, on policy responses in sectors and places where there has not, to date, been enough attention. This includes examining how the impact of organized crime can be reduced by building community resilience while working to challenge forms of criminal governance that limit people's life chances and reduce the prospects for local economic growth.

To strengthen partnerships and understanding between government and civil society, the GI-TOC intends to bring civil society more into policy spaces. Going back to the roots of the organization, we will encourage more interaction with law-enforcement and criminal-justice experts, and seek to inject their practical experience and advice into policy forums. We will work closely with donors, partners and other interested parties to provide tailor-made information on policy-relevant, crime-related issues, such as environmental crime, cybercrime, smuggling of migrants, as well as the impact of COVID-19 on organized crime.

Key performance indicators

- Regional observatories will develop a diverse range of products and convene at least five dialogues per year around their outputs.
- Invest in tools (including digital metrics) that can track and measure more effectively the impact of GI-TOC outputs, and build an evidence base on how the GI-TOC influences outcomes (particularly policies) that help achieve its primary purposes.
- Increase Network member engagement by holding group discussions (using online platforms if necessary) around specific regions and issues as well as GI-TOC products, in addition to our current quarterly Network virtual group discussions.

3. RESILIENCE: STRENGTHEN LOCAL RESILIENCE AND RESPONSES TO ORGANIZED CRIME

OVERALL OBJECTIVE: *Focus on the human cost of crime by supporting – and, where necessary, launching – community-based initiatives that strengthen resilience to organized crime.*

The GI-TOC's work focuses on those who are most vulnerable to organized crime, like youth, people in excluded and marginalized communities ravaged by drug-related crime, and those harassed by extortion. The GI-TOC is not a passive observer of these threats: it supports the work of grassroots initiatives that reduce vulnerability to organized crime, particularly through the Resilience Fund. During this strategy period, the GI-TOC will grow the Fund and make it a centrepiece of our 10th anniversary.

Through the Resilience Fund, the GI-TOC will continue to expand its field activities, particularly at the community level, piloting new and innovative approaches to prevent and respond to organized crime. This has enabled us to share good practices while learning from what has been less successful. During the strategy period, we will place greater emphasis on building resilience, to help states and communities (both rural and urban) to reduce vulnerability and reach the crime-related targets of the Sustainable Development

Goals. The GI-TOC will grow its Resilience Network to connect on-the-ground actors, facilitate sharing of expertise and lessons learned, and reinforce and amplify the work of actors within and across regions.

The GI-TOC supports courageous individuals (like civil society activists, investigative journalists, women and youth campaigners, human rights defenders and victims of crime) who are exposing and standing up to organized crime. While we focus on high-profile hotspots, we also identify and engage in other areas of vulnerability that do not receive as much attention. This work, combined with our Assassination Witness project, helps shine a light on local cases, including the harassment of and violence against investigative journalists and civil society activists. It also empowers actors working in these communities who may feel isolated or under threat. The GI-TOC's resilience work in the next three years will promote education and campaigns to enhance a culture of lawfulness, particularly among youth. The GI-TOC will carefully monitor and weigh the impact and risks of the relationship between its analysis, advocacy and action.

Key performance indicators

- Grow the Resilience Fund by 10 per cent per year.
- Extend the number of funded projects to at least five in (each of) Latin America, Africa, Asia and the Western Balkans.
- Develop a hub on lessons learned and how to replicate them.
- Develop a centralized repository and online resource centre for local anti-organized-crime initiatives.
- Enhance monitoring and evaluation of GI-TOC and GI-TOC-supported initiatives to better assess their impact, risks and effectiveness

4. BOLSTER PARTNERSHIPS: ENHANCE AND LEVERAGE PARTNERSHIPS FOR MORE EFFECTIVE RESPONSES

OVERALL OBJECTIVE: *Strengthen partnerships with governments, donors, academia, civil society, law-enforcement agencies, the private sector, development and inter-governmental organizations to enhance connectivity and anti-crime networks, improve the knowledge base on transnational organized crime, and leverage these partnerships into enhancing collective responses to organized crime.*

In this strategy period, we will enhance partnerships with organizations involved in countering organized crime and strengthen engagement with foundations, private sector entities, governments and development agencies to more effectively mobilize and leverage their resources to reduce the risks presented by transnational organized crime. We will enhance strategic partnerships with key donors, and in particular seek to grow long-term partnerships that attract multi-year funding. We intend to link the GI-TOC's work to broader political initiatives, such as Agenda 2030, and regional initiatives (like the Berlin Process in the Western Balkans), and raise the profile of the GI-TOC and increase its influence on policy-making in relevant inter-governmental forums, like the UN, the Organization for Security and Co-operation in Europe, the OECD and the G20. Crucially,

we will seek to deepen and widen partnerships with national, regional and international law-enforcement agencies. To improve the study and knowledge base of transnational organized crime, the GI-TOC will also strengthen links with academic institutions. We will explore engagement with the private sector to increase its involvement in strengthening resilience to organized crime and in reducing illicit markets. Partnerships will be based on adding value, in line with GI-TOC objectives, and guided by clear ethical parameters. In developing and advancing partnerships, we will make full use of the GI-TOC Network of Experts.

Potential outcomes of such partnerships should include co-designed projects, transformative meetings and events, as well as outputs that increase awareness and action against organized crime. We will reach out to stakeholders to participate in our podcasts, videos and blog series. And the GI-TOC will actively seek a role in policy discussions and convenings. Such partnerships will strengthen one of the primary purposes of the GI-TOC, namely to create the building blocks for a global strategy on transnational organized crime.

Key performance indicators

- Use the presence of the GI-TOC in key hubs of international dialogue (like New York, Vienna, Geneva, Brussels and Nairobi) to facilitate meetings and side events, and create opportunities to input ideas to key transnational organized crime-related inter-governmental meetings and debates.
- Strengthen networks and partnerships with academic institutions and develop a module on transnational organized crime that can be used for teaching.
- Grow partnerships with regional and global law-enforcement agencies.
- Enhance publishing partnerships with academic journals, including the *Journal of Illicit Economies and Development*.
- Facilitate at least one meeting per year involving international and/or regional organizations to promote the idea of a global strategy on transnational organized crime.
- Initiate a strategic discussion between law enforcement and the private sector on strengthening partnerships to prevent and combat transnational organized crime.
- Develop a (donor) partnership with at least one foundation and one private sector entity per year during the three-year strategy period.

5. THE FUTURE: CONSOLIDATE A DECADE OF GROWTH AND POSITION THE ORGANIZATION FOR THE FUTURE

OVERALL OBJECTIVE: *Use the 10th anniversary of the founding of GI-TOC in 2023 to raise the profile of the organization, consolidate and strengthen the Network of Experts and partnerships, develop a campaign around its key objectives, lay the foundations for further predictable and sustainable funding, and provide a strategic direction for the next decade.*

By 2023, the GI-TOC plans to consolidate its global reach by establishing two more observatories, more effectively linking the observatories around the world and further expanding the membership of the Network of Experts. For the 10th anniversary, we will engage the Network, board and staff to take stock of the GI-TOC's first decade, highlight some of the GI-TOC's major achievements, and undertake a process of strategic thinking on how to position the GI-TOC for its second decade, starting with a strategy for 2023 to 2027. We will create special branding for the 10th year and use the opportunity to highlight the GI-TOC's role in making the world safer from organized crime. We will organize a special 10th anniversary speaker and events series; we will organize a high-profile anniversary event involving Board and Network members, donors and partners; and we will use the anniversary as a means of raising awareness and support for the Resilience Fund.

In terms of bolstering and growing the GI-TOC, during the strategy period, we intend to increase the number of regional observatories from five to seven, increase the number of staff to approximately 100, and maintain financial predictability and sustainability by securing multi-year funding, based on strategic partnerships, to support longer-term programmatic activities. Growth will also have to be managed in a way that enables the GI-TOC to deliver on its ambition to 'go global', particularly in relation to ensuring sufficient capacity and resources to handle an increased output of high-quality and timely material.

To ensure that growth is sustainable and well-managed, the necessary steps will be taken to ensure sufficient financial controls, risk management, staff security, legal and ethical propriety, organizational integrity, administrative support, technical connectivity and effective communication (both internal and external). The aim is to ensure that the GI-TOC remains a professional, merit-based, innovative and staff-friendly work environment.

Steps will also be taken to grow the GI-TOC Network of Experts. The aim is to increase the number of members, but also to strengthen interaction among them and with staff in order to leverage their knowledge and contacts. In particular, the aim is to enrich regional knowledge with global experience and vice versa.

Key performance indicators

- Establish regular (virtual) regional network group discussions, linking to global experts and trans-regional online workshops to exchange ideas and experiences to inform policymakers.
- Increase members of the Network from under-represented regions and professional backgrounds.
- Enhance internal coordination and workflow while maintaining decentralization by a yearly all-staff retreat and regular online meetings.
- Increase staff training on security, legal and research/methodological issues.
- Review publication procedures and develop a publications strategy to ensure sustainable growth, timely delivery and maximum impact of GI-TOC material.
- Develop guidance on archiving and access to GI-TOC material to maintain institutional memory, enhance user-friendliness and cross-referencing of GI-TOC research and publications, and grow the GI-TOC as a 'learning organization'.
- Based on lessons learned from adapting as a result of COVID-19, make more effective use of video conferencing and webinars to provide direction, stimulate debate, connect staff, liaise with strategic partners and affected communities, and reduce travel costs and carbon footprint.
- Develop a separate strategy to celebrate the 10th anniversary of GI-TOC.



CONCLUSION: ADAPTING AND GROWING INTO OUR SECOND DECADE

The GI-TOC has grown quickly and dynamically since being established in 2013. Part of its success is its unusual structure, its business model and its inclusive form of governance. It has a relatively fluid and dispersed network structure, and a culture of innovation.

Approaching its 10th anniversary in 2023, the organization will continue to adapt and to grow, while staying true to its roots as a dedicated network of people who want to do things better, stimulate innovative yet policy-relevant thinking and approaches, and foster multi-stakeholder partnerships, drawing on the strength of our Network to help make the world safer from organized crime.

GENEVA

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