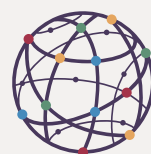




# Supporting community responses to organized crime



**RESILIENCE  
FUND**



**GI-TOC**

The detrimental impact of organized crime is a broad, global development threat, given its capacity to penetrate and compromise whole states, and warp the process of democracy and the rule of law. But it also violently erodes safety, security and livelihoods at the local, community level worldwide.

Civil society and other non-state actors have become critical protagonists in the fight against organized crime, and protectors of those who are most vulnerable to it. Community groups, anti-crime activists, academics, the media and labour unions, and others, are active in multiple ways in places where the state has been compromised or replaced by criminal governance. The influence of such groups and individuals is a crucial counterbalance to organized crime, both in remote communities and urban metropolises.

The Resilience Fund will provide financial and operational support to nurture and develop such networks of community resilience in the face of organized crime and violence.

The Resilience Fund has been established by the Global Initiative Against Transnational Organized Crime with an initial three-year grant from the Norwegian Ministry of Foreign Affairs. The intention is that the Fund will

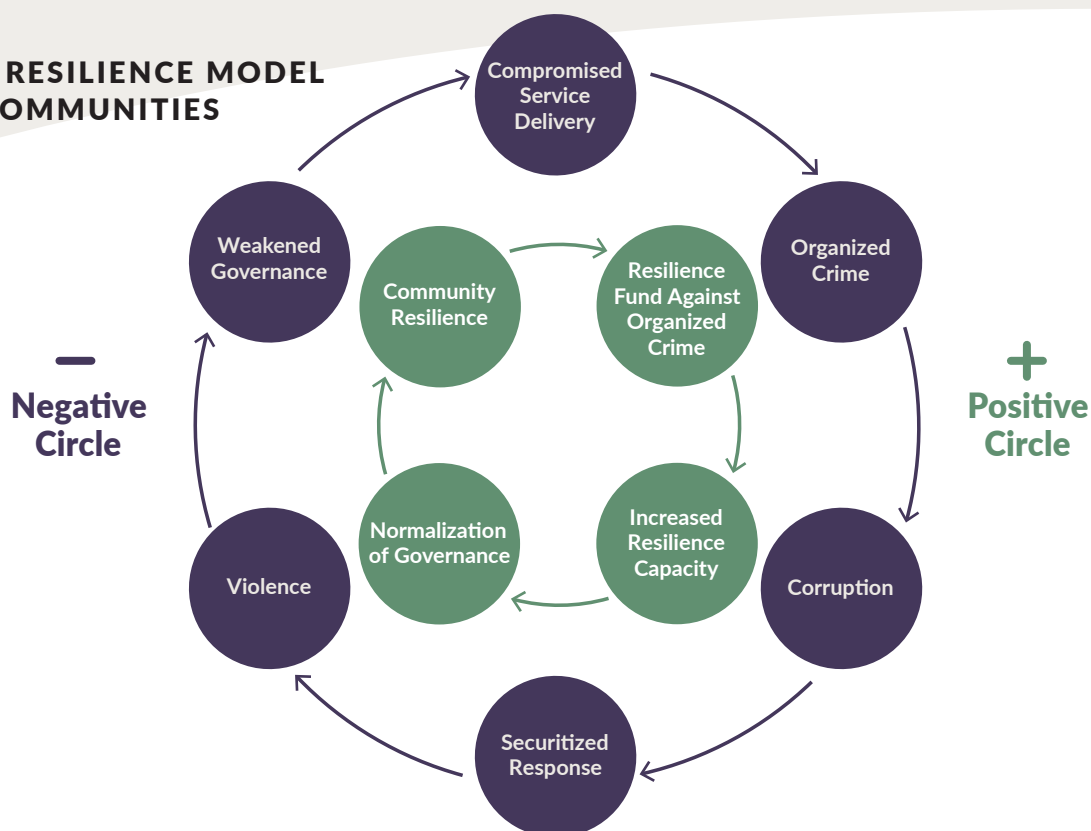
become a multi-donor programme, with additional funds sought to sustain it over time.

The Fund is a new global programme that complements and builds on the Global Initiative's ongoing work in incubate resilience in communities harmed or threatened by criminal governance. Through the Fund, the Global Initiative will identify and empower key civil society actors, and build their operational capacity, with the aim of creating networks of resilient communities against organized crime and violence.

As a fund manager, the GI will manage and disburse the grants, publicize the fund, and promote the messages of its recipients, and the impacts of their work. The aim is that funded community initiatives can be scaled and replicated in other communities facing similar challenges.

**The Fund has begun its activities in March 2019.**

## THE RESILIENCE MODEL IN COMMUNITIES





***In our daily work, we see people's lives destroyed by organized crime. But we also see shining examples of courage and hope that are born in those very communities that are most affected by such agents of crime. Whether it is to provide services, promote safety, raise awareness or to change attitudes, it is our commitment that this fund will incubate and protect that resilient spirit.***

Global Initiative Against Transnational Organized Crime Director,  
Mark Shaw

# Communities as first responders

Community resilience: the ability of a group of people to respond to stress or shock while maintaining the association's basic functionalities.

In many communities, state services or municipal agencies tasked with countering the threat of organized crime are compromised, either because they have been captured by criminal interests and corrupt networks, or the result of lack of capacity, coordination and poor resourcing. Even where state institutions are strong and effective, civil society is a key partner in complementing state actions against organized crime.

Governments around the world are responding to the challenges of organized crime with heavily securitized policies and militarized approaches, which overlook their most vulnerable citizens and fail to address the underlying problem.

In areas impacted by criminal activity, such policies have failed to prove effective against organized crime groups. In many contexts, law-enforcement approaches have often bred a parallel subculture of violence and catalyzed human-rights violations, exacerbating the core problem.

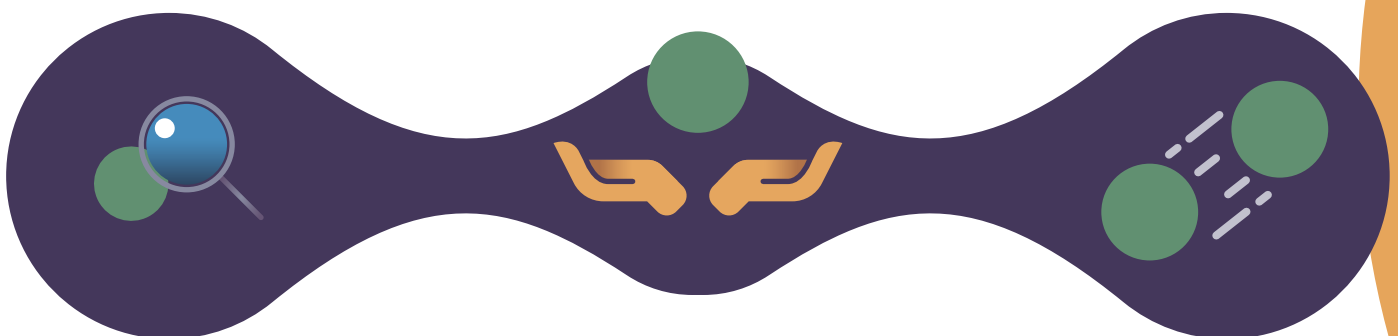
In such settings, grassroots civil society and non-state actors have become crucial in mobilizing peaceful community action

against organized crime. While these actors create community cohesion and call attention to injustice and exploitation, they are also increasingly vulnerable. The Fund, therefore, aims to support such actors, providing the resources they urgently need.

The purpose of the Fund is to build and incubate community-resilience initiatives by supporting civil society protagonists as first responders to the threat of organized crime. The Fund puts the weight of the international donor community behind such individual and collective community initiatives. Nurturing primarily local, grassroots actors, the Fund equips them with the financial means, capacity and skillsbuilding tools to seek innovative, non-state approaches to citizen security and peace-building, and to respond and adapt positively to adversity.

Over time, the Fund will provide long-term financial commitment to help make these initiatives independently sustainable and replicable, so that they are transferable to other communities harmed by organized crime.

## APPROACH OF THE RESILIENCE FUND



### Identify

Research, find and select civil society beneficiaries from the three Fund windows: counter-crime advocates, investigative journalists and community resilience groups.

### Incubate

Support and nurture local initiatives, and work with civil society resilience actors to create a global network that can grow into a powerful model of resilience.

### Replicate

Having identified and incubated successful practices, our final goal is to create a replicable model of resilience capacities and initiatives, implemented globally.

# Who can benefit from the resilience fund?

The Fund selects recipients who will benefit from carefully targeted financial support across three complementary priority 'windows'.



## Counter-crime Advocates

Activists speak out against the injustices perpetrated by organized crime, and build peace by, for example, mediating gang conflict, often at great personal risk. This window will identify activists, support and amplify their message, and provide resources and skills building.



## Community Resilience Groups

Youth, women's and religious organizations, and NGOs that target those made vulnerable by organized crime often provide victims with innovative forms of protection and respite from abuse in the absence of an effective state response. The Fund supports such groups, helping them expand their activities, build connections and share expertise with similar initiatives.



## Independent Investigative Journalists

Media exposés of criminal activity have often become catalysts for wider responses against organized crime. This window aims to build the capacity of journalists and local media houses through various programmes, including skills training, ensuring safety and advocacy, data protection, funding and mentorship, and supporting journalists to affiliate to global investigative journalism networks.

From among these three priority windows, the beneficiaries supported by the Fund will include civil-society agents for change, from individual champions to community-level organizations. What they have in common is that they will be identified for their work that benefits local communities

The Global Initiative, an independent non-profit civil society organization with a network of more than 300 globally representative experts, is in a strong position to identify appropriate individuals and groups as recipients of the Fund's grants. As the Fund matures and its network of resilience becomes better established, the Fund may issue open calls to identify new partners.

In addition to its global research and policy work, the Global Initiative has pioneered programmes to help foster community resilience in the face of criminal governance in Africa, Asia and the Americas.

Pilot initiatives have supported a women's collective in Sinaloa, Mexico, which organizes and sustains efforts to identify loved ones missing at the hands of organized crime; trained and funded investigative journalists on four continents to document criminal enterprises and state complicity with criminal activity; supported anti-gang activists in Cape Town, South Africa; and outreached to communities in the Philippines impacted by both drug use and the violent state response to drugs.

Administering the Resilience Fund to beneficiaries is a natural extension of this research-gathering process into the operational realm. The Fund will build on these global resilience programmes by allocating grants to individuals and institutions undertaking activities to counter criminal governance, and, ultimately, by building a global network of community resilience actors and activists.



For more information about the Resilience Fund,  
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