



**RESILIENCE
FUND**

Supporting community
responses to organized crime



GI-TOC



Rolling back criminal governance:

The first year of the Resilience Fund



Rolling back criminal governance:

The first year of
the Resilience Fund



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Foreword

With the support of the Government of Norway, the Global Initiative Against Transnational Organized Crime established the Resilience Fund in March 2019.

The Resilience Fund was launched with the recognition that tackling organized crime and criminal governance requires innovative solutions, and that building communities' resilience is core to any holistic response. Building resilience to organized crime requires sustainable community-based solutions, not top-down and time-limited donor interventions.

We are proud to have been able to reach out and deliver support directly to communities through over 40 individuals and local organizations during the first year of implementing the Resilience Fund. Through our consultations with stakeholders at the beginning of this process, our objective was to try something new to nurture community resilience, and we solicited a broad base of expert advice, which ensured that we designed a flexible and targeted approach aimed directly at the communities concerned, with sustainability and risk management as top concerns.

One year on, what has become clear is that despite its novelty, the Fund's support mechanisms are in high

demand, and civil society is ready and willing not only to walk with us, but to lead us on this journey.

Despite the perilous situations caused by organized criminality and violence, there are brave activists, journalists and organizations willing to stand up for their communities, and the Fund stands with them as they do so. The Fund provides the support and mechanisms necessary for those individuals and organizations to have a more tangible and long-lasting impact in the contexts where they operate. We also connect these organizations and individuals, whether through the Resilience Fellowship, international meetings or other more informal engagements. This is an aspect of the Fund that tackles head-on the transnational nature of organized crime, and understands the need for lessons to be learned across borders and cultures.

As the world continues to reel from the COVID-19 pandemic, the importance of civil-society resilience has been brought into even sharper focus. Criminal groups have been more than willing to step into the social gaps created or exacerbated by the pandemic in their bid to garner legitimacy and loyalty among vulnerable communities. Our grantees, in turn, have proved equally determined to show how lawful

members of society can counteract these pernicious moves, despite the difficulties they face and the lack of support they receive from state institutions.

We look to the coming months and years with trepidation at the social and economic consequences of the pandemic and how criminal groups will exploit opportunities. But we also look ahead with hope in the knowledge that the Resilience Fund will continue to seek out, support and connect those looking to subvert and disrupt criminal governance.



— Mark Shaw, Director, GI-TOC



— Innocent Chukwuma, Chair, Resilience Fund Advisory Council.





Our Mission

Today, there are a growing number of places worldwide where the state has been compromised or replaced by criminal governance. This applies in remote communities and in the heart of large urban centres alike.

We have seen resilience demonstrated in initiatives of individuals and communities facing the detrimental impact of organized crime. The contexts of such resilience initiatives vary greatly – but there are certain common features: they are rooted in their communities; they promote peaceful responses and reject violence; and they often operate with limited resources.

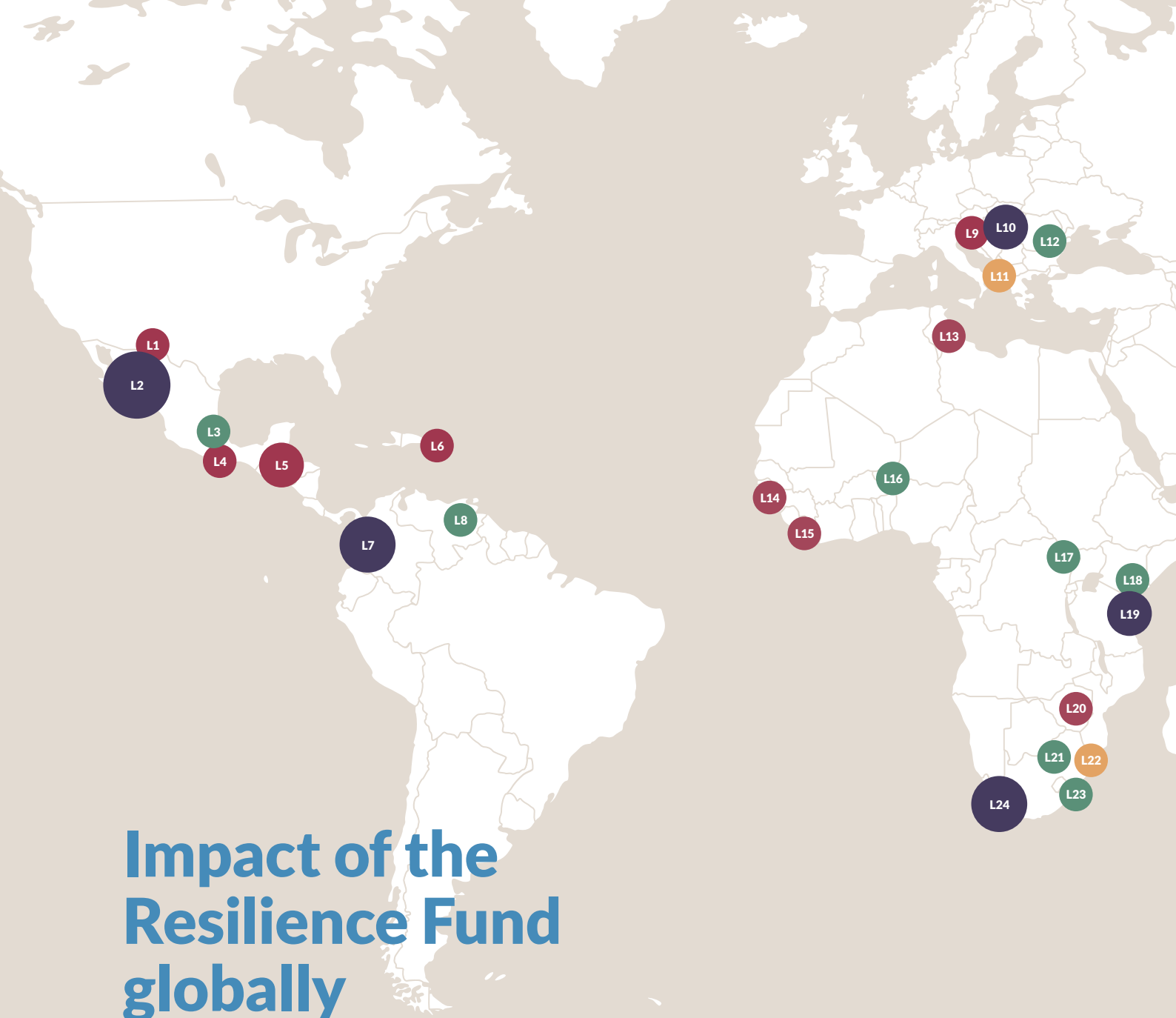
The Resilience Fund, launched in May 2019 with the support of the Government of Norway, incubates resilience building in communities

that are harmed or threatened by criminal governance. Through the Resilience Fund, we identify and empower civil-society actors and build their operational capacity, with the aim of creating resilience networks in communities impacted by organized crime and violence.

The Fund equips individuals and group initiatives with the financial means, capacity and skills-building tools to seek innovative approaches to citizen security and peacebuilding, and to help individuals and entities respond and adapt positively to adversity. Through our strategic support to community groups and individuals, we create networks and nurture resilience in communities harmed by organized crime. The initiatives we are currently supporting will be replicated in other communities facing similar challenges.

A situation like my own is the same one that dozens of families of murdered journalists go through. However, their cases have been forgotten. Therefore, one of my objectives is to provide them with tools so that they can exercise their rights as victims. Hence the importance of the Resilience Fund. It has allowed me to be stronger and more aware of what I have lived [through]. Despite the normal relapses in a process like mine, I can feel proud of what has been achieved. The fight for the search for justice is exhausting, but knowing myself strong, accompanied and glimpsing a new horizon pushes me to keep going.

— Griselda Triana,
journalist and wife of
murdered journalist Javier
Valdez, Mexico



41
beneficiaries



14,000
community
members

supported through resilience dialogues,
training and other support delivered
through fund grants to bolster community
resilience to organized crime



21
countries

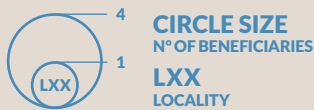


5
continents



more than
US\$1 million
awarded in grants

How to read the map:



- **community resilience groups**
- **journalism initiatives**
- **counter crime advocates**
- **multiple beneficiaries**

Beneficiaries:



20

community-based NGOs supported



16

individual activists supported,
including 10 Resilience Fund Fellows



5

media houses supported

LATIN AMERICA

- L1. CIUDAD JUÁREZ, MEXICO**
 - Derechos Humanos Integrales en Acción | DHIA
- L2. CULIACÁN, MEXICO**
 - Iniciativa Sinaloa
 - Riodoce
 - Fellow: Maria Isabel Cruz Bernal
 - Activist
- L3. MEXICO CITY, MEXICO**
 - Activist
- L4. OAXACA, MEXICO**
 - Consorcio Oaxaca
- L5. GUATEMALA CITY, GUATEMALA**
 - Colectivo Artesana
- VILLA NUEVA, GUATEMALA**
 - JOVI / ARTISS / Festivales Solidarios
- L6. PORT-AU-PRINCE, HAITI**
 - Rapha International
- L7. ITUANGO, COLOMBIA**
 - Fellow: Isabel Cristina Zuleta
- CALI, COLOMBIA**
 - Arquidiócesis de Cali
 - Vicaría para la Paz y la Reconciliación
 - Fundación Alvaralce
- L8. STATE OF BOLÍVAR, VENEZUELA**
 - Fellow: Clave Rangel

EUROPE

- L9. ZAGREB, CROATIA**
 - Balkan Criminology
- L10. SERBIA**
 - Independent Journalists' Association of Vojvodina / Vojvodina Investigative Analytical Center
- WESTERN BALKANS**
 - Belgrade Centre for Security Policy/ Balkan Security Platform
- L11. MONTENEGRO**
 - LUPA
- L12. BUCHAREST, ROMANIA**
 - Fellow: Ioana Bauer

AFRICA

- L13. ZUWARA, LIBYA**
 - Migrant Network
- L14. GUINEA-BISSAU**
 - Liga Guineense dos Direitos Humanos
- L15. MONROVIA, LIBERIA**
 - Angie Brooks International Centre (ABIC)
- L16. NIAMEY, NIGER**
 - Fellow: Hamidou Nabara
- L17. GOMA, DRC**
 - Fellow: Benoit Kikwaya
- L18. MERU, KENYA**
 - Fellow: Judie Kaberia
- L19. DAR ES SALAAM, TANZANIA**
 - Salvage
 - Human-rights defender
- L20. ZIMBABWE**
 - Centre for Natural Resource Governance
- L21. JOHANNESBURG, SOUTH AFRICA**
 - Counter-crime advocate
- L22. MAPUTO, MOZAMBIQUE**
 - Carta de Moçambique
- L23. DURBAN, SOUTH AFRICA**
 - Counter-crime advocate
- L24. CAPE TOWN, SOUTH AFRICA**
 - MathMoms
 - The Message Trust
 - Counter-crime advocate

ASIA

- L25. PAKISTAN**
 - National Initiative against Organized Crime Pakistan / Pak Institute for Peace Studies
- L26. PHNOM PENH, CAMBODIA**
 - Fellow: Sok Phay Sean
- L27. VIETNAM**
 - Blue Dragon
- L28. PHILIPPINES**
 - NoBox
- MANILA, PHILIPPINES**
 - Fellow: Mae Paner & Raffy Lerma

The Resilience Fund model



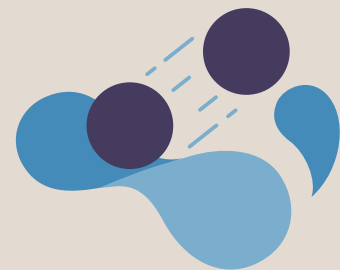
Identify

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



Incubate

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



Replicate

Achieve continuity by creating 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.



Community resilience groups

Local organizations, collectives and foundations engage directly with affected communities and target those made vulnerable by organized crime, often providing victims with innovative forms of protection and respite from abuse in the absence of an effective state response.



Counter-crime advocates

Advocates speak out against the injustices perpetrated by organized crime, and build peace through their engagement with communities, often at great personal risk. This beneficiary window supports individuals through direct grants or through the Resilience Fellowship.



Journalism initiatives

Media exposés of criminal activity catalyze wider responses to organized crime. This recipient window aims to build the capacity of media houses through skills training, ensuring safety and advocacy, data protection, and funding and mentorship, among others.

Impact of the Resilience Fund – one year on

When the Fund was launched, it was in recognition of the fact that civil-society actors had become crucial in the struggle against organized crime, that they were in need of support, and that a new approach was needed to help them mitigate and ultimately reverse the harms caused by criminal governance.

In our first year of operations, we have deployed the resources of the Fund in ways that are effective and appropriate to the needs of the communities who are the ultimate beneficiaries. The insights we received from stakeholders and the Advisory Council were crucial in these early steps, ensuring a focus on sustainability, risk mitigation, impact measurement, cross-sectoral collaboration, sensitivity to local circumstances, and manageable levels of bureaucracy and administration.

Within this framework, we are proud to have built trusting relationships with a wide range of non-state actors working in difficult circumstances and in urban centres that are affected by criminal governance that wreaks havoc on their communities, such as Cape Town, Manila, Bissau, Ciudad Juárez and Cali. We have also reached rural

settings where organized crime has an equally pernicious effect, in countries such as Libya, Zimbabwe and Mozambique.

Our varied geographic reach is matched by thematic breadth. The Fund was never intended to focus on any particular crime type or criminal governance setting. The circumstances in which civil society is active are varied, and sometimes those people or organizations would not classify themselves as actors related to organized crime. Our grantees over the first year include those with backgrounds in human rights, drug policy, migrant education, youth and women's services, law enforcement and journalism. During the first year of the Fund, we have supported these actors by focusing on the organized-crime aspects of their efforts.

Part of the impact we have achieved can be seen through the international debates on these issues. In raising awareness of the Fund and the results it seeks to achieve, we have ensured that the issues of community resilience to organized crime have been put on national and international agendas – not only among the donor community, where interest continues to grow,

but also in our engagement with the implementing countries.

We will continue to demonstrate why this innovative approach is important, and how the Fund is making a difference in the communities that need it most.

As the Fund is a small grants facility, it is important to have realistic expectations of the impact that will be achieved by any individual grant. However, the incubator structure and approach of the Resilience Fund, which provides support through our primary grant liaison system and the expertise of the GI-TOC staff and network, have allowed us to deliver notable impacts in various settings. We bring grantees together so that they can meet and exchange ideas with each other, therefore the cumulative impact we are achieving in communities is greater than the sum of its parts.

Quantifying the enhancement of sustainable community resilience will never be easy, but we have designed our reporting process for grantees to capture specific examples of progress, however small, that have helped communities build long-term capacity to be resilient in

the face of criminal governance. Sometimes the progress is about knowledge and skills-building among community members, or confidence or emotional wellbeing, and sometimes it is about physical safety, or even the successful prosecution of organized criminals by engaging with the authorities. We do not seek to create a unified approach in our interventions, which is why the support we are giving is tailored to the needs of each community or individual and delivered by existing and credible actors from within those communities.

In their own words, the **Fund's beneficiaries describe varied and concrete outcomes achieved in their communities** so far due to the support they have received from the Resilience Fund.

Fuller impact case studies are included throughout this report.

If it were not for this assistance, my family and I would not be alive, and I would not be able to do the work that I do.



— Roegshanda Pascoe, counter-crime activist supporting crime-affected families and communities in Manenberg, Cape Town, South Africa

Salvage's shelter is a vital support mechanism for the community here, particularly women who use drugs. The support given by the Resilience Fund has made this happen, and our community will become stronger as a result.



— Happy Assan, founder of the Salvage resilience shelter for women and girls in Tanzania

We increased news coverage of criminal activity in central and northern Mozambique, particularly by exposing the insurgents' criminal activities and the government authorities' criminal activities.



— Marcelo Mosse, editor of the independent newspaper Carta de Moçambique, which investigates organized crime and related security issues

The National Initiative against Organized Crime forges partnerships with the communities directly affected by organized crime. This initiative would not have been possible without the support of the Global Initiative's Resilience Fund.



— Tariq Khosa, director of the National Initiative against Organized Crime, Pakistan

It has allowed me to carry out many activities with communities that without the Fund would not have been possible, today the community is united with the interest of working together to overcome problems and difficulties, it has increased trust which is essential for resilience.



— Isabel Zuleta, community activist, Colombia

As a result of the support from the Resilience Fund, we were able to contribute to the successful review of the 'Carapau Operation', resulting in the conviction of three suspects to 14-15 years imprisonment.



— Human-Rights League, an NGO investigating and reporting on drug smuggling and organized crime in Guinea-Bissau

Many of the members in this community experience police brutality, are victims of organized crime and bear the brunt of poor police service. Some of these community members do not understand the procedure around filing a complaint. During meetings, members are educated about the complaint procedure and taught how to follow up on the progress of their complaints. Community meetings [...] allowed me to calm the nerves of many tense residents and to assist those receiving death threats.



— A counter-crime activist supporting community members in understanding and accessing justice in a crime-affected area in South Africa

The change of behaviour towards players in the diamond-smuggling business was evidence that the community members were ready to defend their area and resource.



— The Centre for Natural Resource Governance, which supports communities affected by organized crime related to the mining industry in Zimbabwe

After a three-month school closure due to COVID-19, the Resilience Fund support enabled us to ensure that 70% of the children who had dropped out returned to school.



— Blue Dragon, an NGO providing assistance to human-trafficking victims and vulnerable groups in Vietnam

The Fund has helped me to look at the focus of my work in a more global and transnational way, has illuminated the root of the problem and has helped me to exchange ideas with colleagues to solve problems or highlight expressions of resilience that were not previously recognized. In general, I feel guided, supported and safer doing my job.



— Clavel Rangel, community activist, Venezuela

It has allowed me to be stronger and more aware of what I have lived [through]. Despite the normal relapses in a process like mine, I can feel proud of what has been achieved. The fight for the search for justice is exhausting, but knowing myself strong, accompanied and glimpsing a new horizon pushes me to keep going.



— Griselda Triana, journalist and wife of murdered journalist Javier Valdez, Mexico

impact case study 1

Tanzania: Supporting Safe Spaces

Supporting Safe Spaces, a resilience shelter for women and girls who are affected by drug use and Tanzania's war on drugs, was opened in Dar es Salaam, Tanzania, on 15 June 2019.

The launch of the shelter by a local community group, Salvage, was made possible through the financial support of the Resilience Fund. The launch event was attended by officials and local community members, and was covered on local television.

Salvage's shelter is a vital support mechanism for the community here, particularly women who use drugs. The support given by the Resilience Fund has made this happen, and our community will become stronger as a result.

— Happy Assan, director of Salvage

Salvage was created to support the development of resilience activities among women in particular, but also among people who use drugs more widely. The Resilience Fund is supporting Salvage to develop the shelter for women who use drugs. Not only does the shelter provide a safe physical space for those affected by drug use, but also serves as an initial point of contact by directing them to essential healthcare, education and social-services facilities, which provide other key safe spaces for people who use drugs.

The resilience shelter is a shining example of the impact that the Fund is already having in supporting vulnerable communities and individuals. Communities have been blighted by organized criminal networks and the criminal governance that allows crime to thrive. Through the Resilience Fund, we are supporting people and groups, like Salvage, who can help their communities respond and rebuild in these dire situations.

— Jason Eligh, Global Initiative senior expert



The launch of the shelter by a local community group, SALVAGE.



Meet the grantees and fellows

Priority windows

Counter-crime advocates

Represented by activists, community leaders, independent journalists, human-rights defenders, and violence interrupters. The Resilience Fund encourages individuals in their efforts to build peaceful communities. Individuals are also supported through the Resilience Fellowship.

Resilience groups

Characterized by their direct engagement with communities, local NGOs and foundations, youth and women collectives, faith-based organisations and other grassroots initiatives are supported by the Resilience Fund to enhance their responses to organized crime.

Journalism initiatives

Embodying the efforts of investigative journalism, local media houses, journalism organizations and initiatives, journalism networks, independent journals and communication bodies are backed by the Resilience Fund to continue their communication strategies and capacity building efforts.

Beneficiaries



ZIMBABWE

Centre for Natural Resource Governance

Supporting community research and empowerment and policy advocacy on Zimbabwe's illicit diamond trade, including engagement with mining communities, government and parliament.



MONROVIA, LIBERIA

Angie Brooks International Centre (ABIC)

Promoting behaviour change to prevent the spread of COVID-19 in five ghettos, providing training to at-risk youth to enable them to transition from criminal groups to social peacepreneurs. Empowering gang members to use dialogue in mitigating disagreements.

ROLLING BACK CRIMINAL GOVERNANCE



ZUWARA, LIBYA

Migrant Network

Bolstering civil society and municipal authorities in their stand against human smuggling and trafficking, through documenting civil-society action against these organized crimes, and creating best practices for civil-society activists across the region.



CAPE TOWN, SOUTH AFRICA

The Message Trust

Providing a holistic approach to break the cycle of crime and gangsterism among young people through mentoring, employment, training opportunities, providing housing through the OAKS halfway home, and providing pastoral care and support in and out of prison.



CULIACÁN, MEXICO

Riodoce

Mobilizing communities to fight impunity and demand justice for assassinated and threatened journalists, and creating investigative journalism networks for security training and experience sharing.



DURBAN, SOUTH AFRICA

Counter-crime advocate

Advocating for violence reduction and state action against urban violence, focusing on transparent investigations, victim support, follow-up of criminal cases and reduction of police corruption.



SINALOA, MEXICO

Activist

Developing skills and strengthening capacities to conduct searches for disappeared persons, including support with digitizing and systemizing information collected, and methods for supporting victims' families.



CULIACÁN, MEXICO

Iniciativa Sinaloa

Supporting victims of organized crime, strengthening capacities of investigative journalists and boosting safe spaces for social reconstruction through community building.



MONTENEGRO

LUPA

Engaging and building the capacity of local investigative journalism on issues of organized crime and corruption through networking efforts, and raising public understanding of the importance of investigative journalism as an anti-organized crime and corruption tool.



MEXICO CITY, MEXICO

Activist

Developing tools to identify resilience capacities of families of murdered or disappeared journalists, through interviews with families and authorities to foster victim empowerment, assistance, legal support, and the promotion of justice.



CAPE TOWN, SOUTH AFRICA

Counter-crime advocate

Empowering and supporting victims of violence or gang-related activities by being a first responder, a violence interrupter and a community activist, empowering other activists in the process.



GUATEMALA CITY, GUATEMALA

Colectivo Artesana

Advocacy to counter gender-related violence against women and families of inmates, especially those related to extortion schemes, including information campaigns and support to women in crime and recidivism prevention.



MAPUTO, MOZAMBIQUE

Carta de Moçambique

Strengthening investigative capacities related to organized crime and drug trafficking in Mozambique, with resources supporting in-depth coverage, investigative techniques and field-based evidence gathering.



OAXACA, MEXICO

Consorcio Oaxaca

Strengthening the advocacy and technical capacities of a network of families and organizations of missing persons in the region through team building, search techniques and advocacy campaigns.

ROLLING BACK CRIMINAL GOVERNANCE



CALI, COLOMBIA

Fundación Alvaralice

Strengthening community capacity to reduce violence, mitigate the impact of crime on the community, and support vulnerable youths. Developing a violence-interruption and conflict-mediation network, promoting behaviour change for at-risk youths, and changing social norms that validate violence and crime.



DAR ES SALAAM, TANZANIA

Human-rights defender

Working as a first responder to drug-based violence, providing guidance and legal information to people who use drugs, advocating for legal rights of drug users through the coordination and development of shelters, and assisting users on accessing social and health services with a focus on motherly care.



VIETNAM

Blue Dragon

Building community resilience to human trafficking through early warning systems at villages and schools to identify families at risk and missing children. Improving access to justice for victims of human trafficking, while educating communities about the risks of trafficking, the tricks of traffickers, and the penalties for involvement in trafficking.



CAPE TOWN, SOUTH AFRICA

MathMoms

Healing trauma, creating community support networks, and providing training/education through mentors and MathMoms identified by schools. Building safe spaces and positive relationships by helping children with after-school care, and forming support groups that have positive ripple effects in child development, in areas highly affected by gang violence.



CIUDAD JUÁREZ, MEXICO

Derechos Humanos Integrales en Acción | DHIA

Responding to violence related to organized crime against migrants, refugees and asylum seekers, including kidnappings for ransom, theft, extortion and sexual harassment through information campaigns and shelter support.



VILLA NUEVA, GUATEMALA

JOVI | ARTISS Festivales Solidarios

Engaging communities and designing programmes for youth by reclaiming communal ownership of public spaces through arts, transforming the community into an active participant against criminal culture and towards peaceful environments.



REGIONAL | WESTERN BALKANS

Balkan Criminology

Creating a civil-society forum for mutual exchange and coordination of ongoing efforts to tackle organized crime throughout the Western Balkans region.



SERBIA

Independent Journalists' Association of Vojvodina Vojvodina Investigative Analytical Center

Nurturing a community of journalists, CSOs and citizens to respond to criminal governance and organized crime, through local partnerships and analysis to monitor public procurements, and to report criminal governance and corruption at the local level.



PHILIPPINES

NoBox

Developing an informal grassroots resilience network in the Philippines, and encouraging civil-society dialogue on community resilience in the context of the war on drugs.

ROLLING BACK CRIMINAL GOVERNANCE



DAR ES SALAAM, TANZANIA

Salvage

Developing a resilience shelter and information centre to support people who use drugs, with a particular focus on women, by providing a physical and psychological safe space for harm reduction, an initial point of contact for accessing healthcare, education and social services, and a platform for prevention and resocialization.



PORT-AU-PRINCE, HAITI

Rapha International

Advancing trauma recovery and enhancing socio-economic resilience among underage survivors of trafficking and sexual exploitation within internally displaced persons from communities affected by gang violence in Port-au-Prince, Haiti. Promoting therapeutic care and mitigating risks for revictimization, building social competencies and improving access to essential healthcare among these survivors.



REGIONAL | WESTERN BALKANS

Belgrade Centre for Security Policy Balkan Security Platform

Fostering civil society, activist engagement and advocacy efforts against organized crime at the national and regional levels. Streamlining civil-society efforts across the Western Balkans through mapping and producing the Civil Society Roster, an online database of CSOs working on organized crime issues in the region.



PAKISTAN

National Initiative against Organized Crime Pakistan Pak Institute for Peace Studies

Creating a national strategy on combating transnational organized crime in Pakistan through community consultation, with a view to influencing policymakers and improving national implementation.



JOHANNESBURG, SOUTH AFRICA

Counter-crime advocate

Generating analytical reports, information for court proceedings and engagement with law enforcement for successful prosecution of cases related to gangs, drugs and arms trafficking, and urban violence.



CALI, COLOMBIA

Arquidiócesis de Cali | Vicaría para la Paz y la Reconciliación

Promoting urban peace and supporting at-risk youth in neighbourhoods affected by social violence and gang presence.



GUINEA-BISSAU

Liga Guineense dos Direitos Humanos

Supporting civil-society resilience in the face of a surge in organized crime and drug trafficking, by creating an informed and critical public body of evidence and opinion.

How do we select grantees?

The Resilience Fund aims to support those organizations and individuals working at the grassroots level, and who consequently may not be familiar with bidding for grants, or in contact with the donor community.

For most grants, we use an organic grant-selection process rather than open calls for application that typify multi-donor funds. The Resilience Fund works through:

- Networks of the Global Initiative's existing staff and programmes.
- Recommendations of the Resilience Fund's Advisory Council.
- The Global Initiative's Network of Experts and other links made through and with other partners.
- These processes are used to identify, verify and support all stages of the grant-making process.

impact case study 2

A journey of resilience for the families of **Mexico's missing and slain journalists**

Griselda's guests started arriving on a Thursday afternoon. The sheer size and commotion of Mexico City triggered a palpable sense of excitement and amazement among the group arriving in the capital. In the evening, the visitors convened for dinner at the hotel restaurant. Until then, all afternoon their light-hearted conversations had been about their journey to the city. But then Balbina showed up – friendly, but earnest – and the atmosphere turned more sombre, focused. Griselda began to give instructions for the following day's meeting.

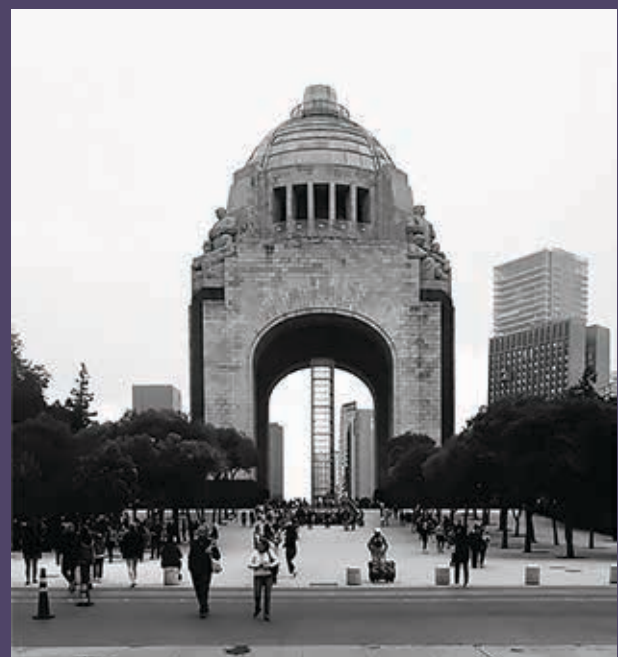
'They already know your cases,' she said. 'So, be clear and precise about your requests.'

When asked whether they wanted to see the prosecutor one by one – to review their cases individually, or to go together – only one favoured going in alone. The others were clear; Frida emphasized the point: 'We have come to this moment together, and we'll go in together.'

And so, in between the chats about their meals and journeys, one by one they began to outline the details of

their sorrows. They spoke about the terrifying possibility of losing everything, of their cases being callously abandoned – and having to fear for their lives. Suddenly, these strong women, who had arrived and greeted me smiling, became fragile. And in their tearful eyes I began to see the stories that Griselda had written in recent months.

Griselda Triana's husband, journalist Javier Valdez, was murdered in Culiacán, Mexico, on 15 May 2017 outside the office of Riodoce, the newspaper he had co-founded.



The Monument to the Revolution, Mexico City.

Griselda has not stopped fighting since. Her quest for justice for the death of the father of her two children has been relentless.

In the days that followed the murder, the federal government had started spying on Griselda and other journalists. The associates of the criminal group that killed her husband continue to operate with impunity in Sinaloa, and Griselda was forced to flee the state with her family. Now she receives protection from armed security offered by a new federal government, and the first sentence for one of the murderers has been handed down. But in Mexico, the path to justice is long and painful.

Even in the midst of her depression and despair, Griselda continues to march on the streets and accepts every invitation to speak for the families of murdered and missing journalists, to defend the freedom of the press, and to denounce the weak level of attention given to victims of violence by the Mexican state.

Griselda has been receiving support from the Global Initiative Resilience Fund since 2019. The project she started assists the families of murdered and missing journalists in Mexico. She has taken on the task of getting to know these victims, to document their cases and to identify their most pressing needs.

With the support of Claudia Corona, a researcher at the National Autonomous University of Mexico, Griselda developed a victim-centred methodology to interview these families, who have often been exposed to severe trauma. Her work is also supported through the research and collaboration of

Balbina Flores, a representative of Reporters Without Borders (RSF) in Mexico. Balbina has spent many years and travelled long journeys following such cases and visiting these families.

More than 150 cases of assassinated and disappeared journalists have been recorded in Mexico in the last two decades, and the endless number of attacks against the press has intensified in recent years. Impunity for the perpetrators is almost total. The cases recorded by Griselda are filled with stories about displaced families, children who have spent their entire lives looking for their parents, and news organizations that have been forced to suppress their coverage on organized crime or were forced to shut down because of fear and violence. Meanwhile, the state has been neglectful or incompetent in administering justice – a failure of service that is seen in various state organs and at all levels.

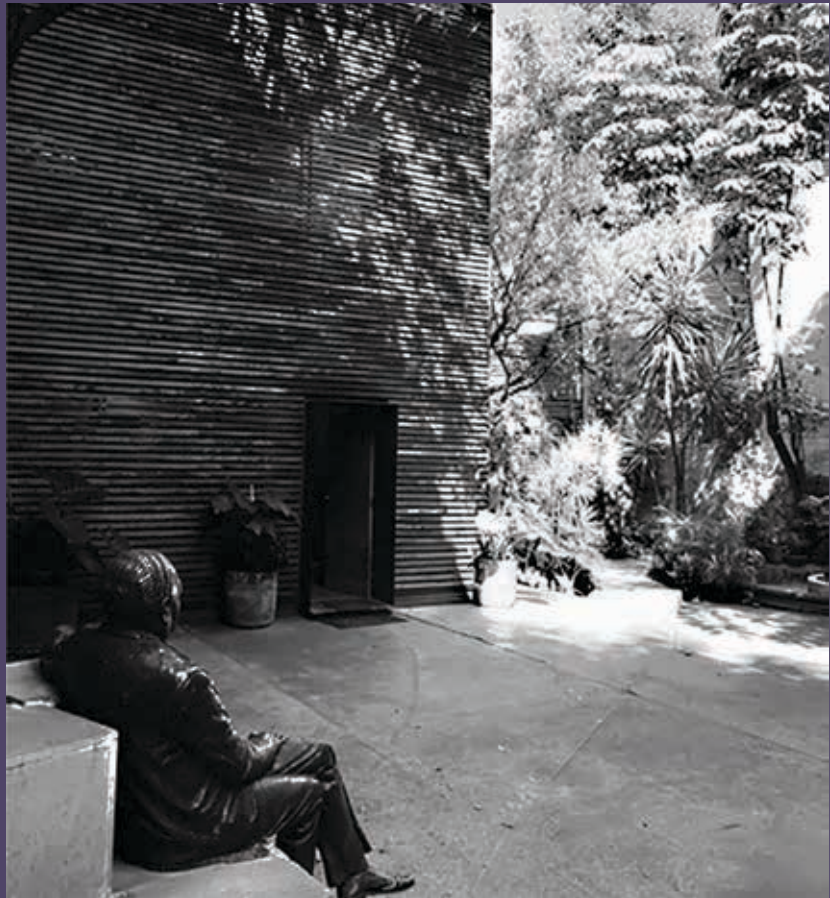
What Griselda has accomplished with the support of her grant and through the efforts of her team, in just a few months of intense work, is no small achievement.

Balbina and Griselda recently organized the meeting in Mexico City with the first group of families whom Griselda had interviewed through her work with the Resilience Fund. She had persuaded the federal authorities to receive the families and hear their claims.

Participants travelled from the states of Michoacán and Chiapas to the Mexican capital to insist on their cases being reviewed, and to demand the protection and reparation

The digitization of disappeared persons' files has improved the search methodology of Sabuesos Guerreras (Warrior Hounds). As long as the information is on the digital platform, it will be possible to make data references, as well as improve our strategic planning [...] With 189 records of missing persons already digitized, Sabuesos Guerreras can develop its fieldwork in a more organized and clear way.

— Maria Isabel Cruz, supporter of families of the disappeared in Mexico



Outside Casa Refugio, the cultural centre that houses the Javier Valdez memorial in Mexico.

measures that each one needs and deserves. They were joined by lawyers from Propuesta Cívica – a civil-society organization that provides legal support to journalists and human-rights defenders. At the meeting, Mexico's Under Secretary of Human Rights, Alejandro Encinas, pledged to follow up on their demands and promised reparations. At Balbina's request, a task force was set up between RSF and the Ministry of the Interior to ensure follow-through on these agreements.

After an intense day spent with government civil servants and lawyers, the families gathered again for a resilience-building workshop led by Ana Gladys Vargas, therapist and founder of Tech

Palewi – an organization that offers psychological support to victims of violence. Participants were able to reflect on their tragedies together and to recognize themselves in others who share the same pain. It was also a chance to collectively pause and breathe, and to search among their feelings and thoughts for those that offered them some solace. There were also moments to let go of tears, and spells of laughter.

The night ended with the group embracing one another in memory of Javier Valdez. In the small library that honours his name, where photos of murdered journalists hang from the walls, one could feel the hope and the joy – and the common aspiration that one day, justice will be for all.

The Resilience Fellowship

In October 2019, the GI-TOC announced the launch of the Resilience Fellowship, a new initiative of the Resilience Fund to build a platform for cross-sectoral, global, and interdisciplinary collaboration to counter the effects of organized crime. Focusing on the 2020 Resilience Fellowship's theme, disappearances related to organized crime, each of the 10 Fellows are

supported in their work with communities, encouraged to pursue collaborative projects, and provided with mentorship, training opportunities and international platforms for the dissemination of their work. The fellowship will select a second round of grantees for support in 2021, on a new specific theme under the banner of building resilience to organize crime.

Our 2020 Fellows



State of Bolívar, Venezuela

Clavel Rangel

Clavel Rangel is a Venezuelan journalist and university professor based in southern Venezuela, in the state of Bolívar. As a journalist, she has covered trade union issues and, more recently, issues related to human-rights violations in the context of the complex humanitarian crisis that the country is going through. Clavel has worked with several news outlets and supported independent journalist groups.

Through her work, she has collaborated with investigations and produced coverage related to corruption and violence, and supported initiatives to increase citizens' access to reliable information. Her latest projects focus on migration, human rights and disappearances in Bolívar, highlighting the stories of those affected through the project Fosas del Silencio.



Niamey, Niger

Hamidou Nabara

Hamidou Nabara is a sociologist and researcher by training. Since 2012, he has been carrying out research on migration in Niger looking at issues such as migration policies, migrant rights, and organized crime, with a focus on trafficking in persons and migrant smuggling. He led several training workshops for state officials, civil society, local authorities and local communities.

Passionate about action research and a recognized activist in the promotion and defence of migrants' rights, Hamidou founded in 2013 the NGO Jeunesse-Enfance-Migration Développement (JMED). He is also the current president of the subregional Global Actions Forum, an organization operating in West Africa with its headquarters in Niamey, Niger.



Manila, Philippines

Rafael Lerma

Raffy Lerma is a freelance photojournalist and documentary photographer based in Manila, Philippines. He began his career in photojournalism as a student of the College of Fine Arts at the University of the Philippines Diliman. For 12 years, Lerma has worked as a staff photographer for the Philippine Daily Inquirer, covering daily news in Metro Manila. He has recently shifted into working independently to focus on his documentation of the Philippines' 'war on drugs'.

Lerma has been exhibiting his photographs and giving talks in different parts of the Philippines and the world to help disseminate the realities of the drug war in the country to a broader audience. His work has generated an outpour of sympathy and outrage about the drug war from different segments of Philippine society.



Bucharest, Romania

Ioana Bauer

Ioana Bauer is the director of eLiberare, an NGO working on preventing and combating human trafficking and sexual exploitation in Romania. She has been active in the area of protecting human rights and human dignity since 2005. Besides leading and shaping prevention activities, developing materials on the issue and conducting capacity-building activities, Ioana has also worked directly with survivors of human trafficking, calling for better assistance and identification of victims.

Ioana is passionate about fighting injustice in all its forms, and is a firm believer in the power of community and collective action. Through her experience fighting human trafficking in Romania and supporting victims, her efforts aim to bring the issue on the public agenda and find multisector approaches to countering human trafficking and related disappearances.



Phnom Penh, Cambodia

Sok Phay Sean

Sok Phay Sean is an activist whose actions have brought substantive responses from the Cambodian government. In 2002, he worked with the Cambodian Women's Crisis Center and joined a coalition of women's rights to lobby for legislation on domestic violence, which led to legislative changes by the National Assembly in 2005.

In 2007, he organized a meeting between NGO leaders and Taiwan's Ministry of Foreign Affairs, where the issue of trafficking Cambodian girls into Taiwan was brought to the attention of the officials. As a result, the Cambodian government issued a sub-decree that strengthens the laws on marriages between Cambodians and foreigners to tackle human trafficking through false marriage schemes. In 2010, he led a team of NGOs to advocate for a free child helpline, which now helps over 4 500 young people across the country each month. He serves as executive director of the helpline.



Culiacán, Mexico

Maria Isabel Cruz

Maria Isabel Cruz Bernal is a self-defined activist, human-rights defender and a prominent voice representing the mothers of the disappeared in Culiacán, Mexico. A stylist by profession, she became an expert on disappearances since the disappearance of her son in 2017. She has gone through legal, psychological and criminology training to support her search for missing persons.

With the support of mothers, sisters and daughters going through a similar situation, Maria Isabel founded the collective Sabuesos Guerreras, a civil-society organization supporting more than 300 families, joining efforts to identify and search for those who are missing, and pressing for action at the state level. She has continued to build her capacities in forensic anthropology and clandestine identification, participating in national and international workshops and conferences.



Meru, Kenya

Judie Kaberia

Judie Kaberia is a multi-award-winning journalist who has worked as a reporter and an associate editor for over ten years. Her investigative work focuses primarily on legal and justice issues, human rights, equality and health. She holds a master's degree in New Media, Governance and Democracy, from the University of Leicester (UK), and has written a booklet, *Justice and Peace in the Kenyan Eye*, which elaborates on the 2007–2008 post-election violence in Kenya.

Judie is the chair of The Woman's Newsroom Foundation, established to amplify the voice of women in the media. She also chairs the Africa Check Foundation board in Kenya, a subsidiary of Africa Check Trust, Africa's leading independent fact-checking organization, and is currently the East African Coordinator for the Wayamo Foundation.



Manila, Philippines

Mae Paner

Mae Paner, also known as Juana Change, is a performance artist and activist who has taken up the role of satirist, social-political critic and a voice for public conscience over the past six administrations of the Philippine Government. With the collaboration of national artists, she has interviewed dozens of survivors to bring their voices forward in the form of stage plays, including *Tao Pao* (Still Human), one of her first collaborative efforts to fight desensitization and generate citizens' responses against human-rights violations.

During the administrations of Gloria Macapagal Arroyo and Benigno Aquino III, former presidents of the Philippines, the Juana Change team produced 30 short videos that called out all forms of corruption and social injustice while advocating for critical thinking, discourse and positive action. Her performances' central pillars are the stories of those affected and, in many cases, forgotten.



Goma, DRC

Benoit Kikwaya

Benoit Kikwaya is a graduate in Rural Development from the Institut Supérieur de Développement Rural des Grands-Lacs. Since 2005, he has been the Secretary of the Children's Parliament of the East DRC where he also assumed the role of Chairman of the Child Protection Commission. From 2010 to 2012, he was a community organizer at the Human Rights Observatory. In his home town, Goma, he has also worked constantly for the rights and wellbeing of children and youth.

From 2014 to the present day, he has worked supervising and following up activities in the Rubaya mining area for the fight against modern slavery. In 2015, he became an expert in the Coalition of Civil Society Organizations of the Great Lakes, monitoring and reporting on the traceability of mineral supply chains according to International Conference on the Great Lakes Region (ICGLR) due diligence standards. Benoit is currently the Director of the Goma Foyer Culturel and Head of the Artistic Committee of the Amani Festival.



Ituango, Colombia

Isabel Zuleta

Isabel Cristina Zuleta is a spokeswoman for the communities affected by the Hidroituango megaproject, the largest hydroelectric project in Colombia. For 11 years, she has been leading the opposition to Hidroituango, lobbying for the protection of rivers in Colombia, respect for communities' rights and a proper response to the disappearance cases in the region. Her resistance movement was awarded the 2018 Colombian National Prize for Defence of Human Rights as well the Public Price for Peace in 2019.

Born in the municipality of Ituango, Isabel is a victim of the armed conflict and has been dedicated to studying its relationship with the mining-energy policy in Colombia as well as the presence of criminal groups. Having studied sociology and history, she is committed to promoting community-based efforts for the protection of human rights, especially for women's rights and environmental rights.

Partnering with the Global Investigative Journalism Network

The Resilience Fund has signed a partnership agreement with the Global Investigative Journalism Network (GIJN) to support the capacity building of the fellows and grantees. The GIJN is an international association of journalism organizations that support the training and sharing of information among investigative and data journalists – with special attention to those from repressive regimes and marginalized communities. Currently, the GIJN has 184 member organizations in 77 countries.

Through this partnership, the GIJN provides mentorship and online training in several languages on topics such as digital security and online investigative tools for journalists and activists.



Sharing experience: Platforms for engagement

We increased news coverage of criminal activity in central and northern Mozambique, particularly by exposing the insurgents' criminal activities and the government authorities' criminal activities. There is increasing national and international public awareness of its nature and impact.

— Marcelo Mosse, editor of the independent newspaper Carta de Moçambique, which investigates organized crime and related security issues

Not only is the Fund important for supporting local resilience – it is also a platform for bringing community leaders together, to help them share experience and best practice, and develop their own ideas. Two community leaders with whom we work through the Resilience Fund are Dante Aguilera (right) from the Iniciativa Sinaloa in Mexico, and Yesid Perlaza from the Vicaría para la Paz in Cali, Colombia.

The Fund provided these innovative and grassroots organizers to meet each other and share experience. They work in similar violent settings, with the common objectives of showing young people in their communities a different path in the face of drug-related criminal governance. As the Fund develops, we believe we can continue to contribute to the process of nurturing resilience by bringing together these voices, allowing them to share experiences in criminal-governance settings worldwide.



Resilience Fund partners Dante Aguilera and Yezid Perlaza.

impact case study3

Meet the fixers: Building resilience on the front lines of organized crime

Many people may not be familiar with the term ‘fixer’, or understand the role played by these crucial, yet often invisible, contacts in the world of international media.

The fixer works in the background of journalistic production, often without recognition, without the support of professional labour unions, and sometimes even without basic rights.

The job of a fixer is essentially to be the local contact and all-round assistant for a correspondent who is not familiar with the territory. Often a local journalist, the fixer establishes contacts with the sources that can provide important information to foreign journalists; organizes the logistics; arranges hotels, restaurants and transport; and helps guarantee the safety of a reporter or journalistic team. They act as guides, drivers and translators, making sure that the journalists get the content that is needed, and return home safely.

The project allowed participants to finally express emotions that had been built up since their relatives had disappeared, as the first step in a comprehensive process, including training on practical skills in how to deal with the authorities.

— Consorcio Oaxaca, a community NGO supporting the relatives of those disappeared by organized crime in Mexico



Daniela Pastrana,
trainer, Periodistas de a Pie



Miguel Ángel Vega,
trainer and fixer from Sinaloa



Elia Baltazar,
trainer, Mexican Institute of Radio

ROLLING BACK CRIMINAL GOVERNANCE

What is less understood is that this function becomes a risky business when the story under investigation is connected to organized crime.

About a decade ago, when violence linked to criminal enterprises in Mexico spiked, the demand for fixer services in journalism increased significantly in that country. Acts of violence such as massacres, high-impact killings and forced disappearances, associated with the country's illicit drug economy, began to attract the attention of international journalists as well as those based in the capital, Mexico City. Fixers are now commonly and regularly in demand to arrange visits to so-called 'narco labs', to provide access to poppy fields or to set up an interview with a drug lord. The fixers have access to it all.

But it is after the correspondent returns home and releases the story that the real risk to the fixer can emerge. One small mistake made by the journalist can put the fixer's life at risk.

In Mexico, some fixers have become veterans in what they do. Skilled and experienced operators, they have learned over time from their mistakes and close shaves with danger. But there are many others who are just setting out on this risky career. And they need training.



Training session for fixers organized with the support of the Resilience Fund.



On 22 and 23 November 2019, the Resilience Fund, supported by Article 19 México, Periodistas de a Pie, Animal Político, Frontline Freelance México, and Casa Refugio Citlaltépetl, leading organizations in journalism, organized a training session for fixers.

During this tailor-made workshop, 14 fixers learned about ethics, security and first aid. Four women participants had worked previously as reporters but because of the

precariousness of their work, they became fixers.

Some participants had no clear understanding of the relationship between their work and the ethical principles of truth, independence and social responsibility that are essential for conducting best-practice journalistic work.

Dialogue, reflection and shared experiences led to bonding among the fixers. Some who used to

work alone in some of Mexico's most dangerous places – such as Tijuana, Ciudad Juárez, Monterrey, Culiacán, Puebla, Matamoros, Veracruz, Cuernavaca, Chilpancingo, Tapachula and Mexico City – have now developed a network thanks to this training workshop.

It is just a first step, however, as there is still a lot of work to do to support these key aides who open up the doors that make investigative journalism possible.



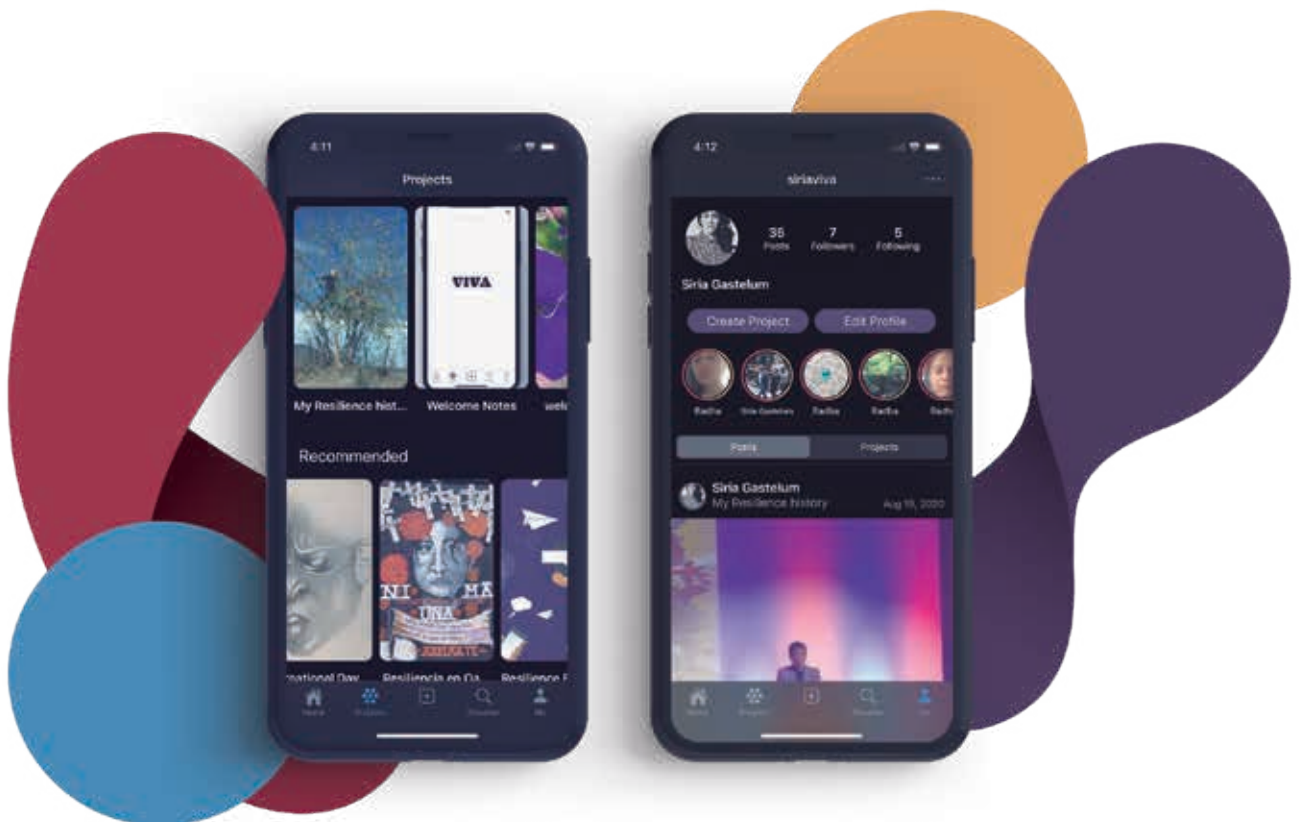
VIVA

VIVA is an easy-to-use mobile app created to activate the Fund's network. While the framework is similar to popular social-media platforms, VIVA emphasizes user security and collaborative storytelling through interactive video content.

VIVA users can engage virtually in collaborative storytelling and problem solving, which is especially relevant in the context of the COVID-19 pandemic. Users will be able to create mini-stories and episodes, generating localized content on global issues. Self-organization will be possible through

a dedicated project tab for individual and team content creation. Activities can be sequenced and executed through a range of interactive tools, such as video commenting, story composing, episode making, audience controls, team roles and project planning.

VIVA will connect the 2020 Resilience Fund Fellows from nine countries working on disappearances related to organized crime in their communities. The fellows will organize into teams through VIVA's dedicated project tab and define activities to model the collaboration.



impact case study 4

Digging for the truth about diamond mining

The most notable change as a result of the [...] activities is that knowledge acquired influenced the attitude and practices towards diamond smuggling of the participants. The change of behaviour towards players in the diamond-smuggling business was evidence that the community members were ready to defend their area and resource. There was evidence of assimilation of the knowledge and skills gained by the participants. The participants are also able to harness data and employ best practices in the process.

— The Centre for Natural Resource Governance, which supports communities affected by organized crime related to the mining industry in Zimbabwe

The mining community of Marange in Zimbabwe has set up a research team to tackle the problem of transnational organized crime involving the illegal diamond trade. The initiative is led by the Centre for Natural Resource Governance, with financial support from the Resilience Fund.

The communities working the Marange diamond fields, said to contain the largest deposits of diamonds discovered in more than a century, have been subjected to crackdowns by state actors and have protested alleged widespread state capture of revenue from the diamonds.

At a workshop aimed at deepening Marange community members' awareness and understanding of organized crime, held in Chimanimani, eastern Zimbabwe, in September 2019, community members said they are concerned about the scale of looting and leakages.

Joyce Chipindirwe, community coordinator, said the money generated from diamond mining and sales is not being reinvested in the community; meanwhile, however, the syndicates operating within the community continue to grow rich. She said: 'There is no reflection in the economy that the money generated is flowing to the fiscus. The diamonds are being mined but, clearly, only a few individuals are benefiting.'



A meeting of the Centre for Natural Resource Governance, Marange, Zimbabwe.



According to Marange villagers, diamonds are being lost to syndicates that are formed of artisanal miners, mine workers and members of the security sector. In local parlance, the strategy is called 'comms' – shortcut for coordinated communication, referring to the illicit communication network between mine workers, mine guards, soldiers and artisanal miners.

'Comms ensures the safety of those involved in the syndicate,' explained another community coordinator, Edward Mudemo, who said that the artisanal miners get into the diamond concession only when they have received a signal that it is safe to do so through the 'comms' networks.

The director of the Centre for Natural Resource Governance, Farai Maguwu, noted that the syndicates are part of an organized-crime network and that they are a major reason for the illicit financial flows from Marange. He said: 'Organized crime prejudices [control over] much needed revenue and its effects are felt by the communities hosting mining companies. These are the communities that have already suffered loss of livelihood through land dispossession, water grabbing and relocation without compensation. If revenues are lost through illicit ways, it means upliftment of their communities will remain but a dream.'



Boosting resilience during the pandemic

The COVID-19 virus has presented extraordinary challenges to the global community – and to global governance. Not least of these is the degree to which organized crime may use the opportunities created by the political and social crises that the virus is bringing about to expand its impact, and seek to garner legitimacy and reach with communities and governments. This cynical opportunism in times of crisis is by no means unprecedented – mafia groups have long exploited humanitarian emergencies to strengthen their ties in communities and to leverage national governments for greater influence. The Yakuza gangs have been renowned first responders

during earthquakes and tsunamis in Japan, the Jalisco cartel distributed aid to hurricane victims in Mexico last year and al-Shabaab provides relief and distributes food assistance during Somalia's cyclical droughts.

In the communities where the Resilience Fund grantees operate, the pandemic has hit in a rapid and indiscriminate way, adding an all-pervasive obstacle to contexts that are already challenging. Criminal groups have also been affected. In some areas, these groups are attempting to gain or boost support and legitimacy in the community by handing out aid or enforcing lockdown measures.

For the grantees, this has meant having to adjust how they support their communities' activities. As they adapt to these new circumstances, the support of the Resilience Fund has been critical. The Fund beneficiaries represent the true face of community strength and resilience in the wake of the COVID-19 outbreak, not the gangsters and criminals who are exploiting the situation for their own self-gain.

Here, we provide just a few examples of how the Resilience Fund has supported grantees amid the added pressures brought on by the pandemic among challenged communities.

MathMoms, Cape Town

Sonja Cilliers of MathsMoms said: 'Because [the Fund] helped us during the pandemic, we were able to give food supplies for our moms to help with the feeding schemes at their schools. For two weeks, they could give food for more than 3000 people (children and adults). Your grant enabled us to fulfil a most basic need: food security. This enabled us to keep their trust (especially of the new moms with whom we were not in the position to build a relationship yet). Your grant played an important role for us to maintain social cohesion. Your support inspired other groups to support us as well.'



Manenberg Safety Forum, Cape Town



In April 2020, the Resilience Fund partnered with Roegchanda Pascoe, founder of the Manenberg Safety Forum, to create a feeding scheme in Manenberg, a neighbourhood beset by gang-related violence. On the first day, 400 people were provided with porridge. Within a few days, the scheme was able to provide meals for 2 000 residents in Manenberg. The meals include pap (a maize-based staple), boeber (a Cape Malay pudding), and lentils and rice. Within five days, the initiative spread to other communities on the Cape Flats, including Hanover Park, Wesbank, Blue Downs, Delft and Mitchells Plain. Across the Cape Flats, 4 100 people were provided with one meal a day.

Colectivo Artesana, Guatemala

The communication campaign allowed the synthesis of at least 500 testimonies of women who have been or are imprisoned for the crime of extortion to be reflected in visual and audio material and to be placed in a public sphere.

— Colectivo Artesana, a community NGO working with women affected by extortion by organized crime in Guatemala

Colectivo Artesana is an advocacy organization that counters gender-related violence against women and supports families of prisoners in Guatemala. Since lockdown measures were imposed in Guatemala, circumstances have deteriorated for the prisoners and their families. Visitation rights have been curtailed, and access to detention facilities has become more restricted for those trying

to provide support to children. With additional support from the Resilience Fund, the Colectivo has turned its attention to a public-outreach campaign, collecting and delivering vital supplies to not only help contain COVID-19, but also to assist these often-forgotten and vulnerable communities in building resilience through the supply of food, educational materials, games and musical instruments.



National Initiative Against Organized Crime, Pakistan



The National Initiative against Organized Crime is a meaningful endeavour on behalf of a small group of professionals to try and make a big difference in promoting advocacy and spearheading policymaking input in collaboration with different stakeholders all across the country, above all to forge partnership with the communities directly affected by organized crime. This initiative would not have been possible without the support of the Global Initiative's Resilience Fund.

— Tariq Khosa, Director of the National Initiative against Organized Crime, Pakistan

Supported by the Resilience Fund, the National Initiative Against Organized Crime, Pakistan (NIOC) was quick to respond to the coronavirus outbreak by producing a weekly review of organized-crime issues, titled 'CoronaCrimeWatch Pakistan'. The brief draws on open-source information, such as mainstream media reports in Urdu and English, as well as information collected from various experts. Their analysis has shown that Pakistan is already facing critical economic challenges and issues related to governance and internal security. While the pandemic has aggravated these challenges, it can also bring to the fore new challenges related to organized crime and non-state actors in the country. There is a need for institutional vigilance not only to monitor the changing trends, but also to enhance understanding and preparedness to cope with future challenges.

The findings of 'CoronaCrimeWatch Pakistan' are available on the NIOC website: <https://nioc.pk/>

Arquidiócesis de Cali / Vicaría para la Paz y Reconciliación, Colombia

The Urban Peace Councils, established and supported by the Peace and Reconciliation Vicariate of the Cali Archdiocese, are groups of young women and men from vulnerable neighbourhoods in Cali committed to change the violent dynamics of their environment.

These youths, from neglected communities in the city, often come from criminal backgrounds, violence contexts, forced displacement and economic marginalization. Through the creation of these youth groups, the Cali Archdiocese has developed an intervention methodology

focusing on psychosocial support, youth empowerment and violence mapping to provide a transformation of their realities and help deter at-risk youth from nurturing these violence and criminal cycles.

During the COVID-19 crisis, the Urban Peace Councils have taken the lead to organize humanitarian assistance in their neighbourhoods, preventing the involvement of vulnerable people in criminal activities, with no economic support or livelihoods during the crisis. Their work, before and after the crisis, has proved fundamental in

reducing homicide rates in their communities and allowing the involvement of local government and the international community to gradually effect sustainable change.

They have carried out gang and violence intervention activities, promoted peaceful coexistence, and community development efforts. They have successfully transformed their negative and violent image to one of actors of change bringing development to their communities, proving that such interventions are fundamental in tackling criminality and poverty in vulnerable communities.



Rapha International, Haiti



In February 2020, Rapha International, in partnership with the Resilience Fund, launched a project to identify 25 underage survivors of trafficking and sexual exploitation in communities ravaged by organized crime in Port-au-Prince, Haiti. With the spread of COVID-19, these survivors and their families are at greater risk of violence and of becoming infected with the virus.

The Resilience Fund is financially supporting a project to provide one-year temporary housing for 14 underage survivors of trafficking or sexual exploitation who are the primary beneficiaries of the ongoing joint project between Rapha

International and the Resilience Fund. These project beneficiaries face significant danger, as they have no state protection and armed groups descend on them regularly. Achieving trauma recovery has been made so much more difficult because the survivors face recurring traumatic experiences. To achieve the first objectives of the Resilience Fund project in Haiti, which is to advance trauma recovery among survivors of trafficking and sexual exploitation, it is necessary that these survivors have access to a safe place to live. And they and their families also need protection from the spread of the virus through relocation to a home where they can practise social distancing.

The Resilience Fund Advisory Council



Left to right: Innocent Chukwuma, Maria Anjos Sapina, Geir Michalsen, Miguel Syjuco, Gwen Boniface.

A dedicated Advisory Council has been convened to oversee the strategic direction and administrative and financial policies of the Fund. The Advisory Council held its inaugural meeting in Vienna on 23 May 2019, and meets twice a year.

The Advisory Council's responsibilities are to advocate for and promote the work of the Fund, and to raise resources for the continuation and expansion of the Fund's activities.

The Advisory Council includes the Fund's founding donors (based upon a minimum contribution) and some geographically representative

eminent figures with proven commitment to the objectives of the Fund (for example, prominent journalists, human-rights activists and environmental defenders).

The Advisory Council is chaired by Innocent Chukwuma, Director of the Ford Foundation for West Africa. The other Advisory Council members are Gwen Boniface (Canadian Senator and law-enforcement expert), Miguel Syjuco (Filipino writer), Angela Sapina (a former Deputy Director of the International Committee of the Red Cross) and Geir Michalsen (Norwegian diplomat and security-policy expert).



The Advisory Council held its first meeting of 2020 in Cape Town, South Africa, in February.

The Council attended a community meeting in the Cape Flats area of Cape Town, where a local activist introduced members to front-line volunteers who are working in difficult circumstances to support the local community as they face the challenges of gang violence, intimidation and criminal governance.

Innocent Chukwuma, Chair of the Advisory Council, said: 'As the Resilience Fund continues making progress, it was important for the Advisory Council to understand more about the people and organizations that the Fund is seeking to support. It was inspiring to meet community leaders and volunteers who are leading resistance to the culture of organized crime, but more importantly building their communities' resilience to it.'

The Council met Resilience Fund grantees from other countries in Africa during the visit, including representatives from the Centre for

Natural Resource Governance of Zimbabwe and the Human Rights League of Guinea-Bissau. These grantees engaged in dialogue with local activists in South Africa and with the Advisory Council.



The Gangster Museum, Khayelitsha, Cape Town.

What next for the Resilience Fund?

If it were not for this assistance, my family and I would not be alive, and I would not be able to do the work that I do. I was greatly concerned about the psychological wellbeing of my grandson who witnessed a murder in Manenberg, and subsequently suffered from post-traumatic stress disorder. However, [...] his emotional and psychological wellbeing seems to have improved. This has taken a huge weight off my shoulders.

— Roegshanda Pascoe, counter-crime activist supporting crime-affected families and communities in Manenberg, Cape Town, South Africa

In just one year, the Resilience Fund has designed several programmes of support that are sensitive to local settings and needs, and supported implementing individuals and organizations as they build their own capacity, networks and best practices. In doing so, the Fund has quickly established a unique experience and knowledge base of what is needed to build up resilience to organized crime at the community level. That knowledge is already being shared among the Fund's beneficiaries and stakeholders, and is already informing debate at the international level. The Fund's beneficiaries have been empowered to connect with policymaking and public debate at the international level. Fund grantees regularly provide their insights and experience outside of their mandatory reporting, and thereby contribute to GI-TOC publications, webinars and podcasts. In addition, through their association with the Fund, they are connected to and engaging with the UN and member states in relevant forums.

As the Fund moves into its second year, we are determined to allow the lessons we have learnt to be replicated around the world in all areas where criminal governance is rife, or where civil-society support is needed to help vulnerable communities – whether in the developed or developing world.

Next year will see further growth in our grants budget as we accelerate implementation, building on the experience and lessons learned that we have gathered. It will also include a new round of Resilience Fellowships and continued opportunities for Fund networking, engagement, and improved and better-informed responses that can be supported by the Fund. We look forward to supporting more grantees, engaging with more partners and ensuring the continued and enhanced delivery of support to communities worldwide.

Become a donor

The Resilience Fund was launched with an initial multi-year grant from the Government of Norway. Since then, the Fund has attracted additional funding from the German Federal Foreign Office, and through the creation of a joint platform with the UN Development Programme in Guinea-Bissau. We are in developed stages of discussions for significant donations from other governments. In these difficult times, civil-society groups in areas weakened by organized crime are in acute need of support. Any additional donations received would be able to support civil society in line with the geographic and thematic priorities set out by the Advisory Council.

If you want to support civil-society groups in building their resilience to organized crime, please contact Ian Tennant, Fund Manager – ian.tennant@globalinitiative.net.



The support from the Resilience Fund has enabled Blue Dragon to establish sustainable early-warning systems in remote ethnic-minority communities bordering China. These warning systems identify children who have dropped out of school, or are likely to, and facilitate a quick response to ensure the child is not in danger. In the community, the system identifies families and young people at risk of human trafficking, and engages local government support where possible. Blue Dragon's 15-year experience in fighting human trafficking in Vietnam has demonstrated that keeping children in school is one of the most cost-effective ways to prevent trafficking, as well as ensuring disadvantaged youth have the knowledge and skills to escape poverty in the longer term. After a three-month school closure due to COVID-19, the Resilience Fund support enabled us to ensure that 70% of the children who had dropped out returned to school.

— Blue Dragon, an NGO providing assistance to human-trafficking victims and vulnerable groups in Vietnam



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