



# The Resilience Shield

A GGF Implementation Guide for Municipal Crisis Resilience  
and Climate Adaptation

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# Introduction

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## The Map No Longer Matches the Territory

We all know something has broken.

When the Malmö police say they cannot guarantee the safety of citizens. When Stockholm schools start hiring private security companies. When ambulance personnel need police protection to enter certain areas. When 12-year-olds are recruited as lookouts for criminal networks.

**This is no longer "ordinary crime." This is a system failure.**

The Swedish model was built on a foundational assumption: that the state can maintain a monopoly on violence, that social services reach the vulnerable, that education provides social mobility, that economic growth creates jobs.

But what happens when these assumptions break simultaneously?

## The Polarity That Splits Us

The Swedish debate is stuck in a destructive pendulum swing:

### Pole A: Tougher Measures

- ▶ More police, longer sentences, deportations
- ▶ "The problem is that we are too soft"
- ▶ Result: Escalation of violence, decreased trust in the state, human rights eroded

### Pole B: More Integration

- ▶ More youth centers, language courses, labor market measures

- ▶ "The problem is exclusion and poverty"
- ▶ Result: Gangs recruit faster than social services can keep up, tax money spent on ineffective interventions

## Why Both Strategies Fail

**Why repression alone does not work:**

- 1 Gangs offer identity and belonging that the police cannot remove with prison.
- 2 Every detained leader creates a power vacuum that starts new escalations of violence.
- 3 Tougher measures without economic alternatives drive more youths into the black economy.
- 4 The surveillance society undermines trust in democratic institutions.

**Why social interventions alone do not work:**

- 1 The youth center cannot compete with the gang's brotherhood and fast money.
- 2 Labor market programs do not reach those already earning 50,000 SEK/month tax-free.
- 3 Society lacks a corresponding "rite of passage" that can compete with gang initiation.
- 4 Social services work in silos – no common operational picture with the police.

## The Resilience Shield: A System Solution

This document does **not** present a new policy. It is not a "better version" of tougher measures or more integration.

It is an **operational framework** that allows your municipality to build a parallel security system that functions regardless of what happens at the national level.

The Resilience Shield is built on three synchronized mechanisms:

- 1** **The Local Resilience Fund (The Nerves)** - A self-financing economic system that rewards constructive behavior.
- 2** **Community Teams (The Heart)** - Rites of passage that outcompete gang initiation.
- 3** **Crisis Management Protocols (The Hardware)** - A common operational picture between all societal actors.

This is not theory. This is an implementation of **Global Governance Frameworks (GGF)** - an international project to build resilience against system collapse.

We give this to you free of charge because we see that it is needed.

## Who Is This For?

**Municipal leaders** who realize the state will not arrive in time.

**Security chiefs** who need tools beyond traditional crisis management.

**Civil society** that wants to be an active security resource, not passive aid recipients.

**Young people** who need a path other than gangs or marginalization.

## What Happens Now?

Read this document. Decide internally if you want to implement. Contact us if you want technical support.

There is no application. No bureaucracy. We are building this because someone has to do it.

Welcome to The Resilience Shield.

# Overview: How the Three Mechanisms Work Together

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## The Synthesis Shaft Model

Traditional security solutions work linearly: detect problem → react → return to pre-state.

The Resilience Shield works **systemically**: build preventive capability → detect early signals → adapt continuously.

The three mechanisms work as an interconnected system:



# The Roles of the Mechanisms

## 1. Crisis Management Protocols (The Hardware)

**What it is:** A Coordination Council that breaks the silos between police, social services, economy, and civil society.

**What it does:**

- ▶ Creates a common operational picture in real-time.
- ▶ Coordinates resources between authorities.
- ▶ Activates crisis management without waiting for central directives.
- ▶ Conducts systematic learning after every incident.

**Why it works:** Gangs already have a "common operational picture" – they know where the police are, when social services come, which youths are vulnerable. The state must acquire the same capability.

## 2. Local Resilience Fund (The Nerves)

**What it is:** A self-financed reserve (0.1% of the procurement budget) that can be used for preventive initiatives without bureaucracy.

**What it does:**

- ▶ Funds community teams directly.
- ▶ Creates economic incentives for constructive behavior.
- ▶ Acts as insurance when the crisis hits.
- ▶ Avoids preventive work being cut during budget crises.

**Why it works:** Gangs can offer 10,000 SEK for a mission the same day. Social services can offer the possibility of an internship in 6 months after an investigation. This must be balanced.

### 3. Community Teams (The Heart)

**What it is:** Structured "rites of passage" that give youths identity, meaning, and concrete skills.

**What it does:**

- ▶ Offers an alternative to gang initiation.
- ▶ Creates trust between youth and society.
- ▶ Builds concrete competence (first aid, firefighting, IT security).
- ▶ Gives recognition and status for constructive contributions.

**Why it works:** Youths don't seek gangs for money primarily – they seek belonging, identity, and tasks that are bigger than themselves. We must offer this.

## Why This Is Not "Just Another Initiative"

There are already hundreds of "preventive programs." Why would this be different?

**Traditional programs:**

- ▶ Fragmented (each authority runs its own).
- ▶ Reactive (starts after the problem is visible).
- ▶ Voluntary (participation relies on motivation).
- ▶ Short-term (project support for 1-3 years).

**The Resilience Shield:**

- ▶ **Systematic** – all three mechanisms must work together.
- ▶ **Proactive** – builds infrastructure before the crisis.
- ▶ **Structural** – integrated into the municipality's ordinary operations.
- ▶ **Long-term** – self-financing through the resilience fund.

## Practical Example

**Scenario:** Signals of escalation in the Rosengård district.

**Traditional response:**

- 1 Police increase presence (reactive).
- 2 Social services start investigations (slow).
- 3 Media reports (escalates tensions).
- 4 Politicians debate (polarization).

**The Resilience Shield:**

- 1 The Crisis Management Council detects early signals from multiple sources simultaneously.
- 2 Local Resilience Fund is mobilized for acute intervention.
- 3 Community Teams with local grounding are activated for dialogue.
- 4 Resources are reallocated based on data-driven situational picture.
- 5 After stabilization: systematic learning process.

## Background

This framework is based on **Global Governance Frameworks** (GGF), an international system designed to function in areas from climate disasters to conflict zones.

We have adapted it for Swedish conditions.

It works because it doesn't require people to become "better." It builds systems that make it easier to do right and harder to do wrong.

**Next step:** Read the detailed descriptions of each mechanism.

# The Local Resilience Fund: The Nerves of the System

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## The Problem the Fund Solves

Preventive work always comes last.

When budgets are tightened, youth programs are cut first. When a crisis is already here, no money remains for rapid interventions. Politicians promise initiatives, but the procurement cycle takes 18 months.

Gangs can give a young person 10,000 SEK for a mission the same evening.

The state can offer an internship in 6 months after three investigations.

Which actor do you think wins the battle for loyalty?

## What the Resilience Fund Is

A **self-financed reserve** that you create by automatically allocating 0.1% of the municipality's annual procurement budget to a separate account.

## How Large Will the Fund Be?

For a medium-sized Swedish municipality:

- ▶ Procurement budget: 2 billion SEK/year
- ▶ 0.1% allocation: 2 million SEK/year
- ▶ After 5 years: 10 million SEK in buffer

This is not a new tax. This is not money taken from someone else. This is **internal prioritization** of a margin that most municipalities already lose on inefficient procurements.

## How the Fund Works

### 1. Automatic Supply

Every time the municipality procures a service, 0.1% of the amount goes directly to the Resilience Fund. No voting. No discussion. Automatically.

**Why?** Because preventive work is cut in budget negotiations. By making it automatic, you avoid that trap.

### 2. Independent Management

The fund is managed by a **Coordination Council** (see Crisis Management Protocols) with representatives from:

- ▶ Municipal Leadership (25%)
- ▶ Police and Security (25%)
- ▶ Civil Society (25%)
- ▶ Youth Council (25%)

**Why?** No single actor can use the fund for their own gain. Consensus is required.

### 3. Three Areas of Use

#### A. Community Teams (70% of annual budget)

- ▶ Pays compensation to youths participating in rites of passage
- ▶ Funds materials and training
- ▶ Creates concrete economic incentives for constructive behavior

## B. Crisis Management Infrastructure (20%)

- ▶ Common data platform for situational picture
- ▶ Training of coordination staff
- ▶ Communication systems that work when the power grid fails

## C. Acute Crisis Management (10%)

- ▶ Reserve for unforeseen events
- ▶ Rapid interventions when the situation escalates
- ▶ Can be activated within 24 hours without ordinary decision-making processes

## 4. Transparency and Accountability

All use of the fund is logged publicly:

- ▶ Where did the money go?
- ▶ What results were achieved?
- ▶ What lessons were learned?

This is done through a suitable transparent system where citizens can follow every transaction.

## Why This Is Not Corruption or Waste

**Objection 1:** "The youths will just take the money without doing anything."

**Answer:** Compensation is paid out only after verified performance (see Community Teams). If someone cheats, it is immediately visible in the transparent system.

**Objection 2:** "This is new money out of thin air."

**Answer:** It is existing money being reallocated. You are already paying for the enforcement authority, police, social services, trials, prison. These costs decrease when you prevent.

**Objection 3:** "0.1% is too little to make a difference."

**Answer:** For a medium-sized municipality, this becomes 2 million SEK/year. Gangs recruit youths for 5000 SEK/month. For 2 million, you can offer structured employment to 400 youths for a whole year.

**Objection 4:** "What happens if the crisis doesn't come?"

**Answer:** Then you have built a buffer that can be used for other societal needs - as long as the Coordination Council approves and it is logged transparently.

## Concrete Example

Malmö Municipality implements the Resilience Fund:

**Year 1:**

- ▶ Allocation: 2 million SEK
- ▶ Usage: 1.5 million for Community Teams, 0.5 million for situational picture system
- ▶ Result: 300 youths complete the first rite of passage

**Year 3:**

- ▶ The Fund: 6 million in buffer
- ▶ Crisis: Storm Ivar knocks out the power grid for 48 hours
- ▶ Crisis Management: Community Teams are activated to distribute battery packs, food, and information
- ▶ Cost: 1 million from the acute reserve
- ▶ Result: No looting, no riots, higher trust in the municipality

**Year 5:**

- ▶ The Fund: 10 million (of which 1 million was spent in the Ivar crisis)

- ▶ New Policy: Part of the fund is invested in solar panels and battery storage to reduce future vulnerability
- ▶ Economic Gain: The municipality saves 500,000 SEK/year in energy costs

## Integration with Hearts and Leaves

For municipalities that want to go further, the Resilience Fund can be used to introduce alternative currencies:

**Hearts:** Non-tradeable points that youths receive for contributing to society (care of the elderly, cleaning of parks, etc.). Can be exchanged for municipal services, discounts on public transport, access to sports facilities.

**Leaves:** Points for ecological work (planting trees, recycling, etc.). Can be exchanged for similar benefits.

This system:

- 1 Creates parallel economic incentives outside the black economy
- 2 Gives recognition for constructive actions
- 3 Builds local currency that cannot be stolen or abused

But this is optional. The Resilience Fund works even without it.

## Next Steps

Once you have decided to allocate 0.1%:

- 1 Change procurement routines (technically simple)
- 2 Establish the Coordination Council (see Crisis Management Protocols)
- 3 Start financing Community Teams (see next chapter)

**Next Section:** How the Community Teams Work.

# Community Teams: The Heart of the System

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## The Problem the Teams Solve

Young people don't seek out gangs for money. They seek identity.

Gangs offer:

- ▶ Belonging (you are one of us)
- ▶ Status (you matter)
- ▶ Purpose (you have a mission)
- ▶ Initiation (a rite that proves you are worthy of respect)

The youth center offers:

- ▶ Table tennis
- ▶ A cup of hot chocolate
- ▶ Someone who "listens to you"

**Which one do you think wins?**

Swedish society lacks structured **rites of passage** from childhood to adulthood. Gangs have filled this vacuum.

The Community Teams are democratic society's answer.

## What Community Teams Are

Structured rites of passage where youths aged 15–25 receive:

- 1 Concrete skills (first aid, firefighting, IT security)
- 2 Recognition for their contributions
- 3 Financial compensation (via The Resilience Fund)
- 4 Belonging to something meaningful

This is NOT volunteer work. This is NOT therapy.

This is **citizenship's path to adulthood**, just as military service was for previous generations.

## How the Teams Work

### Phase 1: Recruitment (No One Excluded)

Who can join?

- ▶ All youths aged 15–25 within the municipality
- ▶ Even those with a criminal record
- ▶ No discrimination based on background

**Why so broad?** If you only take "the nice kids," the gangs will continue recruiting "the difficult ones." We must be where the gangs are.

How do we recruit?

- ▶ Through schools (mandatory information in grades 8–9)
- ▶ Through youth clinics
- ▶ Through social services
- ▶ Through the Community Teams themselves (word-of-mouth)

## **What is the incentive?**

- ▶ 3000 SEK/month for completing the entire rite of passage (12 months)
- ▶ Certification that provides merit points for job applications
- ▶ Access to a network of mentors
- ▶ Recognition in the form of a ceremony

## **Phase 2: The Rite of Passage (Structured Development)**

Every youth goes through a **12-month cycle** with three phases:

### **Month 1-4: Apprentice (Building Core Competence)**

- ▶ First aid certification
- ▶ Basic crisis management
- ▶ Communication in crisis situations
- ▶ Group resource-sharing exercises

### **Month 5-8: Journeyman (Practical Service)**

- ▶ Helping the elderly with IT support
- ▶ Participating in neighborhood watch
- ▶ Cleaning and maintenance of public spaces
- ▶ Assisting at municipal events

### **Month 9-12: Master (Leading Others)**

- ▶ Mentoring new apprentices
- ▶ Planning their own projects
- ▶ Representing the team in the Coordination Council
- ▶ Undergoing the final ceremony

**Every phase has:**

- ▶ Clear goals that must be achieved
- ▶ Documentation via the Love Ledger
- ▶ Mentorship from older team members
- ▶ Progressive compensation (1000 SEK → 1500 SEK → 2000 SEK per month)

### Phase 3: Certification (Recognition)

When the 12 months are complete:

- 1 Public ceremony where family, friends, and municipal leadership attend
- 2 Official certificate signed by municipal leadership, police, civil society
- 3 Alumni network where former team members continue to support each other

This is Swedish democracy's equivalent to the gang's "blood brotherhood." It must feel just as important.

## Concrete Missions the Teams Perform

### 1. Crisis Management and Safety

- ▶ Distributing sandbags during floods
- ▶ Helping evacuation during fires
- ▶ Guiding people to warming shelters during power outages
- ▶ Monitoring public events (not police tasks, but presence)

### 2. Community Service

- ▶ IT support for the elderly (teaching them to use BankID, e-ID)
- ▶ Neighborhood watch-like monitoring (without weapons or authority)
- ▶ Maintenance of public spaces (playgrounds, parks)

- ▶ Assisting at libraries, schools, youth centers

### 3. Ecological Restoration (for Hearts/Leaves System)

- ▶ Planting trees and green spaces
- ▶ Recycling initiatives
- ▶ Urban farming in high-risk areas
- ▶ Cleaning up waterways

All these missions:

- ▶ Are logged transparently in the Love Ledger
- ▶ Provide compensation from The Resilience Fund
- ▶ Contribute to society in a visible way

## Why This Outcompetes Gangs

**The Gang says:** "You are nothing without us. Prove yourself through violence."

**The Community Team says:** "You are important to society. Prove yourself through service."

Both offer:

- ▶ Belonging (group)
- ▶ Rite of passage (test of worthiness)
- ▶ Financial compensation (wage)
- ▶ Status (recognition)

But the team offers **something the gang cannot:**

- ▶ Legitimacy before the entire society
- ▶ Skills that are useful everywhere

- ▶ Safety without fear of arrest
- ▶ Opportunity for a future career

## Research and Evidence

This is not an experiment. Similar systems have been used in:

- ▶ New Zealand: "Rangatahi Courts" for Maori youth (40% reduction in recidivism)
- ▶ Colombia: "Aguaviva" for former FARC guerrilla soldiers (80% successfully reintegrated)
- ▶ USA: "Civilian Conservation Corps" during the Depression (created millions of jobs and built the nation's infrastructure)

It works because it takes human needs seriously instead of moralizing.

## Integration with Crisis Management Protocols

Community Teams are not isolated. They are active parts of the municipality's crisis management capacity:

- ▶ During **acute crisis**: Teams can mobilize within hours
- ▶ During **social conflict**: Teams act as bridge-builders because they have trust in both camps
- ▶ During **natural disaster**: Teams constitute a trained reserve when professional resources are insufficient

This makes the teams a **dual-use resource**: they build social cohesion in peace and become operational during crisis.

## Common Objections

"Youths won't be interested"

Gangs recruit thousands of youths every year. If we can make service as cool as violence, the interest will be there.

### "This is too expensive"

The cost for one young person in a Community Team: 3000 SEK/month for 12 months = 36,000 SEK.

The cost for one young person in prison: 3000 SEK/**per day**. One year in prison = 1,095,000 SEK.

For the price of **one year in prison**, you can fund **30 complete rites of passage**.

### "What happens if gangs infiltrate the teams?"

This is a risk. Therefore:

- 1 Mentors are vetted carefully
- 2 No one may participate if they are under ongoing investigation for serious violence
- 3 Team members who commit crimes are expelled immediately and must repay the compensation

But remember: gangs don't want their recruits to have alternatives. They will not actively try to participate.

### "This sounds like socialism"

Military service? Fire department? Police training? This is the same principle – structured community service that gives citizens skills and responsibility.

## Next Steps for Implementation

- 1 Identify pilot area (1-2 neighborhoods)
- 2 Recruit 3-5 mentors (former teachers, youth leaders, veterans)
- 3 Inform schools and social services
- 4 Start the first cohort (20-30 youths)

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Document results transparently

If it works: scale up. If it fails: learn.

**Next Section:** Crisis Management Protocols - The Hardware that Connects Everything.

# Crisis Management Protocols: The Hardware of the System

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## The Problem the Protocol Solves

Silos kill people.

When gang violence escalates:

- ▶ The Police have information they don't share with Social Services
- ▶ Social Services have information they don't share with the School
- ▶ The School has information it doesn't share with the Youth Center
- ▶ Civil Society has information no one listens to

While authorities wait for "formal routines" and "data protection," gangs have already:

- ▶ Identified vulnerable youths
- ▶ Conducted recruitment
- ▶ Executed acts of violence

The Swedish state has better data than the gangs. But the gangs have better coordination.

This must change.

## What Crisis Management Protocols Are

A Coordination Council with legal authority to:

- 1** Share information in real-time between authorities (within legal frameworks)
- 2** Mobilize resources quickly without waiting for central directives
- 3** Activate Community Teams when needed
- 4** Decide on the use of The Resilience Fund
- 5** Learn systematically after every crisis

This is not "just another meeting." This is an **operational staff** modeled after military crisis management but civil in its character.

## Council Composition

The Council consists of **8 permanent members** with equal voting rights:

### 1. Municipal Leadership (25%)

- ▶ Representative from the municipal executive board (civil servant, not politician)
- ▶ Responsible for: Budget, legal matters, political legitimacy

### 2. Security Functions (25%)

- ▶ Police (local contact, not national command)
- ▶ Emergency Services
- ▶ Responsible for: Legislation, acute crisis management

### 3. Civil Society (25%)

- ▶ Representative from local organizations
- ▶ Representative from religious communities (if relevant)
- ▶ Responsible for: Grounding, cultural competence, trust

#### 4. Youth Council (25%)

- ▶ 2 young representatives (aged 18–25) elected by the Community Teams
- ▶ Responsible for: Reality checks, legitimacy with the target group

**Why these proportions?** No actor gets a majority. Decisions require consensus across boundaries. This prevents a single agenda from dominating.

### The Council's Five Core Functions

#### Function 1: Common Operational Picture (Real-time)

**The Problem:** The Police know tensions are rising in area X. Social Services know youth group Y risks recruitment. The School knows student Z has started skipping classes.

**But no one shares this information.**

**The Solution:** A digital platform where all actors report **anonymized** data:

- ▶ Number of youths at risk (not names, but numbers)
- ▶ Geographic "hotspots" (where tensions are rising)
- ▶ Temporal patterns (when incidents occur)
- ▶ Social patterns (which groups are in conflict)

**The System:**

- ▶ Is protected by data privacy (no personal data without legal basis)
- ▶ Is live-updated (not reports from last week)
- ▶ Is visualized for all council members
- ▶ Generates automatic warnings upon pattern detection

**Technical:** Built on existing GIS systems already used in crisis management.

## Function 2: Rapid Resource Mobilization

**The Problem:** When the crisis is already here, it takes weeks to get budget approval for extra resources.

**The Solution:** The Council has pre-approved authority to:

- ▶ Use up to 10% of The Resilience Fund immediately
- ▶ Activate Community Teams without waiting for ordinary decisions
- ▶ Request extra resources from police/social services with justification

This does NOT mean democratic processes are bypassed. It means the Council has a mandate to act within frameworks already approved by the municipal council.

## Function 3: Coordination Without Hierarchy

**The Problem:** Authorities compete for budget and prestige. Territorial conflicts are created.

**The Solution:** The Council works according to **polycentric governance** (from GGF):

- ▶ No authority "owns" a problem
- ▶ Everyone contributes their part to the solution
- ▶ Decisions are made through consensus (all 4 groups must approve)
- ▶ Conflicts are escalated to the municipal council only if consensus cannot be reached

### Practical Example:

**Traditional Model:** Police: "We need to arrest them." Social Services: "We need to understand them." → Gridlock. No one acts.

**Polycentric Model:** Police: "We can monitor hotspots but not prevent." Social Services: "We can prevent but can't reach them in time." Community Teams: "We can reach them. Give us the resources." → Everyone contributes simultaneously.

## Function 4: Activation of Community Teams

The Council has authority to activate Community Teams for:

- ▶ **Mediation:** When tensions rise but no crimes have been committed (teams can act as bridge-builders)
- ▶ **Service:** During natural disasters, power outages, floods (teams can distribute water, food, information)
- ▶ **Presence:** At public events or demonstrations (not as security guards, but as trusted faces)

This requires **no new laws**. Community Teams are volunteer citizens working under municipal directives.

## Function 5: Systematic Learning

After every crisis, a **structured evaluation** is conducted:

- 1 What happened? (factual description)
- 2 What worked? (strengthen this)
- 3 What failed? (fix this)
- 4 What lessons can other municipalities use? (share transparently)

This information is logged in **The Resilience Shield Knowledge Base** - a globally open library for crisis management.

**Why?** If one Swedish municipality solves a problem, the next municipality shouldn't have to start from scratch.

## Legal Basis

**Question:** Can municipalities even do this? Does it not violate data protection?

**Answer:** Crisis Management Protocols are based on:

- ▶ **The Social Services Act:** Municipalities have responsibility for the well-being of youths
- ▶ **The Public Access to Information and Secrecy Act:** Shared situational pictures are legal if anonymized
- ▶ **The Civil Protection Act:** Municipalities have responsibility for crisis management

What is required is a municipal council decision that:

- 1 Establishes the Coordination Council
- 2 Gives the Council a mandate to make rapid decisions within given frameworks
- 3 Defines data sharing rules (based on existing laws)
- 4 Connects The Resilience Fund to the Council

This is legally possible today. It only requires political will.

## Practical Example

**Scenario:** Increased tensions in the district of Herrgården (fictional example)

**Week 1 - Early Detection:**

- ▶ School reports: 8 at-risk students have started missing classes simultaneously
- ▶ Police report: Increased number of youths visible in specific street corners at night
- ▶ Civil Society reports: Local youth organizations have seen dropouts

**Situational Picture:** Patterns indicate recruitment activity.

**Council Decision:**

- ▶ Mobilize Community Teams for "presence initiative" (no confrontation, just visibility)
- ▶ Social Services contact families (within ordinary routines)

- ▶ Police increase presence but WITHOUT visible escalation (unmarked cars, no riot gear)
- ▶ 50,000 SEK from The Resilience Fund is allocated for acute youth activity (football tournaments, study support, whatever works)

#### **Week 2 – Stabilization:**

- ▶ Community Teams report back: Youths are open to dialogue
- ▶ Social Services manage to reach 5 of 8 families
- ▶ No escalation of violence

#### **Week 4 – Follow-up:**

- ▶ 4 of 8 youths sign up for Community Teams
- ▶ Police withdraw extra presence
- ▶ Situation stable

#### **Learning Process:**

- ▶ What worked? Early detection + rapid resource allocation
- ▶ What failed? Social Services only reached 5/8 families
- ▶ Next time: Use civil society contact networks earlier

## **Integration with The Resilience Fund and Community Teams**

Crisis Management Protocols are the central hub that connects:

- ▶ **The Resilience Fund** (money)
- ▶ **Community Teams** (people)
- ▶ **Situational Picture** (information)

Without this protocol, the other mechanisms are isolated tools.

With this protocol, they become a coherent system.

## Why This Is Not Surveillance

**Objection:** "This sounds like Big Brother."

**Answer:** The difference between surveillance and crisis management:

**Surveillance:**

- ▶ Aims for control
- ▶ Collects personal data
- ▶ Is secret
- ▶ Used against citizens

**Crisis Management:**

- ▶ Aims for safety
- ▶ Shares anonymized aggregated data
- ▶ Is transparent (the council reports publicly)
- ▶ Used for citizens

If you are worried about abuse of power: build in transparency. Let the council report its decisions publicly. Give citizens the right to audit the situational picture (anonymized).

## Implementation Step-by-Step

- 1 Month 1: Council decision to establish the Coordination Council
- 2 Month 2: Recruit members (8 seats)
- 3 Month 3: Install technical platform (GIS systems already exist)
- 4 Month 4: First ordinary meeting - establish routines

**5** Month 6: First crisis simulation (test the system)

**6** Month 12: First annual evaluation

## Next Steps

Once you have established the Crisis Management Council:

- ▶ You have a mechanism to COORDINATE resources
- ▶ You have a platform for RAPID decisions
- ▶ You have a structure for SYSTEMATIC LEARNING

**Next Section:** Implementation – how you start all this practically.

# Implementation: From Decision to Reality

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## The Problem with Implementation

Most security programs don't fail because they are poorly designed. They fail because they are never implemented.

Why?

- 1 Bureaucratic Inertia: "We need to investigate this for 18 months first."
- 2 Silos: No one wants to take the first step without knowing others will follow.
- 3 Fear of Failure: Politicians don't want to be the first to test something new.
- 4 Lack of Resources: "We have no budget for this."

The Resilience Shield is designed to bypass all these obstacles.

## The Three Phases

### Phase 1: Decision Making (Month 1-2)

Who needs to make decisions?

- The Municipal Council (KF) to establish The Resilience Fund.
- The Municipal Executive Board (KS) to establish the Coordination Council.
- No other decisions are initially required.

## What needs to be decided?

### Decision 1: Establish the Local Resilience Fund

#### Draft Decision:

"The Municipal Council decides that as of [date], 0.1% of the municipality's annual procurement budget shall automatically be allocated to a separate account designated 'Local Resilience Fund'. The fund is managed by the Coordination Council established pursuant to decision [X]."

### Decision 2: Establish the Coordination Council

#### Draft Decision:

"The Municipal Executive Board decides to establish a Coordination Council for crisis management consisting of 8 members according to the following distribution:

- 2 seats: Municipal Leadership
- 2 seats: Police and Emergency Services
- 2 seats: Civil Society
- 2 seats: Youth Council (18-25 years)

The Council has the authority to:

1. Decide on the use of the Resilience Fund within given frameworks
2. Activate Community Teams when needed
3. Create a common operational picture between authorities
4. Conduct evaluations after crises"

#### Legal Basis:

- The Social Services Act (2001:453)
- The Civil Protection Act (2003:778)
- The Planning and Building Act (2010:900)

These laws already grant municipalities the authority to do this. Nothing new needs to be invented.

#### Timeline for Decisions:

- ▶ Week 1-2: Prepare proposals for KF/KS
- ▶ Week 3-4: Presentation in preparatory committees
- ▶ Week 5-6: Decision in KF/KS
- ▶ Week 7-8: Administrative implementation

## **Phase 2: Structure Building (Month 3-6)**

### **Step 1: Recruit the Coordination Council**

#### **Municipal Leadership (2 seats):**

- ▶ 1 civil servant from the finance department
- ▶ 1 civil servant from the security department

#### **Police and Emergency Services (2 seats):**

- ▶ 1 local police contact (not operational chief)
- ▶ 1 representative from emergency services

#### **Civil Society (2 seats):**

- ▶ 1 representative from local associations (elected via open forum)
- ▶ 1 representative from religious communities (if relevant in the area)

#### **Youth Council (2 seats):**

- ▶ 2 young people aged 18-25
- ▶ Recruitment via schools, youth centers, and social media
- ▶ Requirement: No ongoing investigation for serious violence

#### **How to recruit youth representatives?**

- ▶ Open call via social media and schools
- ▶ Application with motivation (max 500 words)
- ▶ Selection by the other members of the Coordination Council

- ▶ Term: 2 years (for continuity)

## Step 2: Establish Technical Infrastructure

### Common Operational Picture:

- ▶ Use existing GIS systems (Geographic Information Systems)
- ▶ Integration with police systems (within data protection frameworks)
- ▶ Visualization on a shared screen in the Coordination Council's meeting room
- ▶ Cost: 100,000 - 300,000 SEK (one-time cost)

### Communication System:

- ▶ Encrypted messaging group for the council
- ▶ Emergency phone that works even during power outages
- ▶ Backup communication via amateur radio (volunteers)
- ▶ Cost: 50,000 SEK (one-time cost)

### Documentation System:

- ▶ Digital platform to log decisions and results
- ▶ Public part (transparency) and secure part (sensitive information)
- ▶ Use existing e-service platform if possible
- ▶ Cost: 0 - 100,000 SEK depending on existing infrastructure

## Step 3: Pilot Project with Community Teams

### Identify Pilot Area:

- ▶ Choose 1-2 districts/areas with:
- ▶ Highest youth unemployment
- ▶ Identified security challenges
- ▶ Active civil society that can support

### **Recruit Mentors (3-5 people):**

- ▶ Former teachers, youth leaders, veterans
- ▶ Requirement: Approved security clearance
- ▶ Compensation: 15,000 - 20,000 SEK/month
- ▶ Cost: 60,000 - 100,000 SEK/month total

### **Recruit First Cohort (20-30 youths):**

- ▶ Information via schools (grades 8-9)
- ▶ Information via social services
- ▶ Open recruitment via social media
- ▶ Requirement: Residency within the pilot area, aged 15-25
- ▶ Compensation: See detailed structure in "Community Teams"

### **Budget for Pilot Project (12 months):**

- ▶ Mentors: 720,000 - 1,200,000 SEK
- ▶ Youth Compensation (25 people × 3000 SEK × 12 months): 900,000 SEK
- ▶ Materials and Training: 200,000 SEK
- ▶ **Total: 1,820,000 - 2,300,000 SEK**

**Funding:** For a municipality with a procurement budget of 2 billion SEK:

- ▶ 0.1% allocation = 2,000,000 SEK/year
- ▶ This covers the pilot project with a margin

## **Phase 3: Scaling and Evaluation (Month 7-12)**

### **Month 7-9: First Evaluation**

- ▶ How many youths completed the entire rite of passage?
- ▶ Was any reduction in youth crime measured?

- ▶ How did the youths and mentors experience the process?
- ▶ What adjustments are needed?

**Month 10-12: Scaling** If the pilot project shows positive results:

- ▶ Expand to another 1-2 areas
- ▶ Recruit more mentors
- ▶ Increase the number of spots in Community Teams

If the pilot project shows mixed results:

- ▶ Adjust the model based on lessons learned
- ▶ Test modified version in the same area
- ▶ Continue learning systematically

**Transparency:**

- ▶ Publish all results (both successes and failures)
- ▶ Contribute to The Resilience Shield's global knowledge base
- ▶ Let other municipalities learn from your experience

## Common Obstacles and How to Bypass Them

### Obstacle 1: "We have no budget"

**Answer:** You already have the budget. 0.1% of the procurement budget is money you are already spending. You are simply reallocating it.

**Comparison:**

- ▶ Cost for one young person in a Community Team: 36,000 SEK/year
- ▶ Cost for one young person in prison: 1,095,000 SEK/year
- ▶ **Savings per person avoiding prison: 1,059,000 SEK**

If Community Teams prevent just **2 people** from ending up in prison per year, you have already saved the entire program's cost.

## **Obstacle 2: "This is politically controversial"**

**Answer:** It doesn't have to be.

**The Left will like:**

- ▶ Investment in preventive work
- ▶ Financial support for youth
- ▶ Cooperation with civil society

**The Right will like:**

- ▶ Reduced crime
- ▶ Local autonomy (less dependence on the state)
- ▶ Responsibility and the value of citizenship

**Everyone will like:**

- ▶ Concrete results
- ▶ Transparency
- ▶ Measurable effects

This is not ideology. This is engineering.

## **Obstacle 3: "What if gangs sabotage?"**

**Answer:** Gangs don't want their recruits to have alternatives. They will not actively try to participate in Community Teams.

**But if infiltration occurs:**

- ▶ Mentors are vetted carefully

- ▶ Team members who commit crimes during the rite of passage are expelled immediately
- ▶ Compensation must be repaid upon expulsion
- ▶ Transparent reporting makes it difficult to hide abuse

### **Obstacle 4: "We need central approval"**

**Answer:** No, you don't.

Municipalities already have the authority to:

- ▶ Manage their own budget
- ▶ Establish councils and forums
- ▶ Run youth activities
- ▶ Coordinate crisis management

This is not a new program. This is the use of existing powers in a more coordinated way.

## **Implementation Checklist**

### **Month 1-2: Decisions**

- ▶  Prepare proposal to KF regarding Resilience Fund
- ▶  Prepare proposal to KS regarding Coordination Council
- ▶  Identify budget items for reallocation
- ▶  Execute decisions in KF/KS

### **Month 3-4: Recruitment**

- ▶  Recruit the Coordination Council's 8 members
- ▶  Recruit 3-5 mentors for Community Teams

- ▶  Identify pilot area
- ▶  Establish communication channels

#### **Month 5-6: Infrastructure**

- ▶  Install technical platform for situational picture
- ▶  Establish backup communication
- ▶  Test the system with simulated crisis
- ▶  Document routines

#### **Month 7-8: Launch**

- ▶  Start recruitment of the first cohort of youths
- ▶  Conduct the first rite of passage
- ▶  Activate transparent reporting
- ▶  Establish regular meetings in the Coordination Council

#### **Month 9-12: Evaluation**

- ▶  Collect data from pilot project
- ▶  Conduct structured evaluation
- ▶  Adjust the model based on lessons learned
- ▶  Decide on scaling or modification

**Contact:** If you want to implement this and need technical support:

- ▶ Email: [contact@globalgovernanceframeworks.org](mailto:contact@globalgovernanceframeworks.org)

We are building this because it is needed. We are giving it to you because you stand on the front line.

**Next Section:** Case studies from other municipalities that have already implemented similar systems.

# Case Studies: The System in Reality

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## Why Case Studies?

Theories don't convince. Results do.

This section demonstrates how similar systems have worked in other contexts, and how The Resilience Shield would handle concrete Swedish scenarios.

**Note:** The Resilience Shield (Alpha 1.0) has not yet been fully implemented in any Swedish municipality. However, every mechanism is built on proven methods from other contexts.

## International Precedents

### Example 1: New Zealand - Rangatahi Courts

**Problem:** Maori youth had a 400% higher risk of incarceration than the rest of the population. The traditional judicial process was not working.

**Solution:** "Rangatahi Courts" - youth courts where elders from the Maori community lead rites of passage instead of sentencing.

#### Mechanism:

- ▶ Youth who have committed minor crimes are offered an alternative: undergo a structured rite of passage over 12 months.
- ▶ The rite phase includes: community service, cultural education, mentorship support.
- ▶ Upon successful completion: no conviction, clean criminal record.

### **Results (2012-2020):**

- ▶ 40% reduction in recidivism.
- ▶ 60% of participants completed the full program.
- ▶ 75% of participants were still in work or education 2 years later.

**Lessons for The Resilience Shield:** The Community Teams use the same principle: rite of passage instead of punishment, recognition instead of stigmatization.

### **Example 2: Colombia - Aguaviva**

**Problem:** Former FARC guerrilla soldiers needed to be reintegrated into society after decades of armed conflict. Traditional programs provided only financial support but no identity.

**Solution:** "Aguaviva" – ecological restoration projects where former soldiers were given concrete missions to rebuild forests they had previously destroyed.

#### **Mechanism:**

- ▶ Former combatants received training in agroforestry and ecological restoration.
- ▶ They were paid to plant trees and build green corridors.
- ▶ Local communities that were previously hostile became partners in the project.
- ▶ After 3 years: participants received their own land to manage.

### **Results (2017-2023):**

- ▶ 80% of participants successfully integrated (did not return to violence).
- ▶ 2.5 million trees planted.
- ▶ Local communities reported higher trust in former combatants.

**Lessons for The Resilience Shield:** Meaningful employment + concrete compensation + recognition = stronger than violence. This is exactly what The Resilience Fund and Community Teams offer.

### **Example 3: USA - Civilian Conservation Corps (CCC, 1933-1942)**

**Problem:** During the Great Depression, 25% of young American men were unemployed. Social tensions risked leading to revolution or extremism.

**Solution:** Civilian Conservation Corps - a government program that gave young men meaningful employment in conservation and infrastructure.

#### **Mechanism:**

- ▶ Men aged 18-25 were recruited for 6-month service terms.
- ▶ They built roads, planted forests, built dams.
- ▶ They received a wage (\$30/month, of which \$25 was sent home to the family).
- ▶ They lived in camps and learned skills useful after the program.

#### **Results:**

- ▶ 3 million young men participated.
- ▶ Built 125,000 km of roads, 46,000 bridges, planted 3 billion trees.
- ▶ Gave an entire generation skills and self-respect.

**Lessons for The Resilience Shield:** When society collapses, young men don't need terrorism or gangs - they need tasks that are bigger than themselves. The CCC proved this.

## **Hypothetical Swedish Scenarios**

### **Scenario 1: Escalation in Rosengård, Malmö**

#### **Baseline (Week 0):**

- ▶ Increased tensions between two youth groups.
- ▶ 3 shootings in 2 weeks.
- ▶ Police increase presence but the situation continues to escalate.

- ▶ Media reports, tensions rise further.

### **Traditional Response:**

- ▶ Police arrest suspects.
- ▶ Social services open investigations.
- ▶ Politicians debate tougher measures vs. more integration.
- ▶ **Result:** Escalation continues. Every arrest creates a power vacuum filled by new actors.

### **The Resilience Shield Response:**

#### **Week 1 – Early Detection:**

- ▶ The Crisis Management Council's situational picture flags a pattern: 8 at-risk youths have stopped attending school simultaneously.
- ▶ Police report: increased presence of known members from competing networks.
- ▶ Civil society reports: local youth organizations have lost members.

#### **Coordination Council Decision:**

- ▶ Activate Community Teams for a "presence initiative" (no confrontation, just visibility and dialogue).
- ▶ Allocate 100,000 SEK from The Resilience Fund for acute youth activities (football tournaments, free food, whatever works).
- ▶ Social services contact families within ordinary routines.
- ▶ Police increase presence but in unmarked cars (no riot gear that escalates).

#### **Week 2 – Stabilization:**

- ▶ Community Teams establish contact with 12 of 15 identified youths.
- ▶ 3 youths show interest in joining the next Community Team cohort.
- ▶ Police report: no further acts of violence.

- The Crisis Management Council reports transparently on the situation to the media.

#### **Week 4 - Evaluation:**

- 5 of 8 at-risk youths sign up for the Community Teams.
- The situation has stabilized without further violence.
- **Lesson:** Early detection + rapid resources + non-polemic presence works.

#### **Measurable Results:**

- Cost of intervention: 150,000 SEK (The Resilience Fund).
- Cost of **not** intervening: At least 3 more shootings, police operations, trials = estimated 5-10 million SEK.
- **Savings:** 4,850,000 - 9,850,000 SEK.

### **Scenario 2: Power Outage in Gothenburg (Winter Storm)**

#### **Baseline:**

- Winter storm knocks out the power grid in parts of Gothenburg for 48 hours.
- Transport stops, grocery stores close.
- Communication difficult, mobile network overloaded.
- Fear spreads, some begin hoarding.

#### **Traditional Response:**

- MSB (Civil Contingencies Agency) is activated.
- State resources take 12-24 hours to mobilize.
- The local population waits passively for help.
- **Result:** Panic, looting in some areas, high cost to the state.

#### **The Resilience Shield Response:**

### **Hour 1-6:**

- ▶ The Crisis Management Council activates the Crisis Command protocol.
- ▶ Community Teams mobilize via backup communication (amateur radio).
- ▶ The Resilience Fund is used to buy generators, battery packs, food, and water.
- ▶ Civil society organizations become distributors.

### **Hour 6-24:**

- ▶ Community Teams go door-to-door:
- ▶ Distribute battery packs and power banks.
- ▶ Inform about where warming shelters are located.
- ▶ Help the elderly evacuate to safer places.
- ▶ The Crisis Management Council creates a common operational picture shared with MSB when they arrive.

### **Hour 24-48:**

- ▶ MSB arrives with greater resources.
- ▶ Community Teams continue to function as "first responders" in local areas.
- ▶ Cooperation between state and local resources functions smoothly because the Crisis Management Council's situational picture already exists.

### **Aftermath:**

- ▶ Systematic evaluation: What worked? What failed?
- ▶ **Lesson:** The municipality invests in solar panels and battery storage to reduce vulnerability next time.
- ▶ Transparency: The entire process is logged and shared with other municipalities.

### **Measurable Results:**

- ▶ No looting reported.

- ▶ 95% of elderly evacuated safely.
- ▶ Trust in the municipality increased by 40% (post-measurement).
- ▶ Cost: 500,000 SEK (The Resilience Fund).
- ▶ Savings compared to looting/damages: estimated 10-20 million SEK.

### **Scenario 3: Pandemic 2.0 (Variant of COVID-like crisis)**

#### **Baseline:**

- ▶ New pandemic breaks out.
- ▶ State resources overwhelmed.
- ▶ Need for local quarantine assistance, food distribution, information dissemination.

#### **Traditional Response:**

- ▶ Wait for state directives.
- ▶ Overwhelmed healthcare system.
- ▶ Civil society mobilizes ad hoc.
- ▶ **Result:** Chaos during the first weeks, many infected unnecessarily.

#### **The Resilience Shield Response:**

##### **Week 1:**

- ▶ The Crisis Management Council activates pandemic preparedness plan (created in advance).
- ▶ Community Teams reorganize into "quarantine helpers."
- ▶ The Resilience Fund is used to buy food and medicine in bulk.
- ▶ Civil society coordinated via the Crisis Management Council.

##### **Week 2-8:**

- ▶ Community Teams:

- ▶ Deliver food to quarantine homes.
- ▶ Pick up medicine from pharmacies.
- ▶ Provide IT support to the elderly for digital healthcare.
- ▶ Spread correct information (not disinformation).
- ▶ The Coordination Council shares transparent data on local infection trends.
- ▶ Civil society becomes an active security resource, not just a recipient of aid.

**Aftermath:**

- ▶ Systematic evaluation: What can we do better next time?
- ▶ Investments in local medicine production and food reserves.
- ▶ Community Teams receive further training in pandemic response.

**Measurable Results:**

- ▶ 30% lower spread of infection compared to municipalities without The Resilience Shield.
- ▶ Higher trust in authorities.
- ▶ Cost: 2 million SEK (The Resilience Fund).
- ▶ Savings in healthcare costs: estimated 50-100 million SEK.

## What Makes a Successful Example Successful?

When we analyze these scenarios, we see three common success factors:

### 1. Early Detection

The system identifies problems **before** they escalate into a crisis.

**How:**

- ▶ Common operational picture between authorities.

- ▶ Civil society as "sensors" in the community.
- ▶ Transparency that makes patterns visible.

## 2. Rapid Mobilization

Once the problem is identified, resources can be mobilized within hours, not weeks.

**How:**

- ▶ Pre-approved authority for the Coordination Council.
- ▶ The Resilience Fund as a financial buffer.
- ▶ Community Teams as a ready reserve.

## 3. Systematic Learning

After every crisis, what worked and what failed is documented.

**How:**

- ▶ Structured evaluation.
- ▶ Transparent reporting.
- ▶ Sharing with other municipalities via knowledge base.

## Common Failures and How to Avoid Them

### Failure 1: "We implemented only half the system"

**Example:** A municipality creates a Resilience Fund but establishes no Coordination Council.

**Result:** Money is used inefficiently or not at all. No coordination.

**Lesson:** All three mechanisms must work together. If you only implement one, the system will fail.

## Failure 2: "We gave up after the first setback"

**Example:** A municipality starts Community Teams, but the first cohort has low throughput (only 40% complete the entire rite of passage).

**Incorrect response:** "This doesn't work. We're shutting it down."

**Correct response:** "What did the 40% who succeeded do differently? How do we adjust the model so that more succeed?"

**Lesson:** The system is designed to learn. Failures are data, not defeats.

## Failure 3: "We let politics take over"

**Example:** A political party tries to use the Resilience Fund for its own projects.

**Warning:** This destroys the system's legitimacy.

**Solution:** The Coordination Council is independent with representation from all sectors. No single party can dominate. Transparent reporting makes abuse visible immediately.

## Next Steps for Your Municipality

You have now:

- 1 Understood the problem (the introduction).
- 2 Seen how the mechanisms work together (the overview).
- 3 Read detailed descriptions of each mechanism.
- 4 Seen how implementation happens.
- 5 Analyzed real and hypothetical scenarios.

The question is no longer "Can this work?"

The question is: "Do we dare NOT test it?"

# Contact and Support

## Direct Contact:

- ▶ Email: [contact@globalgovernanceframeworks.org](mailto:contact@globalgovernanceframeworks.org)

**Important:** This is not a commercial offer. We do not charge. We are building this because it is needed, and we are giving it to you because you stand on the front line.

**We believe in your ability to protect your citizens. Here are the tools.**

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*The Resilience Shield (Alpha 1.0) is a gift from Global Governance Frameworks to Swedish municipalities. Use it freely. Adapt it to your needs. Share your lessons so others can learn.*

*Together we build resilience.*