

**FOR INFORMATION**

**BM.02/DOC. 04: LAUNCH OF THE CORE FUNDING MECHANISM IN PILOT COUNTRIES**

---

**1. PURPOSE**

1.1 The purpose of this paper is to provide the GCERF Governing Board (the “Board”) with a progress report for the establishment of the Core Funding Mechanism (“CFM”) in the pilot beneficiary countries of Bangladesh, Mali, and Nigeria, and potentially Morocco; along with a timetable for consideration of applications for funding.

1.2 The launch of the CFM requires the establishment of operational policies, procedures, and processes; as well as mechanisms at the international level (the international Independent Review Panel - IRP) and in each pilot beneficiary country (Country Support Mechanism - CSM). This paper focuses on the latter; other aspects of the CFM architecture are covered in additional meeting documents.

**2. BACKGROUND**

At its first meeting in November 2014, the Board, in decision BM.01/DEC.05,<sup>1</sup> invited a small number of countries that may include Bangladesh, Mali, Morocco and Nigeria to be potential pilot beneficiary countries in 2015 and encouraged these countries to commence the establishment of their CSM as soon as possible.

**3. ACHIEVEMENTS**

3.1 Since the first Board meeting, the Secretariat has worked intensively with the Governments of Bangladesh, Mali, and Nigeria to facilitate and support the launch of each country’s CSM. At the time of writing, both Bangladesh and Nigeria have planned the first meeting of their CSMs for early April 2015, and Mali expects to follow suit in early May 2015. In each country, the Secretariat has supported the creation of a CSM through political engagement, guidance, and technical assistance, also recognizing significant commitment on the part of each national government.

3.2 To facilitate and support the launch of the CSM in pilot beneficiary countries, GCERF has provided Bangladesh, Mali, and Nigeria with the following key documents: “Advisory Note on CSM” (Annex 1); “Core Funding Mechanism” (Annex 2); “CSM Guidelines” (approved by the Board at the 1<sup>st</sup> Board meeting and attached as Annex 1 to BM.01/DOC.05);<sup>2</sup> “Introductory Note on CSM” (Annex 3); and “Needs Assessment Toolkit” (Annex 4), which contains the Needs Assessment (NA) criteria agreed upon by the IRP (see Board Paper BM.02/DOC. 05); as well as a range of online technical resources in the areas of community engagement, resilience, and

---

<sup>1</sup> [http://www.gcerf.org/wp-content/uploads/1st\\_Board\\_Meeting\\_Final\\_Decisions\\_list.pdf](http://www.gcerf.org/wp-content/uploads/1st_Board_Meeting_Final_Decisions_list.pdf)

<sup>2</sup> [http://www.gcerf.org/wp-content/uploads/DOC\\_05\\_Funding\\_Model.pdf](http://www.gcerf.org/wp-content/uploads/DOC_05_Funding_Model.pdf)

countering violent extremism. All of the above-listed documents are posted on the GCERF website, in order to promote transparency and to serve as a resource for practitioners in GCERF beneficiary countries and in the global countering violent extremism community. In this way, it is intended that the body of GCERF's knowledge should support the wider practice and professionalization of community engagement and resilience.

3.3 In preparation for the Secretariat's inaugural trips to Bangladesh, Mali, and Nigeria, the Secretariat provided each beneficiary country with an extensive list of suggested meetings (e.g. representatives of civil society, foreign governments, host government, multilateral organisations, private sector), in many cases including contact information for specific experts/officials. In this way, GCERF has sought to contribute to each government's network of practitioners and potential partners in the areas of community engagement, resilience, and countering violent extremism.

3.4 The Secretariat's approach is intended to promote intra-governmental coordination by facilitating the prioritization of the security challenge of radicalisation to violent extremism across relevant government ministries and agencies. It also creates a structured space for dialogue between government, civil society, and the private sector on the topics inherent to GCERF's work. By acting as a catalyst for the creation of each CSM as a country-led, country-owned platform for multi-sectoral engagement, GCERF is facilitating multi-sectoral stakeholder engagement, coordination, cooperation and collaboration at a national level. GCERF-related consultations, meetings, and roundtables have been among the first formal events that have brought together relevant actors from government, civil society, multilateral institutions, and the private sector to discuss countering radicalisation to violent extremism at the community level.

3.5 In addition to supporting the establishment of the CSM, inaugural visits to pilot beneficiary countries by Secretariat members have achieved two further purposes: the first has been to build further confidence within national governments about the aims and objectives of GCERF and the way it works. The second has been to raise public awareness of GCERF, for example through public lectures and media engagements, as an initial stage in disseminating the Call for Expressions of Interest from potential Principal Recipients (PRs) later this year.

3.6 The Secretariat is pursuing a country engagement strategy as a standard operating procedure to facilitate and support the launch of each pilot beneficiary country's CSM – inclusive of communications, documentation, guidance, meetings, resources, and templates. In practice, this process has varied significantly from country to country to respond to the different local contexts and needs. The Secretariat has placed emphasis on tailoring its engagement to accommodate the specificity of each beneficiary government in the establishment of their CSM, while maintaining the principles of the mechanism's design.

#### 4. BANGLADESH

##### *Progress*

4.1 In February 2015, Executive Director Dr Khalid Koser travelled to Dhaka, Bangladesh, to facilitate and support the launch of the CSM. His visit was generously hosted by the Ministry of Foreign Affairs (MFA), which is GCERF's focal point in the Government of Bangladesh. He met with the Foreign Secretary and the Senior Secretary at the Minister of Home Affairs, these two ministries being co-responsible for GCERF's engagement in Bangladesh. Dr Koser met representatives from a range of other government departments currently engaged in counter-terrorism strategies, including the Prime Minister's Office, the Ministry of Finance, the Ministry of Women and Children's Affairs, the Maritime Affairs Unit, and the Bangladesh Police. He also met more than 20 representatives of civil society, including the Bangladesh Garments Manufacturers and Exporters Association, 10 representatives of the private sector, including the Metropolitan Chamber of Commerce and Industry, and representatives from three foreign embassies.

4.2 A roundtable was attended by representatives from a range of government departments, civil society, academia, the private sector, multilateral institutions, and foreign embassies, at which the roles and responsibilities of the CSM were explained and discussed. The CSM has been constituted on the basis of this meeting.

4.3 During his visit, Dr Koser presented on "Countering Violent Extremism: The Global Experience" at the Bangladesh Institute of International and Strategic Studies. The session was chaired by Ambassador Munshi Faiz Ahmad, and closing remarks were made by GCERF Board Member Foreign Secretary Md Shahidul Haque. Participants in the well-attended session also discussed causes and consequences of violent extremism in Bangladesh, and it helped to raise awareness of GCERF and its role in supporting the development of a comprehensive national strategy against violent extremism.

##### *Next Steps: Roles and Responsibilities*

4.4 In consultation with the MFA, the following next steps have been discussed:

- At the time of writing, the **MFA** was tentatively planning for the first full-fledged meeting of Bangladesh's CSM to take place on 7 or 8 April 2015 to begin the process of developing the NA. One option also being considered is to convene a wider stakeholder consultation between the CSM and other interested parties on an annual basis.
- The **Board** can engage and support this work by: participating in the CSM, if invited; and providing the Secretariat with research relevant to the NA process, as well as private sector contacts.
- The **Secretariat** will continue to provide ongoing support, as the Government of Bangladesh requests (e.g. drafting additional documents, providing feedback and guidance on CSM membership, responding to unsolicited funding requests).

#### 4.3 *Timetable*

- May 2015: The NA is finalized and provided to the IRP via the Secretariat.
- June 2015: The IRP will use the NA, as well as information from the Secretariat on available funding to provide a recommendation to the Board regarding the maximum potential funding that may be granted to Bangladesh.
- July 2015: Via conference call, the Board allocates funding to Bangladesh, identifying any country-specific focus or criteria.
- July - August 2015: The Call for Expressions of Interest from potential PRs is issued; applications are received and reviewed; potential PRs are selected.
- August - September 2015: Potential PRs are invited to submit a full application by the submission deadline. National applications are compiled and presented by the CSM.
- September - November 2015: The Secretariat reviews and vets national applications.<sup>3</sup> Then the IRP reviews national applications.
- November 2015: National applications, with IRP recommendations, are presented to the Board for decision (at the 3<sup>rd</sup> Board Meeting).
- December 2015: Grant agreements are drafted and signed. The disbursement of GCERF funds commences.

### 5. **MALI**

#### *Progress*

5.1 At the time of writing, the Secretariat's inaugural visit to Bamako, Mali, was taking place from 7-10 April 2015. This visit is being hosted by Mali's Ministry of Foreign Affairs (MFA), and meetings are planned with relevant government ministries, civil society, the private sector, and media. In addition to the meetings arranged by the MFA, the Secretariat will meet with additional representatives from civil society, foreign governments, multilateral institutions, and the private-sector.

#### *Next Steps: Roles and Responsibilities*

5.2 Next steps for Mali will be reported during the Board meeting, given that the visit is scheduled to end after the distribution of this paper to the Board. The Secretariat expects that the first meeting of Mali's CSM will be convened in the coming weeks.

#### 5.3 *Timetable*

- April 2015: Inaugural visit to Mali by the Secretariat.
- May 2015: First meeting of the CSM.
- June 2015: The NA is finalized and provided to the IRP via the Secretariat.

---

<sup>3</sup> This includes screening organisations and their senior leadership against terrorist lists.

- July 2015: The IRP will use the NA, as well as information from the Secretariat on available funding, to provide a recommendation to the Board regarding the maximum potential funding that may be granted to Mali. Via conference call, the Board allocates funding to Mali, identifying any country-specific focus or criteria.
- July - August 2015: The Call for Expressions of Interest from potential PRs is issued; applications are received and reviewed; potential PRs are selected.
- August - September 2015: Potential PRs are invited to submit a full application by the submission deadline. National applications are compiled and presented by the CSM.
- September - November 2015: The Secretariat reviews and vets national applications.<sup>3</sup> Then the IRP reviews national applications.
- November 2015: National applications, with IRP recommendations, are presented to the Board for decision (at the 3<sup>rd</sup> Board Meeting).
- December 2015: Grant agreements are drafted and signed. The disbursement of GCERF funds commences.

## **6. MOROCCO**

### *Progress*

6.1 At the 1st Board meeting in November 2014, Morocco became a potential pilot beneficiary country; attended the Board meeting in that capacity; and its representative became a Board member. Confirmation is currently being awaited from the Government of Morocco about formally engaging GCERF.

### *Next Steps: Roles and Responsibilities*

6.2 The Secretariat continues to engage regularly with representatives of the Government of Morocco in Geneva and Rabat, and is prepared to launch the CFM in Morocco promptly.

### *6.3 Notional Timetable [Should Morocco decide to launch the CFM]*

- May 2015: Inaugural visit to Morocco by the Secretariat.
- June 2015: First meeting of the CSM. The NA is finalized and provided to the IRP via the Secretariat.
- July 2015: The IRP will use the NA, as well as information from the Secretariat on available funding, to provide a recommendation to the Board regarding the maximum potential funding that may be granted to Morocco. Via conference call, the Board allocates funding to Morocco, identifying any country-specific focus or criteria.
- July - August 2015: The Call for Expressions of Interest from potential PRs is issued; applications are received and reviewed; potential PRs are selected.
- August - September 2015: Potential PRs are invited to submit a full application by the submission deadline. National applications are compiled and presented by the CSM.
- September - November 2015: The Secretariat reviews and vets national applications.<sup>3</sup> Then the IRP reviews national applications.

- November 2015: National applications, with IRP recommendations, are presented to the Board for decision (at the 3<sup>rd</sup> Board Meeting).
- December 2015: Grant agreements are drafted and signed. The disbursement of GCERF funds commences.

## **7. NIGERIA**

### *Progress*

7.1 In March 2015, the Secretariat travelled to Abuja, Nigeria, to facilitate and support the launch of the CSM.

7.2 Hosted by the Ministry of Foreign Affairs (MFA), GCERF's focal point in the Government of Nigeria, the GCERF delegation met a variety of Nigerian government ministries/offices, namely: Federal Ministry of Education, Federal Ministry of Foreign Affairs, Federal Ministry of Information, Federal Ministry of Interior, National Orientation Agency/National Information Center, Nigerian Prisons Service, Office of the National Security Adviser (ONSA); several GCERF donor governments; and representatives from more than 40 Nigerian civil society organisations, including at roundtable meetings convened by the MFA and by the ONSA.

7.3 The Secretariat was unsuccessful in engaging the private sector during this inaugural trip, in part as the visit was to Abuja rather than Nigeria's commercial hub, Lagos; because of the lack of established personal contacts in Nigeria's private sector; and due to the timing of the national elections. The Secretariat continues to support the MFA to engage the private sector in the CSM.

### *Next Steps: Roles and Responsibilities*

7.4 In consultation with the MFA, the following next steps have been agreed:

- The **MFA** will convene a CSM meeting with core members representing approximately 15 institutions.
- The **CSM** will: (i) write the first draft of the NA by 26 April 2015; (ii) circulate that first draft to a wider audience, requesting comments no later than 8 May 2015; (iii) host a consultation to receive feedback from the wider audience the following week (the Secretariat will plan to attend); and (iv) by 31 May 2015, provide its NA to the IRP via the Secretariat.
- The **Board** can engage and support this work by: participating in the CSM, if invited; and providing the Secretariat with research relevant to the NA, as well as private-sector contacts.
- The **Secretariat** will continue to provide ongoing support, as the Government of Nigeria requests (e.g. drafting additional documents, providing feedback and guidance on CSM membership, responding to unsolicited funding requests).

## 7.5 Timetable

- May 2015: The NA is finalized and provided to the IRP via the Secretariat.
- June 2015: The IRP will use the NA, as well as information from the Secretariat on available funding to provide a recommendation to the Board regarding the maximum potential funding that may be granted to Nigeria.
- July 2015: Via conference call, the Board allocates funding to Nigeria, identifying any country-specific focus or criteria.
- July - August 2015: The Call for Expressions of Interest from potential PRs is issued; applications are received and reviewed; potential PRs are selected.
- August - September 2015: Potential PRs are invited to submit a full application by the submission deadline. National applications are compiled and presented by the CSM.
- September - November 2015: The Secretariat reviews and vets national applications.<sup>3</sup> Then the IRP reviews National Applications.
- November 2015: National applications, with IRP recommendations, are presented to the Board for decision (at the 3<sup>rd</sup> Board Meeting).
- December 2015: Grant agreements are drafted and signed. The disbursement of GCERF funds commences.

## 8. NOTIONAL TIMETABLE FOR CONSIDERATION OF APPLICATIONS FOR FUNDING

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Needs Assessment finalized; provided to IRP.	BGD NGA	MLI						
IRP provides funding recommendation to Board.		BGD NGA	MLI					
Board allocates funding; identifies any country-specific focus or criteria (via Board Conference Call).			BGD MLI NGA					
Call for Expressions of Interest from potential PRs issued. Applications received and reviewed. Potential PRs selected.			BGD MLI NGA					
Potential PRs invited to submit full application. Submission deadline. National applications compiled and presented by CSM.				BGD MLI NGA				
Secretariat reviews and vets national applications <sup>3</sup> . IRP reviews national applications.					BGD MLI NGA			
National applications, with IRP recommendations, presented to Board for decision (Board Meeting).						BGD MLI NGA		
Grant agreements drafted and signed. Fund disbursement commences.								BGD MLI NGA



## **9. CONCLUSIONS AND LESSONS LEARNED**

9.1 The Secretariat is grateful for positive and sustained commitment and efforts by Bangladesh, Mali, and Nigeria in the context of GCERF's inaugural visits.

9.2 The Secretariat appreciates and is highly cognisant of the political sensitivities, as well as human resources and logistical requirements to launch the GCERF CSM. In this regard, the Secretariat recognizes that allowing as much lead time as possible before a visit will help to facilitate GCERF's engagement in beneficiary countries. Similarly, it is vital to spend time during these visits establishing a very clear schedule of deadlines, in order to maintain momentum after each visit. Meanwhile, every aspect of GCERF operations takes time – from building relationships in this sensitive space, to introducing the concept of GCERF to sceptical and/or unfamiliar audiences (e.g. non-traditional partners, the private sector).

9.3 Looking ahead, it is clear that CSMs will require the political and financial commitment of beneficiary countries to ensure that the broadest base of relevant stakeholders is represented, and it will be important that there are sufficient logistical resources in place to marshal the input of such a diversity of government, civil society and private sector stakeholders. It may become necessary for financial support to be extended to particular beneficiary countries when such resources are not readily available. The Secretariat will continue to engage beneficiary countries and in-country donor missions on this issue during this pilot phase, with a view to providing the Board with recommendations in the future.



## **ANNEX 1: ADVISORY NOTE ON CSM**

### **BACKGROUND ON THE COUNTRY SUPPORT MECHANISM (CSM)**

As the very first step in our partnership, GCERF will work with the beneficiary country to establish a Country Support Mechanism (CSM): a national multi-stakeholder entity, ideally composed of representatives of national government, sub-national authorities, local civil society, the private sector, as well as bilateral donors, United Nations entities, and multilateral and regional organisations active in the country. GCERF looks forward to facilitating and supporting the creation, establishment, and ongoing work of the CSM – which will act as a catalyst, and provide a platform for multi-stakeholder collaboration at the local, national, and international levels, in support of funded projects.

### **OVERVIEW OF CSM ACTIVITIES**

The CSM is a self-funded entity responsible for, among other things:

- ensuring national support and respect for country-led responses to the threat of radicalisation to violent extremism;
- focusing on the creation, development, and expansion of partnerships among all relevant actors within a country, and across all sectors of society, including governments, civil society, multilateral and bilateral agencies, and the private sector;
- strengthening the participation of communities and people at risk of radicalisation to violence and of people living with insecurity as a result of violent extremism in addressing the threat of radicalisation to violence;
- building on, complementing, and coordinating with existing national strategies to counter violent extremism, counter terrorism, and development goals;
- encouraging transparency and accountability;
- providing an analysis of existing levels of community resilience against violent extremist agendas and the drivers of radicalisation to violence, including the identification of the demography and geography of communities at risk (i.e., “CSM Country Needs Assessment” – see below for more info.);
- issuing the Call for Proposals; receiving and reviewing applications from potential Principal Recipients (PRs); and submitting to GCERF a National Application.

### **OVERVIEW OF CSM COUNTRY NEEDS ASSESSMENT**

The CSM is responsible for providing an analysis of levels of community engagement in identified communities at risk, community-identified gaps in addressing such drivers, and the structures and capacities of community-level stakeholders servicing and representing these communities. This Needs Assessment will build on national strategies to counter violent extremism; country and local expertise; and the body of relevant analysis by academic, governmental, multilateral, and non-governmental entities. The Needs Assessment will be based on assessment criteria provided by GCERF’s international Independent Review Panel (IRP), in consultation with the GCERF Secretariat and relevant beneficiary country authorities.

## **HOW GCERF SUPPORTS THE CSM**

The GCERF Secretariat will work with key interlocutors in the beneficiary government to:

- help establish the CSM;
- draft a basic CSM Action Plan, reflective of each country's constraints, context, and resources;
- provide further reading to support the Needs Assessment;
- provide templates for key actions (e.g. Call for PRs, Grant Application, Grant Agreement);
- provide staff to speak at key launch events; and
- connect the CSM to the IRP, to facilitate the IRP's assistance in reviewing and assessing potential PRs.

GCERF looks forward to facilitating and supporting the creation, establishment, and ongoing work of the CSM, including through proposed visits:

- to facilitate the creation and establishment of the CSM; to meet with a range of key stakeholders, including potential CSM members.
- to facilitate and support the Needs Assessment process.
- to facilitate and support the launch of the Call for PRs.

## **OVERVIEW OF PRINCIPAL RECIPIENT RESPONSIBILITIES**

The role of a Principal Recipient is to act as the lead agency for a consortium of organisations working at the community level applying for funding. Specifically, Principal Recipients must be:

- a locally registered legal entity able to enter into a grant agreement;
- receive and manage funding from GCERF;
- prepare and submit one consolidated proposal (on behalf of the consortium they represent);
- manage approved funding, ensuring integrity up and down the system by complying with GCERF requirements; and
- monitor compliance of grantees.

Contact: [csm@gcerf.org](mailto:csm@gcerf.org)

## ANNEX 2: CORE FUNDING MECHANISM (CSM)

### 1. Guiding Principles

The hallmarks of the Global Community Engagement and Resilience Fund (GCERF) Core Funding Mechanism (CFM) are:

- (a) **Impact:** Demonstrably strengthen resilience against violent extremist agendas through addressing the local drivers of radicalisation to violent extremism.
- (b) **National Support:** Encourage and promote national government support based in existing regional and national countering violent extremism, counter-terrorism, and development strategies and goals, as well as the UN Global Counter-Terrorism Strategy (UNGCTS), and contribute to the implementation of Pillar I of the UNGCTS.
- (c) **Efficiency:** Maximise donor funding to community-targeted projects.
- (d) **Reach:** Bridge the gap between donor funding at the international and national level and community-targeted projects at the local level.
- (e) **Access:** Through GCERF's broad public and private donor base, provide civil society with much needed access to politically neutral resources.
- (f) **Multi-Stakeholder Engagement:** Facilitate state, private sector, and civil society collaboration at the country and local levels, in support of funded projects.
- (g) **Sustainability:** Build the resilience and capacity of supported organisations, as assets to their communities and countries.
- (h) **Performance-Based Funding:** Provide a robust and practical framework for performance monitoring and evaluation, appropriate to the scale of funding involved, the capacities of intended grantees, while managing the risks associated with innovative approaches.
- (i) **Innovation:** Support creative and entrepreneurial initiatives, acknowledging the risks involved.
- (j) **Independence:** Provide an efficient, independent, and transparent decision-making process for the allocation of funding, based on the technical merit and feasibility of the proposals and the socio-political concerns of stakeholders.
- (k) **Transparency:** Provide regular, detailed and timely information on the volume, allocation and when available, results of the use of funding to all stakeholders, recognising the potential security concerns for grant recipients. Make efficient use of potential national and local beneficiaries' resources by providing clear information concerning the potential funding available.
- (l) **Agility:** Respond promptly and flexibly to emerging opportunities and challenges in achieving GCERF's purpose.
- (m) **Accountability:** Provide accountability and integrity.
- (n) **Harmonisation:** Promote and facilitate coordination and cooperation at the country and local levels amongst stakeholders, including donors, to avoid duplication. Complement ongoing national countering violent extremism efforts and reinforce regional, and international initiatives to count violent extremism, including those of the United Nations Counter-Terrorism Implementation Task Force and the United Nations Counter-Terrorism Centre.

- (o) **Leverage:** Provide a channel for the funding of community-targeted projects within the broader development context by the same or other donors or funding sources.

## **2. Annual Funding Cycle**

The Core Funding Mechanism will initially follow an annual cycle, reflecting the funding model proposed here. During each annual funding cycle, the Board would decide on the intended beneficiary countries for the following calendar year. Grants may have a term of up to three years. The Board may wish to review the regularity of the funding cycle in future years.

## **3. Targeted Use of Funding**

The Core Funding Mechanism provides targeted and mutually reinforcing support for applications from Principal Recipients representing a consortium of organisations able to demonstrate community-level participation and targeting those which incorporate tailored capacity development for consortia members.

## **4. Beneficiary Country Self-Identification and Board Approval**

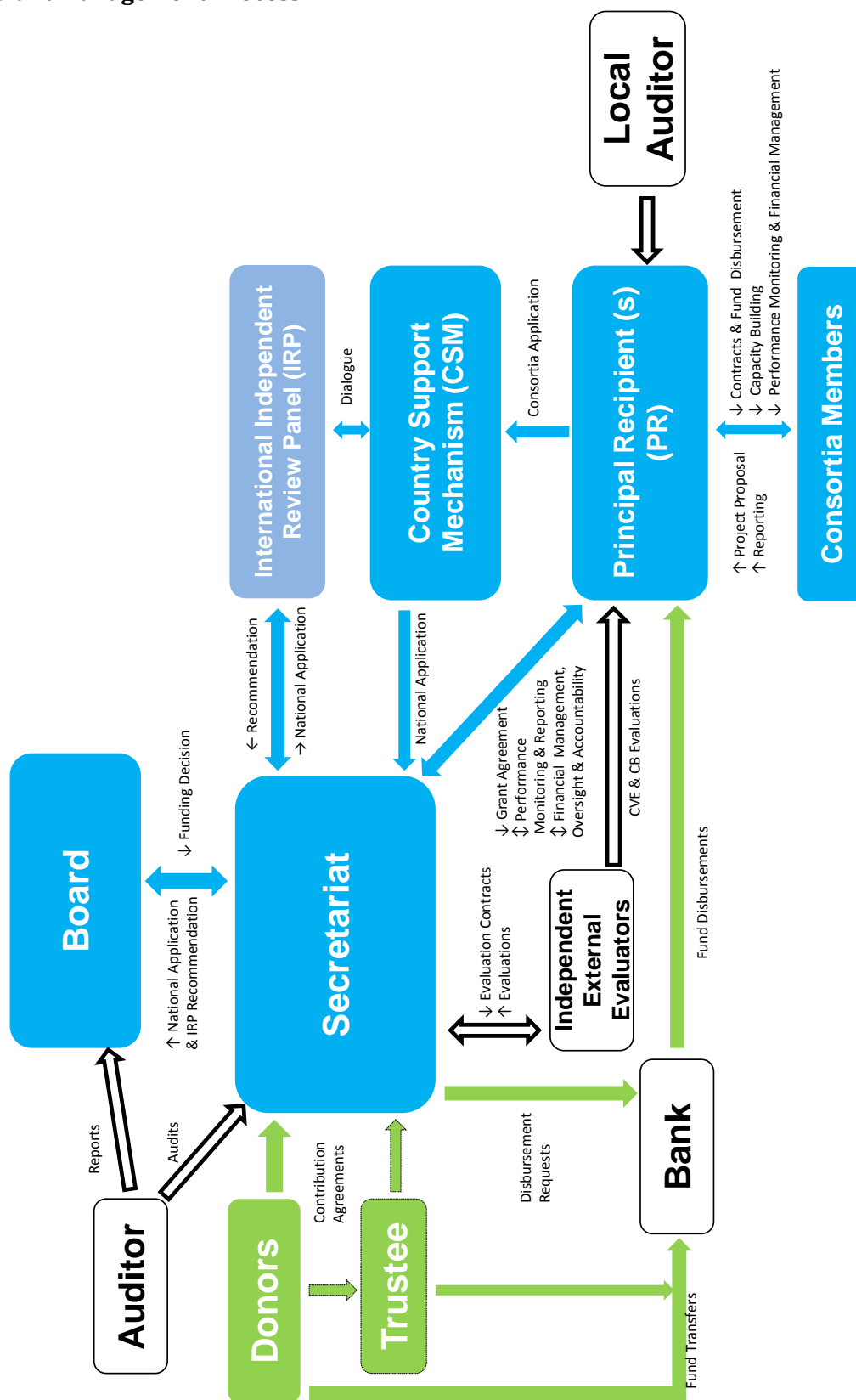
4.1 To be eligible, prospective pilot country must be included on the current list of countries eligible for Official Development Assistance<sup>4</sup> and:

- face a radicalisation to violent extremism challenge;
- have government committed at the national-level to countering violent extremism and engaging local communities as part of this effort; and
- be willing to support and facilitate the provision of GCERF grant-making nationally.

---

<sup>4</sup> <http://www.oecd.org/dac/stats/49483614.pdf>

Figure 1: Grant Management Process



4.2 It is envisaged that the Core Funding Mechanism will provide grants in five countries in 2015 and a further five countries in 2016. To guide interested countries and to facilitate Board decision-making, a detailed eligibility policy will be prepared for approval at the next face-to-face meeting of the Board.

## **5. Country Support Mechanism**

5.1 Eligible countries will be invited to form a Country Support Mechanism or “CSM.” The CSM is a national multi-stakeholder entity ideally composed of representatives of national government, sub-national authorities, local civil society, the private sector, as well as bilateral donors, United Nations entities, and multilateral and regional organisations active in the country.

5.2 In addition to the specific functions in relation to the Core Funding Mechanism detailed in this document, the CSM is responsible for:

- (a) Ensuring national support and respect for country-led responses to the threat of radicalisation to violent extremism;
- (b) Focusing on the creation, development and expansion of partnerships among all relevant actors within a country, and across all sectors of society, including governments, civil society, multilateral and bilateral agencies, and the private sector;
- (c) Strengthening the participation of communities and people at risk of radicalisation to violence and of people living with insecurity as a result of violent extremism in addressing the threat of radicalisation to violence;
- (d) Building on, complementing, and coordinating with existing national strategies to counter violent extremism, counter terrorism, and development goals; and
- (e) Encouraging transparency and accountability.

## **6. CSM Country Needs Assessment**

6.1 The CSM is responsible for providing an analysis of existing levels of community resilience against violent extremist agendas and the drivers of radicalisation to violence, including the identification of the demography and geography of communities at risk. This assessment will also include an analysis of: levels of community engagement in identified communities at risk, community-identified gaps in addressing such drivers, and the structures and capacities of community-level stakeholders servicing and representing these communities. Such assessments will build on national strategies to counter violent extremism, country and local expertise and the body of relevant analysis by academic, governmental, multilateral, and non-governmental entities.

6.2 The analysis is based on established assessment criteria agreed upon by GCERF’s international Independent Review Panel (“IRP”) (discussed in paragraph 12 below), in consultation with the Secretariat and relevant beneficiary state authorities.

6.3 The CSM is responsible for providing its country needs assessment to the IRP via the Secretariat in order to inform the IRP’s fund allocation recommendation.

## 7. Country Fund Allocation

7.1 The CSM's needs assessment will be shared with the IRP, facilitated by the Secretariat. The IRP will use the assessments, as well as information from the Secretariat on available funding, to provide a recommendation to the Board regarding the maximum potential funding that may be granted to each intended beneficiary country for a three-year period.

7.2 The IRP will base its recommendations on the comparative established and perceived needs of each country under consideration that year, the enabling environment provided by the national-level government in each country, and the overall secured funding available for that period.

## 8. Grant Application Criteria and Process

8.1 The CSM is responsible for the promotion, through existing institutional channels and networks, of GCERF's mission, mandate and calls for proposals. The grant application process begins with an open call by the CSM for expressions of interest from potential Principal Recipients.

8.2 GCERF grant assessment criteria are as follows:

### A. PROPOSAL

#### Soundness of Approach

1. Responds to highest priorities and most critical gaps in countering violent extremism, reflecting the drivers, demography (including engendered issues), and geography of radicalisation to violence in a particular country, as identified by the CSM's country needs assessment.
2. Demonstrates a focus on identified vulnerable target populations.
3. Demonstrates local community ownership, leadership, and participation in the proposal.
4. Reflects current, evidence-based technical good practices and approaches that best fit specific country contexts for countering violent extremism and addressing the drivers of radicalisation to violence.
5. Shows creativity and initiative in responding to opportunities and challenges posed by radicalisation to violence in a particular country.
6. Leverages the assets and resources available nationally and internationally to achieve its intended impact, while at the same time de-conflicting and harmonising with existing initiatives, to minimise duplication.
7. Delivers a technically sound and strategically focused response in a cost-effective manner, avoiding replication and any other form of waste.



### **Feasibility**

1. Understands and responds to local political, social, legal, and economic opportunities and constraints that may enhance or prevent grant implementation.
2. Ensures structural barriers to accessing services, including those related to human rights, are adequately understood and addressed to achieve the goals.

### **Capacity Development**

1. Demonstrates how the following capability of consortia members will be developed in the following areas:
  - Act and commit: to plan, take decisions, and act on these decisions collectively (e.g. appropriate governance, structures, leadership, management, ability to mobilize resources, programme and financial management).
  - Deliver on objectives (e.g. available resources, appropriate human resources, infrastructure, standards, performance measures).
  - Adapt and self-renew through learning and adaptation to changing external and internal environmental factors.
  - Establish and maintain relations with external stakeholders (e.g. their communities, government, private sector, and other civil society organisations).
  - Achieve coherence in their identity, self-awareness, and discipline (e.g. clear mandate, mission, values and strategic directions, operationalized through appropriate principles, systems).

### **Potential for sustainable outcomes**

1. Addresses the drivers of radicalisation to violence in ways that bring about lasting improvements in the lives of target populations and wider society.
2. Is consistent with broader countering violent extremism and development efforts, and complements national or international counter-terrorism and development strategies and goals.
3. Develops the resilience and capacities of supported organisations, as long-term assets to their communities and countries.

## **B. APPLICANT**

### **The Principal Recipient in the application demonstrates the capacity to:**

1. Engage with and mobilize relevant communities and other stakeholders in the development of a GCERF application.
2. Provide a robust and practical framework for performance monitoring and evaluation, appropriate to the scale of funding involved, while managing the risks associated with innovative approaches.
3. Provide necessary financial accountability and management of the grant funds,

including those managed by its staff and those managed by other consortium members as required.

4. Identify and support the development of capacity of other consortia members.
5. Facilitate learning, coordination and cooperation amongst key stakeholders.

## 9. Principal Recipient

9.1 The role of a Principal Recipient is to act as the lead agency for a consortium of organisations working at the community-level applying for funding. Specifically, Principal Recipients must be a locally registered legal entity able to enter into a grant agreement and receive and manage funding from GCERF, prepare and submit one consolidated proposal (on behalf of the consortium they represent), and manage approved funding ensuring integrity up and down the system by complying with GCERF requirements and monitor compliance of grantees.

9.2 The Principal Recipient is responsible for the financial accountability and management of grant funds received by other consortium members. Grant policies will include limits to administrative overheads, which in all cases will be required to reflect the actual and documented administrative costs associated with ensuring the financial accountability and management of grant funds managed by the Principal Recipient, including those it disburses to other consortia members. However, in cases where the capacity of consortia members is low with regards to financial management, Principal Recipients will be encouraged to include a plan and budget for capacity development in their application. These costs will be reviewed as part of the capacity development dimension of the grant application.

## 10. Open Call and Selection of Principal Recipients

10.1 To avoid unnecessary use of resources by prospective grantees on preparing full applications and engaging with other potential consortium members, potential Principal Recipients are selected following an open call for expressions of interest. The selection of potential Principal Recipients will be a joint decision made by the CSM and IRP in consultation with the Secretariat based on the “Applicant” grant assessment criteria listed in paragraph 8.2 above. The CSM, IRP and Secretariat will base the selection on principles of transparency, exogenous and endogenous accountability, and sound risk management. The CSM, IRP and Secretariat will seek to reach consensus in the selection of potential Principal Recipients. In instances in which consensus cannot be reached, the commissioning by the Secretariat of an independent external *ex-ante* evaluation may be requested by the IRP or CSM to guide the final decision.

10.2 Multiple potential Principal Recipients once selected may be invited to submit applications in a beneficiary country, depending on geographical considerations (e.g. reach), intended levels of funding to be made available (i.e. demand), and demographics (i.e. communities served).

10.3 Once selected, the potential Principal Recipient will be informed by the CSM and given three months to develop their applications.

## **11. National Application**

11.1 A National Application is comprised of the individual applications of selected Principal Recipients submitted by the CSM to GCERF for funding. The CSM is responsible for selecting those applications of selected Principal Recipients it wants to endorse and include in its National Application. There is no lower or upper limit on the number of selected Principal Recipient applications to be included in a CSM's National Application.

11.2 A National Application is submitted via the Secretariat for review and recommendation by the IRP before submission to the Board.

## **12. International Independent Review Panel (IRP)**

The international Independent Review Panel or "IRP" is an independent, impartial group of 8 to 14 experts appointed by the Board to provide a rigorous technical assessment of requests for funding made to GCERF. The IRP fulfils the functions relation to the Core Funding Mechanism outlined in this document. Detailed Terms of Reference are attached to this document.

## **13. IRP Funding Recommendations**

13.1 The IRP will provide funding recommendations to the Board based on the review assessment criteria outlined in paragraph 8.2 above. The IRP reviews the national application against established technical standards and places special emphasis on the overall coherence and performance potential of the application as a whole.

13.2 The IRP has up to 30 days to make its recommendation with any reservations/requests for modifications. In the event that modification and/or clarifications are sought by the IRP, the CSM will be provided with a reasonable amount of time to address them, including consulting with the Principal Recipient(s) if necessary. The IRP will then have a further two weeks to accept modifications or clarifications provided by Principal Recipients through their CSM.

13.3 The IRP's final recommendation is then submitted to the Board, including any outstanding reservations/requests for modifications that have not been addressed or resolved.

## **14. Board Decision-Making**

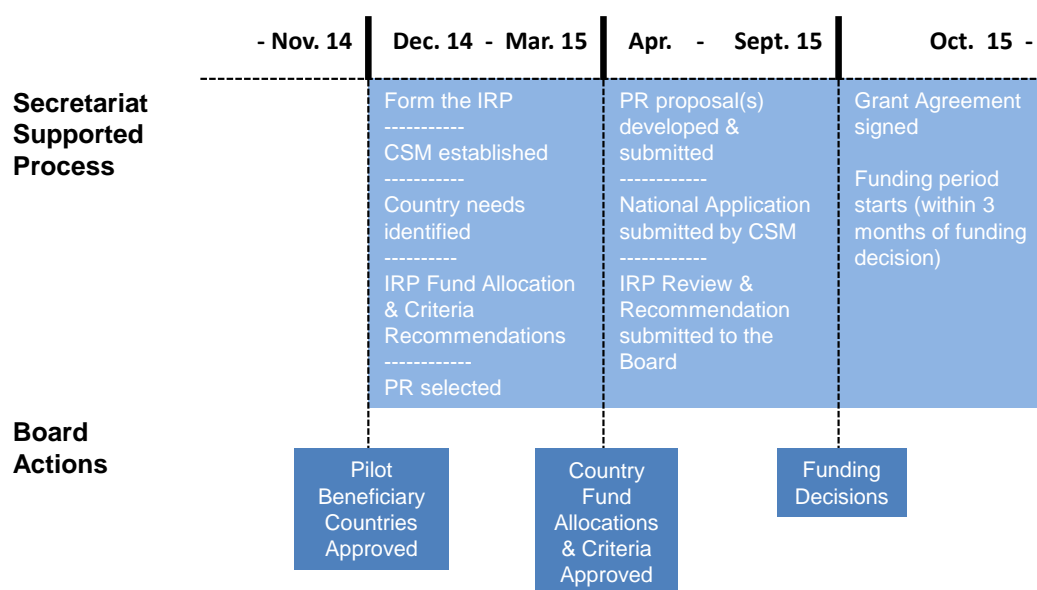
14.1 The Board makes funding decisions in accordance with its Statutes, Bylaws, and Policy on Ethics and Conflict of Interest.

14.2 Board decision-making should place emphasis on the merits and potential impact of applications, in light of the risk assessment made and reflected in the recommendation (e.g. contextual considerations), and any outstanding reservations/requests for modifications of the IRP.

14.3 The Board may choose to approve a National Application, or to do so subject to specific reservations or conditions. A decision not to fund a proposal will be recorded in the minutes of the meeting, with an indication of whether the applicant is encouraged to re-submit.

14.4 Considering the process that each proposal will go through before reaching the Board, a decision not to fund is an unlikely occurrence; however, it is reserved by the Board as an option, especially in light of changing circumstances in a country.

**Figure 2: Overview of Pilot Grant-making Cycle**



## 15. Grant Awards and Disbursements

15.1 Following Board approval, the Secretariat will negotiate grant agreements with each Principal Recipient, which will take into account the specific programmatic and financial risks related to each programme and Principal Recipient.

15.2 Disbursements to Principal Recipients are made on a semi-annual basis, one quarter in advance. Disbursements by Principal Recipients to other consortia members are made on a quarterly, semi-annually or annual basis depending on the size of grant.

## 16. Performance Monitoring and Evaluation (Programme and Financial)

16.1 The purpose of GCERF's performance monitoring and evaluation (PM&E) is to promote exogenous and endogenous accountability and transparency. GCERF will adopt a robust and pragmatic PM&E framework appropriate to the size of grants made that recognizes the specific contextual constraints inherent to targeting the community-level. A detailed PM&E Framework will be developed by the Secretariat in consultation with key constituencies following the 1<sup>st</sup> Board meeting, sent to the Board for comments during that period and presented to the Board for information during the second quarter of 2015.

16.2 The purpose of GCERF's PM&E framework will be to (i) support the robust programmatic and financial management of grant performance; (ii) promote learning and the identification of good practices; and (iii) inform improvements in current grant implementation and future grant-making. GCERF's PM&E framework will comprise periodic monitoring and episodic evaluation.

#### *Progress Monitoring*

16.3 The purpose of GCERF's progress monitoring is to (i) improve the efficiency and inform adjustments in grant implementation by Principal Recipients; and (ii) oversee direct expenditure and disbursements to other consortium members by Principal Recipients. GCERF's monitoring specifically refers to the level of activities and outputs based on pre-defined progress indicators.

16.4 The Secretariat will be responsible for overseeing the implementation of grant awards by Principal Recipients based on agreed financial reporting requirements and pre-defined progress indicators. The Secretariat will maintain close and regular communication with Principal Recipients.

16.5 GCERF will track grant progress regularly through the routine review of progress reports. Principal Recipients will be required to provide quarterly programmatic and financial reports on grant implementation. These reports will include a management section identifying progress trends during the period, significant deviations or concerns, and recommended midstream corrections. Progress reports will be designed to ensure unreasonable or undue burden is not placed on Principal Recipients or smaller consortia members.

16.6 Principal Recipients will be responsible for the routine oversight of consortia members, based on agreed financial reporting and pre-defined progress indicators. These requirements will be informed by standard guidelines provided by the Secretariat that take into account the size and duration of funding provided to consortia members. Due to the potential capacity limitations of smaller consortia members, a Principal Recipient may facilitate and support the preparation by smaller consortia members' of narrative and financial progress reports, subject to clear guidelines concerning transparency.

16.7 Enhanced oversights of Principal Recipients' progress by the Secretariat will be provided through annual quality assurance assessments of each Principal Recipient primarily for verification purposes.

#### *Performance Evaluation*

16.8 The purpose of GCERF's performance evaluations are to (i) improve the effectiveness and inform adjustments in grant implementation by Principal Recipients; and (ii) oversee the financial management and cost-effectiveness of Principal Recipients. GCERF's performance evaluations specifically refer to the level of outcomes based on performance indicators and qualitative impact assessment.

16.9 GCERF will undertake annual performance evaluations of each Principal Recipient. These limited scope assessments will: (i) evaluate the aggregate performance outcomes and when possible impact achieved by the Principal Recipients against the approved goals and objectives of their grant award; and (ii) identify potential areas of underperformance and inform recommendations for midstream corrections; (iii) verify reported implementation and expenditure; and (iv) ensure compliance with financial management requirements.

16.10 The Secretariat will reserve the right to undertake a random performance evaluation of a Principal Recipient at any time of the year with due notice.

#### *National Award Evaluation*

16.11 The Secretariat will commission independent external evaluations of each CSM's portfolio during the final year of their current grant period. These assessments will evaluate the aggregate performance outcomes and impact achieved by each Principal Recipient against the approved goals and objectives of the overall approved national grant award. The intention of these evaluations will be to: (i) assess the overall performance of GCERF's grant award for key stakeholders (e.g. donors, beneficiary countries); and (ii) to inform future GCERF funding based on the needs of the country.

16.12 National award evaluations will be informed by the reports of previously conducted performance evaluations.

16.13 Especially in this pilot phase, GCERF may decide to commission one or a number of mid-term national award evaluations to inform future GCERF funding.

16.14 GCERF will reserve the right to suspend funding in a particular country, or to a particular Principal Recipient, in light of a spectrum of internal and/or external issues. General conditions concerning the grounds for the suspension of funding will be detailed in specific conditions in individual Grant Agreements.

### **17. Financial Audits**

17.1 Principal Recipients will be required to appoint auditors in an open, competitive and transparent process. Principal Recipients will be required to share with GCERF their annual audited reports and, in appropriate circumstances, to provide a grant specific audited statement.

17.2 In some cases, the Secretariat may initiate external financial reviews of a Principal Recipient to promote robust financial management practices and performance. These reviews may include probes into individual disbursements for the compliance of other consortia members.

17.3 The Board will appoint an independent auditor to conduct an audit of the GCERF's books and records on an annual basis. The annual audited financial statements of the GCERF will be shared with the Board.

**18. Fund Disbursements**

18.1 GCERF will issue fund disbursement requests to its bank for payment to Principal Recipients.

18.2 Principal Recipients will be responsible for fund disbursements to other consortia members.



### ANNEX 3: INTRODUCTORY NOTE ON CSM

#### THE GCERF-COUNTRY PARTNERSHIP

The GCERF Secretariat, based in Geneva, Switzerland, extends a warm welcome to the COUNTRY – one of GCERF’s first four pilot beneficiary countries, and a valued member of the GCERF Governing Board. We of the GCERF Secretariat look forward to visiting COUNTRY in DATE.

#### BACKGROUND ON THE COUNTRY SUPPORT MECHANISM (CSM)

As the very first step in our partnership, GCERF will work with COUNTRY to establish a Country Support Mechanism (CSM): a national multi-stakeholder entity, ideally composed of representatives of national government, sub-national authorities, local civil society, the private sector, as well as bilateral donors, United Nations entities, and multilateral and regional organisations active in COUNTRY. GCERF looks forward to facilitating and supporting the creation, establishment, and ongoing work of COUNTRY’s CSM – which will act as a catalyst, and provide a platform for multi-stakeholder collaboration at the local, national, and international levels, in support of funded projects. Additional info. about the CSM will be supplied in the coming weeks.

#### OVERVIEW OF CSM ACTIVITIES

The CSM is a self-funded entity responsible for, among other things:

- ensuring national support and respect for country-led responses to the threat of radicalisation to violent extremism;
- focusing on the creation, development, and expansion of partnerships among all relevant actors within a country, and across all sectors of society, including governments, civil society, multilateral and bilateral agencies, and the private sector;
- strengthening the participation of communities and people at risk of radicalisation to violence and of people living with insecurity as a result of violent extremism in addressing the threat of radicalisation to violence;
- building on, complementing, and coordinating with existing national strategies to counter violent extremism, counter terrorism, and development goals;
- encouraging transparency and accountability;
- providing an analysis of existing levels of community resilience against violent extremist agendas and the drivers of radicalisation to violence, including the identification of the demography and geography of communities at risk (i.e., “CSM Country Needs Assessment”);
- issuing the Call for Proposals; receiving and reviewing applications from potential Principal Recipients (PRs); and submitting to GCERF a National Application.

## ANNEX 4: NEEDS ASSESSMENT (NA) TOOLKIT

### 1. BACKGROUND ON THE NEEDS ASSESSMENT (NA)

The Country Support Mechanism (CSM) is responsible for providing an analysis of levels of community engagement in identified communities at risk, community-identified gaps in addressing such drivers, and the structures and capacities of community-level stakeholders servicing and representing these communities. This Needs Assessment (NA) will build on national strategies to counter violent extremism; country and local expertise; and the body of relevant analysis by academic, governmental, multilateral, and non-governmental entities. The CSM is responsible for providing its NA to the IRP via the Secretariat in order to inform the IRP's fund allocation recommendation. The CSM's NA will be shared with the IRP, facilitated by the Secretariat. The IRP will use the NAs, as well as information from the Secretariat on available funding, to provide a recommendation to the Board regarding the maximum potential funding that may be granted to each intended beneficiary country for a three-year period.

### 2. HOW GCERF SUPPORTS THE PREPARATION OF THE NEEDS ASSESSMENT

The GCERF Secretariat and Independent Review Panel (IRP) facilitate and support CSMs in the preparation of their country's Needs Assessment (NA) in the following ways, including through proposed visits:

- In consultation with the GCERF Secretariat, the IRP offers the guidance contained in this document to CSMs on the preparation and content of the NA.
- Throughout the NA process, the GCERF Secretariat is available to offer practical guidance and support to the CSM – including in-country assistance at the start of the NA process.

### 3. CONTENTS OF THE NEEDS ASSESSMENT

The NA is an analysis of existing levels of community resilience against violent extremist agendas and the drivers of radicalisation to violence, including the identification of the demography and geography of communities at risk. The NA includes an analysis of:

- levels of community engagement in identified communities at risk;
- community-identified gaps in addressing such drivers; and
- the structures and capacities of community-level stakeholders servicing and representing these communities.

GCERF's mandate is to support local, community-level initiatives aimed at strengthening resilience against violent extremist agendas. Its mission focuses on: identifying the local drivers of violent extremism that put people most at risk of recruitment and radicalisation to violence; and building local resilience, in order to prevent violent extremism.

The following informal definitions provide a basic guide for the purposes of the needs assessment:

- **Drivers** refer to specific factors, ideas, institutions, issues, trends, or values that directly influence people to radicalise toward the use of violence. A driver of violence is not

necessarily a “root cause.” Drivers have an immediate impact, while root causes contribute to drivers but may not be resolvable. For example, economic inequality is a root cause; a drought affecting farmers is a driver.

- **Radicalisation to violence** refers to a decision to forgo political processes or nonviolent methods of fostering change in favour of adopting violent methods to bring about change.
- **Violent extremism** refers to the use of violence as a method to pursue political goals.
- **Resilience** refers to the factors, ideas, institutions, issues, trends, or values that enable individuals and communities to resist or prevent violence.

#### 4. CONDUCTING A NEEDS ASSESSMENT

The NA will build on country and local expertise and the body of relevant analysis by academic, governmental, multilateral, and non-governmental entities. In this regard, the NA should commence with an inventory of relevant information/resources already available; see page 3 below for some examples. We request that you include citations on the sources referred to in your NA (e.g. focus groups, interviews, surveys, official government data, and third party research,). We suggest that the NA be no more than 20 pages in length, excluding annexes.

#### 5. NEEDS ASSESSMENT CRITERIA (WORKING TEXT)

In consultation with the GCERF Secretariat, the GCERF IRP offers the following guidance to beneficiary country authorities on assessment criteria.

**Please note that your country’s NA does not need to address all of the points below.**

**The IRP may request clarifications or verifications after submission of the NA.**

##### Understanding the Impact of Violent Extremism

- What impact does violent extremism currently have on affected communities?
- Does your country have a public debate or discourse around violent extremism and its impact? Are all stakeholders in agreement on the severity of the risk of violent extremism?
- In the future, what is the potential impact of violent extremism on the country?

##### Who, where, what, and how?

- Who is most at risk of radicalisation to violent extremism?
- Where are the at-risk people located?
- What do affected communities say are the main factors that contribute to radicalisation to violence (for example, ideas, institutions, issues, trends)?
- Where and how do violent extremist groups recruit new members?
- What do affected communities say would be the most effective ways to prevent radicalisation to violent extremism?

Research and Strategies to Prevent and Counter Violent Extremism

- Does your country have a national strategy/policy/working group to prevent radicalisation to violent extremism? If so, please describe. Who is responsible for implementing the policy?
- Who are the main actors actively working to prevent radicalisation to violent extremism?
- Are national and local governmental authorities in dialogue with civil society on the subject of preventing radicalisation to violent extremism?
- Is radicalisation to violent extremism the subject of study or research in your country? If so, please identify by whom.
- Is research regularly undertaken to measure community attitudes toward and relationships with local and national authorities?

Support for Community Engagement and Resilience

- In affected communities, who has credibility and legitimacy to speak out against violent extremism? Who is already speaking out against violent extremism?
- How might additional support be provided to locally credible voices without undermining their legitimacy?
- Who provides services to build local resilience to violent extremist agendas? What programs and structures are supporting these service providers?
- Are there effective rehabilitation and reintegration programs for former violent extremists/returning foreign fighters/incarcerated violent extremists? Is there support for their families and dependents?
- In affected communities, what role, if any, do private sector businesses/companies currently play in building resilience against violent extremist agendas? What more is needed?
- Which international, multilateral, and/or regional donors or civil society initiatives are currently working to prevent radicalisation to violent extremism?

**FURTHER READING (IMMEDIATELY RELEVANT TO NA)**

- [“Development Assistance and Counter-Extremism: A Programming Guide”](#)
- [Global Peace Index 2014](#)
- [“Guide to Conducting a Needs Assessment”](#)
- [“Guide to the Drivers of Violent Extremism”](#)

**ADDITIONAL FURTHER READING**

**Articles and Guides:**

- [“A Case Study of Counter Violent Extremism \(CVE\) Programming: Lessons from OTI’s Kenya Transition Initiative”](#)
- [“Addressing Violent Extremism: Creating Spaces for Civil Society Engagement”](#)
- [“Creating Spaces for Effective CVE Approaches”](#)
- [CVE Research Briefs](#) (from Hedayah, the International Center of Excellence for CVE)
- [“Development Assistance and Counter-Extremism: A Programming Guide”](#)
- [“Expert Meeting on CVE, Security and Development”](#)
- [“Guide to the Drivers of Violent Extremism”](#)
- [“A Practical Guide to Community Integrity Building”](#)
- [“The Role of Education in Countering Violent Extremism”](#)

- [The United Nations Global Counter-Terrorism Strategy](#) (Pillar I: “Measures to address the conditions conducive to the spread of terrorism”)

**Global Counterterrorism Forum (GCTF):**

- [Countering Violence Extremism Working Group](#)
- [Ankara Memorandum on Good Practices for a Multi-Sectoral Approach to CVE](#)
- [Good Practices for Community Engagement and Community-Oriented Policing as Tools to Counter Violent Extremism](#)
- [Rome Memorandum on Good Practices for Rehabilitation and Reintegration of Violent Extremist Offenders](#)

**Performance Monitoring and Evaluation (PM&E):**

- [“Comparative Evaluation Framework for Counter Radicalisation”](#)
- [“Evaluating Countering Violent Extremism Programming: Practice and Progress”](#)
- [“Learning and Adapting: The Use of Monitoring and Evaluation in Countering Violent Extremism – A Handbook for Practitioners”](#)
- [National Consortium for the Study of Terrorism and Responses to Terrorism \(START\)](#)

**Women, Peace, and Security:**

- [Organisation for Security and Co-operation in Europe \(OSCE\): Women, terrorism and counter-terrorism](#)
- [“The Roles of Women in Terrorism, Conflict, and Violent Extremism: Lessons for the United Nations and International Actors”](#)