



GCERF

Global Community Engagement
and Resilience Fund

**Governing Board
Decision by No Objection
11 May 2020**

GCERF Country Strategy for Investment in Somalia

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Acronyms

ANSA	Armed Non-State Actors
AS	al-Shabaab
ASI	Adam Smith International
AMISOM	African Union Mission in Somalia
AU	African Union
CNA	Country Needs Assessment
CSM	Country Support Mechanism
CVE	Countering Violent Extremism
DPC	District Peace Committee
EOI	Expression of Interest
FAO	Food and Agricultural Organisation
FGS	Federal Government of Somalia
FMS	Federal Member State
IOM	International Organization for Migration
MPF	Somali Multi-Partner Fund
MPTF	Somalia Multi-Partner Trust Fund
NISA	Somali National Intelligence and Security Agency
PVE	Preventing Violent Extremism
P/CVE	Preventing and Countering Violent Extremism
PSF	Danish Peace and Stabilisation Fund
QFFD	Qatar Fund for Development
SSBP	Swedish-Somali Business Development Programme
SSF	Somali Stability Fund
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNOCT	United Nations Office of Counter-Terrorism
UNSOM	United Nations Assistance Mission in Somalia

Overview

The GCERF Country Strategy for Investment in Somalia is based on needs identified: in the 2016 Government of Somalia's National Strategy and Action Plan to Prevent and Counter Violent Extremism; a third-party Country Needs Assessment (2019), which was commissioned by GCERF; the 2017 Security Pact of Somalia; in addition to extensive consultation with local representatives of GCERF donors, and the Government of Somalia as well as the Government of Kenya, including CSOs and donors based in Kenya, for potential cross-border programming. The investment strategy is intended to guide GCERF's grant-making activities starting in May 2020 through April 2023.

In implementing the strategy, GCERF will coordinate with the Somali government and the governments of the federal members states, district authorities including the District Peace Committees, as well as other key actors involved in peace and development such as the United Nations especially UNOCT via UNSOM, UNDP and IOM, UNICEF, Adam Smith International, Interpeace, local civil society, the local donor community, and the Somali Stability Fund. It will appoint an in-country national advisor to support programme monitoring and coordination with stakeholders.

GCERF will apply a tiered approach in Somalia. Based on the availability of funds for investment, GCERF will expand its geographic focus, beneficiary groups, and thematic support through its calls for Expression of Interest from Somali civil society organisations in line with the size of the investment. Each new investment will build on the lessons learned during earlier rounds.

The tiered approach includes four tiers: Investment amounts 1) US\$1.5 million 2) US\$3 million 3) US\$5 million and 4) more than US\$5 million.

Note: GCERF currently (as of April 2020) has US\$1.5 million to invest immediately into grants in Somalia and thus plans to initiate investment immediately. In case an additional USD 1.5 million is available and the total investment comes to USD 3 million, then the second tier would be relevant. In case an additional USD 2 million is available and the total investment amounts to USD 5 million, then the third tier would be relevant.

Table 1: Tiered Approach to Grant-Making

Funding Available	Geographic Location¹	Who²	What³
USD 1.5 million	Gedo, Lower Juba, and cross-border programming	Youth and Children, Youth support networks, Clan leaders /traditional and religious leaders	Tolerance Building, Strengthening Community Agency, Positive Social and Economic Alternatives
USD 3 million	Gedo, Lower Juba, cross-border programming, and Bay	Youth and Children, Youth support networks, Clan leaders /traditional and religious leaders	Tolerance Building, Strengthening Community Agency, Positive Social and Economic Alternatives
USD 5 million	Gedo, Lower Juba, cross-border programming, Bay, and Lower Shabelle	Youth and Children, Youth support networks, Clan leaders /traditional and religious leaders, Former members (youth and children) of violent extremist and criminal groups	Tolerance Building, Strengthening Community Agency, Positive Social and Economic Alternatives, Critical Thinking and Life Skills
More than USD 5 million	Gedo, Lower Juba, cross-border programming, Bay, Lower and Middle Shabelle, and Hiraan	Youth and Children, Youth support networks, Clan leaders /traditional and religious leaders, Former members (youth and children) of violent extremist and criminal groups,	Tolerance Building, Strengthening Community Agency, Positive Social and Economic Alternatives, Critical Thinking and Life Skills

¹ Gradual expansion is envisaged as more resources are available for investment.

² They categories of recipients is envisaged as more resources are available for investment.

³ The proposal is to state in the Expression of Interest a limited menu of options and gradually expand it as more resources are available.

		Non-traditional actors (private sector and traders)	
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Who:

Note: women affected by non-state armed groups including violent extremist groups are not singled out as a specific target group but are included in the different categories. This is because grantees will be requested to reserve a certain percentage of funding to ensure women are significantly involved in every tier.

- **Youth** (The African Youth Charter defines youth as persons between the ages of 15 and 35 (African Union 2006)) **and children** (the United Nations Convention on the Rights of the Child defines child as "a human being below the age of 18 years unless under the law applicable to the child, majority is attained earlier") - (in and out of school) who are at risk to become violent extremists and criminals.⁴
- **Youth support networks** (peers, families especially parents; primary, secondary, and religious schoolteachers and management committees).
- **Clan leaders/traditional and religious leaders** who are connected to the youth and can generate a positive impact on youth as role models.
- **Former members (youth and children) of violent extremist and criminal groups** defined as 'low risks' by the Somali National Intelligence and Security Agency (NISA) or identified by the clan leaders and elders.
- **Non-traditional actors (private sector and traders)** who are the most resilient and can ensure the sustainability and scale of P/CVE.

Where:

- Urban areas across Somalia in Gedo, Lower Juba, Bay, Lower and Middle Shabelle, and Hiraaan
- Rural areas that are under the control of national authorities and identified as a place for recruitment for non-state armed groups in Gedo, Lower Juba, Bay, Lower and Middle Shabelle, and Hiraaan
- Somalia-Kenya border areas

What:

⁴ GCERF will request CSOs to identify beneficiaries who have not or received limited support previously.

Grantees will build activities **to address the drivers of violent extremism**⁵ in line with GCERF's four priority leverage points for PVE (social cohesion; community agency; equal access to opportunities; and sense of purpose) in the following ways:

- **building tolerance**, where violent extremists recruit the marginalised;
- **community agency**, where violent extremists exploit governance challenges;
- **positive social and economic alternatives** to what VE groups claim to offer;
- **critical thinking and life skills** as protection against VE recruitment.

Grantees will also build the activities in line with GCERF's additional pathways to **community-based (re)integration** creating an enabling environment for return and (re)integration by building on existing protective capacities of the communities and working with individuals (to promote social development, spiritual and mental well-being, economic development, reconciliation and restoration) in the following ways:

- (1) creating an enabling environment for return and (re)integration (in addition to the four leverage points above);
 - through the **identification of existing protective factors** that are currently under-resourced and under-utilised;
 - **resourcing and strengthening of existing protective community capacities** to create a socially, economically and civically conducive environment for return and (re)integration.
- (2) working with individuals
 - **harnessing pro-social skills** through social well-being to reduce aggression and resist violence and violent extremism (social capital);
 - **promoting spiritual and mental well-being** against physical and mental violence and behaviour (spiritual capital);
 - **nurturing viable economic skills** to generate decent income through dignified work
 - **forgiving to self and others** for wrong-doings, creating a positive self-image and building trust (bonding, bridging and linking capitals).

How:

GCERF grantees will focus on : (A) **building community resilience to violent extremism** by engaging with different members of the communities in context-specific P/CVE activities to address the drivers of violent extremism (VE); (B) supporting **community-based (re)integration** by (i) **creating an enabling environment for return and (re)integration**

⁵ Based on our experience during the COVID-19 pandemic, it may be possible in exceptional circumstances to consider re-purposing a small proportion of grants towards responding to national emergencies, with the agreement of the Somali Country Support Mechanism and the GCERF Governing Board.

through the **identification and resourcing of existing community capacities to resilience** and (2) **working with vulnerable and affected individuals** by providing them with social, spiritual, economic and reconciliation opportunities in line with the Somali culture and traditions.

Coordination and Support

GCERF will establish a **Country Support Mechanism (CSM)** per the Board approved guideline. The CSM will include representatives from the FGS, FMS, donor community, civil society, and private sector. For each FMS in which grants are funded, the CSM will include a representative from said FMS. The CSM will provide timely support during grant-making, especially with regard to approving this investment strategy, calls for Expression of Interest, Review of applications submitted by potential grantees, recommendation for allocation of funds, and approval of proposals.

In addition, GCERF will also coordinate with the FMS representatives in situ and ensure that they are kept up to date about the grant implementation phase.

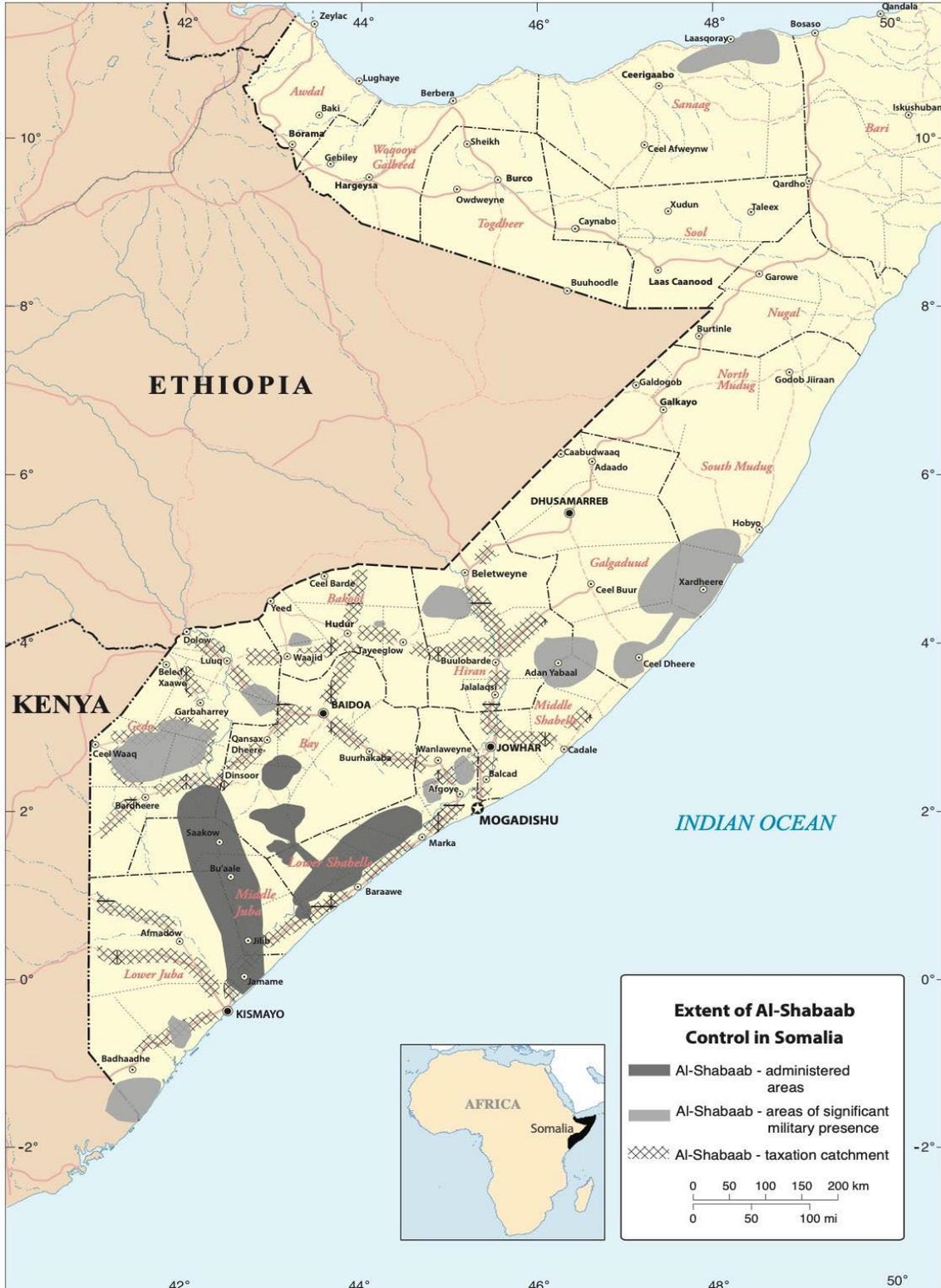


Figure 1 Taken from the November 2019 report of the UN Panel of Experts on Somalia (S/2019/858)

GCERF Value Addition

The Global Community Engagement and Resilience Fund (GCERF) has closely monitored the peace and development progress in Somalia and, when approached by the Government of Somalia in August 2018 for assistance, committed to assessing the context and providing support where most relevant.

The GCERF Governing Board approved Somalia in June 2019 as a new partner country. Following this decision, a Security Assessment was completed in September 2019 and a comprehensive Country Needs Assessment was completed in November 2019 to provide guidance for focus areas for the Country Strategy and work to be developed by potential grantees.

GCERF's investment in Somalia is critical for the following reasons:

- Somalia is currently ranked 6th on the Global Terrorism Index 2019, 158th out of 163 countries on the 2019 Global Peace Index and 2nd out of 178 countries on the 2019 Fragile States Index.
- GCERF recognises that there is significant investment in PVE already in Somalia. GCERF's contribution will be deliberately focusing on target areas and populations that have largely been excluded and fall outside of the mainstream PVE activities.
- Splinter groups of al-Shabaab such as the Islamic State in Somalia (ISS) are posing an imminent threat in and around Mogadishu and are also involved in hijacking, violent extremist and terrorist attacks.
- Checkpoints, petty criminals, gangs, clan militias, pirate and human trafficking groups, and alcohol smuggling networks are flourishing in the country due to the limited control of the central and federal state governments. Individuals are crossing from one group to another based on available opportunities.⁶

Country Alignment and Coordination

GCERF will ensure that its grant investment will be in line with the strategy of the Federal Government of Somalia and the governments of the Federal Member states at the national and regional levels.

⁶ <https://www.genevacall.org/wp-content/uploads/2019/02/Armed-non-State-actors-and-displacement-in-armed-conflict.pdf>

At the same time, GCERF will ensure that grant activities do not duplicate efforts supported by other international donors such as the Somali Multi-Partner Fund, the Somalia Multi-Partner Trust Fund, the Somali Stability Fund, the Qatar Fund for Development, the Swedish-Somali Business Development Programme, the Danish Peace and Stabilisation Fund, the UK government, the US State Department's Global Engagement Centre, the United Nations and local civil society organisations (for more information see Annex 1).

Proposed Approaches

Demographic Focus

GCERF's overall strategy is engaging multiple segments of the Somali society. GCERF grantees will work with people who can support addressing issues that AS and other armed non-state actors (ANSA) exploit, especially corruption, the abuse of power, the absence of the rule of law, and lack of educational and job opportunities for young people.

GCERF will apply its tiered approach in Somalia (see table 1 for more details). Calls for implementation will focus on one or more demographic focus based on the availability of investment.

Youth and children

Limited opportunities exist for young women and men to fulfill social and cultural expectations in a peaceful way. This has increased their tolerance for violence and vulnerability to violent extremism.⁷ Evidence from past rehabilitation and reintegration programming shows⁸ that applying a preventative approach in Somalia with specific selection criteria defined by the communities themselves, exclusive to the area, can be one of the most efficient ways to identify those youth and children who are at-risk of radicalisation to violent extremism and those who have been already radicalised or engaged in criminal activities in ANSAs. Selection criteria can be identified based on the particularities of the area e.g. youth with limited access to former education, presence of criminal gangs, frequently visited places by youth and AS recruiters, etc. Context-specific selection criteria can be applied and the most vulnerable members of the communities reached.

Importantly, programming for children and youth should always be presented as an opportunity for development instead of a punishment, in order to avoid stigmatisation.

⁷ Edited by Keating, M. and Waldman, M. (2019) War and Peace in Somalia: National Grievances, Local Conflict and Al-Shabaab.

⁸ Schumicky-Logan, L. What is left for the youth at-risk? Honouring local peace dividends, rehabilitation and integration through the relational sensibility approach. PhD Thesis (2018). University of Bradford, UK.

Youth support networks (peers, families especially parents; primary, secondary and religious schoolteachers and management committees)

Given the structure of the Somali society despite the damaged social fabric, peers, parents, different types of school teachers and school management committees still exercise a significant influence on the youth and children. Peers, especially young people who 'have made it' and hold positive and/or negative agency can significantly influence other young people. The experience of the Kofi Annan Foundation and Elman Peace and Human Rights Centre in the "Extremely Together" programme is worth analysing.

For example, initially, pirates have been viewed by fellow youth as heroes and many decided to join piracy networks because they wanted to be 'like them'. Interviews with former members of AS often cited reasons for joining the networks such as belonging to a group, have power, have respect, increased masculine identity.⁹ On the positive side young civil society leaders also harness a reasonable number of followers who want to be like them and contribute to the stabilisation of the country. Engaging and working with positive role models on P/CVE may generate a significant impact in Somalia.

Due to the war economy, the traditional Somali family model has broken up. Women often became the main breadwinners and had limited time for the upbringing of their children. At the same time, men faced difficulties finding work and became frustrated with the reversed role. Fathers of former criminals and AS members, who have been interviewed, revealed that this reversed situation affected their self-confidence and caused frustration. Although no precise statistic exists, domestic violence within Somali families is extremely high.¹⁰ Youth and children themselves often become victims, but are also exposed to see their family members become victims of domestic violence. Therefore working with both mothers, fathers, and other caregivers can help to transmit positive messaging and contribute to P/CVE.

Somalia's school system is complex. Somalia has one of the world's lowest enrolment rates for primary school-aged children – only 30 percent of children are in school and only 40 percent of these are girls. Further, only 18 percent of children in rural households are in school.¹¹ Safety concerns and social norms that favour boys' education are cited as factors inhibiting parents from enrolling their daughters in school. Nomadic pastoralists account for 65 percent of the population in Somalia. Children in these communities are often denied their rights to education. Formal schooling for children has been taken up by just 22 percent of pastoralist children.¹² In Somalia, many children attending primary school start much later than the recommended

⁹ Schumicky-Logan, L. What is left for the youth at-risk? Honouring local peace dividends, rehabilitation and integration through the relational sensibility approach. PhD Thesis (2018). University of Bradford, UK.

¹⁰ Home Office. (2018) Country Policy and Information Note Somalia: Women fearing gender-based violence <https://www.refworld.org/pdfid/5ae2ecc04.pdf>

¹¹ <https://www.unicef.org/somalia/education.html>

¹² <https://www.unicef.org/somalia/education.html>

starting age of 6. The country has over three million children out of school, according to UNICEF in June 2018, and one in five are displaced from their homes.¹³

However, those children and youth who have the opportunity to attend formal education institutions often see education as a way out of poverty and access to the world. Interruption of the education (e.g. because parents can no longer afford school fees) can lead to trauma, loss of hope and result in frustration and violence. Research shows¹⁴ that many former AS members are former school dropouts; Therefore, working with the teachers, school management committees, community education committees, and child to child club leaders can be a way forward to transmit P/CVE messaging.

GCERF grantees in case working in Qur'anic schools (also known as duqsi) on PVE, will align activities with the National Religious Education curriculum. Grantees may work with informal education teachers, religious school teachers, and vocational training school teachers. Community outreach approaches are critically important to ensure that children and young people are kept away from violence and their aggression is managed. Teachers of informal education institutions need to be sensitised to working with former members of AS and criminals. Specific teaching methods need to be embraced that allow educators to deal with this type of youth behaviour and attitude. There are valuable lessons from Qur'anic school programmes which will be explored.

Former members (youth and children) of violent extremist and criminal groups

They are defined as 'low risk' by the Somali National Intelligence and Security Agency (NISA) or are identified by the clan leaders and elders.

Based on the recommendation of the Somalia Country Needs Assessment and other research,¹⁵ working with former members of violent extremist and criminal groups is absolutely essential in order to break the cycle of violence and provide them with exit. Individuals will be carefully identified by relevant members of the community such as the District Peace Committee. Essentially, stigmatisation needs to be avoided and one way of doing that is mixing them with other members of the community in programming. Any work that GCERF grantees pursue with former members will be in coordination with the Adam Smith International, IOM, UNICEF, the Netherlands, the UK, Germany, Norway, and the USA. Low-risk former AS members may go through any of the four rehabilitation centres (Serendi, Baidoa, Beledweyn -closed in 2019-, Kismayo) where they participate in social and economic rehabilitation. However, upon their release from the centres, their reintegration into the community may require further

¹³ <https://theirworld.org/news/somalia-shakes-up-education-system-schools-after-years-of-conflict>

¹⁴ Keating, M. and Waldman, M. (eds) War and Peace in Somalia: National Grievances, Local Conflict and AS, Hurst, 2018.

¹⁵ Schumicky-Logan, L. What is left for the youth at-risk? Honouring local peace dividends, rehabilitation and integration through the relational sensibility approach. PhD Thesis (2018). University of Bradford, UK.

assistance. GCERF grantees may step in and in coordination with key stakeholders will continue supporting that. At the same time, grantees may also work in supporting the creation of an enabling environment for community-based reintegration, through the engagement of various stakeholders and structures to assist to address some of the structural drivers of joining AS.

Research suggests that low-risk AS members often harness high-levels of aggression.¹⁶ Programming that enables the reduction of aggression will need to be performed. Reconciliation and restoration are part of the Somali culture that should be fostered through the P/CVE programming, to increase trust between the individual and members of the community. Importantly, youth who are former members of non-state armed groups should benefit from social, spiritual, economic and reconciliation opportunities together while reintegrating with the community. Leaving one or more components out from their support can further increase their frustration, lack of re-acceptance by the community, and potentially increase their radicalisation to violent extremism. Case management can facilitate the follow up of these individuals.

Clan leaders/traditional and religious leaders

Despite a certain level of resentment, clan leaders, traditional and religious leaders are still the backbone of the Somali society and govern the everyday life of individuals. They are fundamental stakeholders of P/CVE. Therefore, involving them from the onset of any P/CVE programming is key to success and sustainability. GCERF civil society partners are well placed to understand the complex Somali clan system and ensure that they are best utilised to promote P/CVE in the community. Clan leaders, traditional and religious leaders are also imperative to ensure the (re)acceptance/(re)integration of former members of AS and other criminal groups.

GCERF recognises the important role of religious leaders and their influence. GCERF will support the work of local sheikhs and religious leaders, refuting the theological foundations of AS's narrative and spread the peaceful messages of Islam. Both offline and online messaging can be powerful tools for P/CVE in Somalia although over-reliance on these initiatives will be avoided and 'say' will be followed up by 'do' to ensure efficiency.

Non-traditional actors (private sector and traders)

GCERF recognises that more efforts need to be taken to incorporate the private sector and traders who are among the most resilient in Somalia. There is a need to identify and support the work of champions, at both the individual and community levels. CSOs will take the lead to

¹⁶ Harper, M. (2019) Everything You Have Told Me is True: The Many Faces of AS, Hurst

engage with members of the private sector in a way that does not expose them to AS or other criminal groups.

GCERF recognises that members of the private sector can ensure the sustainability and scalability of P/CVE programming once they have bought into the concept.

Geographic Focus

According to the Country Needs Assessment (2019), Jubaland and South-West State have their own plan to prevent and counter violent extremism. There are thematic commonalities. Both Baidoa and Kismayo conduct 'awareness raising campaigns' and prioritise counter-messaging activities; initiatives that have been scaled up in South-West, for instance, where the state Ministry of Information convenes discussion forums, partners with prospective role models, and broadcasts educational religious content on TV to improve the scriptural fluency and theological understanding of recipient audiences.

In such contexts, it appears that P/CVE is becoming increasingly palatable for regional presidents, especially where projects can deliver 'quick wins' and political dividends. Interventions still need greater coordination both between regional states and with national stakeholders. Recognising this, GCERF grantees will focus on three areas:

Urban areas across Somalia

In the urban areas where GCERF grantees plan to operate, rehabilitation hubs for low-level defectors exist in Baidoa, Beletweyn (closed in 2019) and Kismayo. Programmes in these centres fall under five pillars: *outreach*, *reception*, *screening*, *rehabilitation*, *reinsertion* and *reintegration*. The last pillar remains 'one of the least developed and most challenging elements of the effort, with more programming hoped for in the future', as many participants who are monitored following their release tend to be recruited into various militia or paramilitary outfits.¹⁷ Most stakeholders believe that GCERF can provide the most value added in supporting the last pillar through community-based (re)integration, coupled with creating an enabling environment and addressing the drivers of violent extremism.

Rural areas that are under the control of national authorities and identified as a place for recruitment for non-state armed groups.

¹⁷ Felbab-Brown, B. (2018) 'The Hard, Hot, Dusty Road to Accountability, Reconciliation and Peace in Somalia: Amnesties, Defectors Programs, Traditional Justice, Informal Reconciliation'.

AS is often the 'sole provider of regular incomes' in rural areas, distributing salaries to members and exploiting commercial incentives¹⁸ to entice new recruits, including specialists such as electricians, mechanics, nurses, judges, administrators, and other professionals.¹⁹ In contrast to the dynamic labour markets of larger cities, militancy may also be the only employment opportunity available for young men and nomads in the rural peripheries for example in Hirshabelle and South-West State.²⁰

Somalia-Kenya border areas

As violent extremists are not constrained by borders, cross-border areas are also targeted by them. The border between Somalia and Kenya has become a recruitment site.²¹ GCERF will work with beneficiaries offering the most impactful work on sensitive border areas, building also on GCERF supported work on the Kenyan side.

Guiding Principles

The following principles will guide all programming:

- To promote country ownership, bringing together government, civil society, the international community, and the private sector, in support of the coordination of P/CVE at the national level, and the priorities identified by the Government of Somalia and the Federal Member States (notably through the Strand 4 meetings);
- To mainstream gender and youth, ensuring that girls, boys, women, and men are represented in activities that meet their specific, self-identified needs;
- To support, and work through, Somali national-level NGOs, and local, community-level organisations (e.g. P/CVE platforms), and District Peace Committees to ensure contextualised, sustainable P/CVE programming;
- To ensure that not only mainstream 'CVE brokers' benefit from GCERF grants but also smaller, less mainstream grassroots organisations receive funding for P/CVE;
- To coordinate closely with other donors and their platforms, including the P/CVE working group initiated by the UN Resident Coordinator's Office, the UNOCT via UNSOM, IOM, and others and take into account existing programmes;
- To share what does and does not work well in the Somali context, to contribute to the national and global P/CVE community of interest;

¹⁸ Hansen, S., Gelot, L., and members of the ISHA human rights group, 'Anatomy of Counter-Jihad: Community Perspectives on Rehabilitation and Reconciliation', in Keating, M. and Waldman, M. (eds) War and Peace in Somalia: National Grievances, Local Conflict and AS, Hurst, 2018.

¹⁹ GCERF (2019) Somalia Country Needs Assessment.

²⁰ Ibid.

²¹ Based on GCERF's interviews with border communities in Kenya (June 2019).

- To ensure that the support provided is in line with good practices and recommendations of the Global Counterterrorism Forum (GCTF);²²
- To strengthen the management and P/CVE capacity of grantees to improve their chance of sustainability after GCERF funding, and support them to become P/CVE experts;
- To engage, where possible, with the private sector and seek out social entrepreneurs who can facilitate innovative P/CVE approaches, if aligned with GCERF's values;
- To ensure that grantees use a non-judgmental and non-stigmatising approach; and
- To follow the Do No Harm²³ principles to identify potential negative consequences, take steps to prevent them whenever possible, and propose corrective actions when necessary.

Gender Mainstreaming

The different needs of women, girls, boys, and men will be prioritised in P/CVE programming. GCERF grantees will focus on gender issues at the community level, by ensuring that they are represented in activities that meet their specific, self-identified needs.

The Country Needs Assessment points to the need to question and understand the norms, social values and cultural expectations in Somalia that fuel the militarised understanding of masculinity exploited by VE groups and local clan militias. As such, GCERF supported interventions will focus on this issue.

While most terrorist leaders and operatives are men and boys, women's and girls' involvement is complex and nuanced, as they are both victims and perpetrators of violent extremism and play a significant role in prevention. Given AS's reliance on local clan militias, this social coercion is often led by women themselves as they use poetry and techniques of humiliation or emasculation to goad young men to violence.²⁴ GCERF's support will strive to offer more equal opportunities for women to make their own choices in the identification of needs. By ensuring the participation of Somali women (especially from rural areas) in P/CVE efforts, GCERF will continue to focus on promoting women's participation, leadership, socio-economic and political empowerment and advancing a gender perspective.

²² Addendum to the Rome Memorandum on Good Practices for Rehabilitation and (re)integration of Violent Extremist Offenders, together with the DR Working Group; Recommendations on the Role of Religious Education in Fostering Peace and Countering Violence; The Role of Families in Preventing and Countering Violent Extremism: Strategic Recommendations and Programming Options; The Zurich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism Online; The Hague Good Practices on the Nexus between Transnational Organized Crime and Terrorism; and Addendum to the Good Practices on Women and Countering Violent Extremism.

²³ <http://www.conflictsensitivity.org/do-no-harm-local-capacities-for-peace-project/>

²⁴ Harper, M. (2019) Everything You Have Told Me is True: The Many Faces of AS, Hurst.

Priority Programming Areas

GCERF will support communities to prioritise the four leverage points (A) to address drivers of violent extremism, as defined in GCERF’s “Strategy to Engage Communities and Address the Drivers of Violent Extremism (2017–2020)” and (B) community-based (re)integration (1) by creating an enabling environment for return and (re)integration by building on existing protective capacities of the communities and (2) working with individuals (to promote social development, spiritual and mental well-being, economic development, reconciliation, and restoration) in the following ways:

(A) ADDRESSING THE DRIVERS OF VIOLENT EXTREMISM

Building Tolerance *where violent extremists recruit marginalised individuals*

GCERF enhances community members’ sense of belonging to an inclusive, constructive, and positive group that does not resort to violence, where different ideas, ideologies, and identities are embraced and incorporated. Based on GCERF’s experience in other countries, potential activities will include intercommunal, interfaith, and intergenerational dialogues, and engaging members of the community through cultural and culturally relevant sporting events, as positive alternatives for vulnerable individuals.

Community Agency *where violent extremists exploit governance challenges*

GCERF’s support strengthens communities to peacefully mobilise, organise, and represent their own interests, to facilitate more effective dialogue between state authorities and local communities. A potential activity is engaging local authorities and clan leaders which were identified as a key factor to ensure that the voice of community members is heard. Building bridges between the elders and youth, ensuring valuable youth participation in local governance is essential for reconciliation in Somalia. Engagement between grantees and the national government is foreseen, for example, in the form of dialogue forums.

Positive Social and Economic Alternatives *to what violent extremists claim to offer*

GCERF’s support lifts barriers that limit access to social and economic opportunities and enables more community members to access opportunities that provide alternative pathways to criminalisation and radicalisation to violent extremism. For example, madrasa and public school students could be provided with Information and Communication Technology (ICT) skills (including training on the responsible use of social media that is booming in Somalia), which are not traditionally offered in the education curriculum, and marketable livelihood skills should be included as a cross-cutting theme in P/CVE interventions.

Critical Thinking and Life Skills *as protection against violent extremist recruitment*

GCERF helps individuals become more resilient to recruitment and radicalisation to violent extremism through a stronger and more positive sense of self. Initiatives strengthen critical thinking and other life skills that enhance participants' sense of self-worth and resilience to violent extremist agendas. Engaging young men and women in preventing violent extremism through leadership training contributes to re-establishing meaning in their lives, thus increasing their resilience to violent extremism.

(B) SUPPORTING COMMUNITY-BASED (RE)INTEGRATION

GCERF has been increasingly supporting CSOs to facilitate community-based (re)integration of former armed non-state actors (Mali, Nigeria) and returning foreign terrorist fighters and their families (Kosovo, Tunisia). Building on the recent experiences of this work, GCERF aims to respond to one of the major gaps identified by the Somalia Country Needs Assessment and other key stakeholders by supporting community-based (re)integration.

1. Creating an enabling environment for return and (re)integration (in addition to the four leverage points above)

Prior to return and (re)integration of former members of AS and other Armed Non-State Actors, it is essential to work with members of the community and national authorities to foster an enabling environment for resocialisation. Given the history of Somalia, it is clear that many communities harness protective factors for resilience to violent extremism. These, however, may be under-resourced or under-utilised. GCERF aims to identify these factors with its grantees and provide resources to strengthen existing protective measures. Activities will include a mapping exercise and support to strengthen social, economic and civic initiatives at the community level such as courtyard meetings, engagement with the local authorities, justice institutions, schools and opinion leaders. Particular activities are highly context-specific and will depend on the proposal of GCERF partners and the result of the mapping exercise.

2. Working with individuals at-risk of radicalisation (former members of non-state armed groups including al-Shabaab and other armed non-state actors)

Somalia has developed an approach to disengagement and, to a lesser extent, reintegration. This approach is outlined in the 2012 'National Programme for the Treatment and Handling of Disengaged Combatants'. The limited capacity of counterinsurgency efforts to address the threat of VE encouraged the FGS to develop two concurrent, non-punitive streams for processing AS members. The first of such measures included ad hoc political deals with 'high-value defectors' and the second involved 'DDR-like' rehabilitation schemes for those individuals deemed 'low risk' by the National Intelligence and Security Agency (NISA).

GCERF's approach is based on providing support to individuals who have 1) disengaged from non-state armed groups or have moved away from criminal activity. In the Somali context this means members of AS, clan and informal militia groups, gangs and other criminal networks,

and individuals who are highly vulnerable to violent extremist ideology and have been identified by the community as on the way to radicalisation to violent extremism.

GCERF promotes a mixed approach, meaning that both vulnerable individuals and former ANSAs should benefit from development and (re)integration opportunities to avoid stigmatisation and promote inclusivity. GCERF strongly believes in the community-based nature of resocialisation. Therefore, it will not support programmes that are exclusively designed for former AS members.

GCERF will pay special attention to girls who may not be at the front-line, but are promoters, believers and enablers of crime, violence and violent extremism. Gender-sensitive development and (re)integration activities will support their positive sense of purpose and belonging.

Finally, GCERF will support individuals' (re)integration with a full package that consists of social, spiritual, economic development and reconciliation opportunities. Without the full package, effective community-based (re)integration may not be achieved. GCERF recognises however that no blanket approach can be applied and individuals may need a different level of engagement and support within the four pathways of community-based (re)integration.

3. Harnessing pro-social skills *through social well-being to reduce aggression and resist violence and violent extremism (social capital)*

The development of pro-social skills is the prerequisite of successful (re)integration and self-development. Pro-social skills may include but are not limited to anger management, capacity to negotiate and argue, increased self-worth and self-management skills, conflict management skills, knowledge of the rule of law and the Somali justice system, understanding of and practicing basic human and civic rights, leadership skills, strategic communication, online and offline media for peace and tolerance, physical well-being through sports, arts, drama, poetry etc. These skills will be promoted through various gender-sensitive informal learning activities relevant to the Somali context.

4. Promoting spiritual and mental well-being *against physical and mental violence and behaviour (spiritual capital)*

Aggression and violence can also be turned to ambition and self-restraint through the promotion of spiritual and mental well-being. GCERF understands spiritual behaviour as a fluid concept relating to intangibles such as ideas and visions and is not exclusively claimed by a specific religious tradition. As such, spiritual behaviour does not necessarily attract religious behaviour.

In the Somali context, Islam plays an important role in the everyday life of people. Therefore, promoting the spiritual well-being of the individuals may involve the engagement of Imams, sheiks, female and male religious figures who promote peace and tolerance through religion. It

may couple with activities that raise awareness about similarities with other religions and challenge violent extremist ideologies. Mindfulness, meditation, trauma handling and psychosocial support may also be provided.

Violent understanding of masculinity and machismo are reportedly a contributing factor of joining criminal and non-state armed groups as well as AS. This will be challenged through the engagement of youth role models, family education, and other relevant activities.

5. Nurturing viable economic skills *to generate decent income through dignified work*

Based on global DDR, refugee, and former criminal reintegration experiences, GCERF believes that viable economic skills that result in dignified work, which generates decent income are an essential contributing factor to any successful reintegration of the individuals.

According to the Somalia Country Needs Assessment, economic incentives are one of the major drivers of joining AS and other criminal groups. Therefore, viable skills that lead to dignified jobs and long-term decent income are essential. Despite the war economy in south-central Somalia, many opportunities exist to receive a decent income. GCERF will promote the genuine engagement of the private sector without exposing them.

Vocational skills training, business management, access to loans and credit, job placement and apprenticeship opportunities may be explored by GCERF grantees.

6. Forgiveness *for wrong-doings, creating a positive self-image and building trust (bonding, bridging and linking capitals)*

Reconciliation and restoration are essential parts of community-based (re)integration. Forgiveness of self and others can significantly contribute to managing anger and aggression, build trust and strengthen (re)acceptance. Communities have their own mechanisms to carry out individual-level and collective reconciliation. However, they often lack the necessary resources to move forward. GCERF will aim to identify community-based reconciliation mechanisms and support them through its grantees. Activities may include truth-telling, trauma-healing, promotion of volunteer work, the teaching of empathy and forgiveness through the 'Peace Tree'.

Collective reconciliation at the community level but also linking it to the national reconciliation efforts are paramount for long-term sustainable peace. GCERF will encourage its grantees to work with the District Peace Committees and other actors on collective reconciliation.

Funding

To move forward GCERF's Strategy for Somalia, GCERF will need adequate funding.

Catalytic funding

In order to mobilise funding, as a first step, GCERF will invest USD 1.5 million from its unrestricted funding pool. The first investment will be made in quarters three and four of 2020. This seed funding will enable GCERF to use the Core Funding Mechanism (CFM) and sign either one large or several smaller (minimum USD 500,000) grant agreements with civil society consortia. The grants will be no less than 18 months and no more 36 months in duration.

GCERF's initial investment is aimed to catalyse additional funding, recognising that operating in Somalia is expensive due to the security situation and the remoteness of communities with highest need for P/CVE investments. GCERF's objective is to raise USD 10 million for grants in Somalia by the end of 2021.

See Table 1 on page 5 for more information on the tiered approach to prioritisation in grant-making.

Operational Implications

Potential Risks and Mitigation Strategies

GCERF commissioned a security assessment in April 2019 that helped elucidate some of the security and operational risks present in Somalia. GCERF grantees will be required to conduct regular risk assessments, which will be reviewed by the GCERF Secretariat, GCERF's Safety and Security Officer, and the Government of Somalia, before investment is made and will put in place mitigation measures at the programmatic, contextual and institutional levels, which will also be subject to monitoring and review on a regular basis. See Annex 2 for a detailed risk analysis.

Monitoring and Evaluation

GCERF relies on continuous learning and feedback mechanisms, however, GCERF recognises the complexity of M&E in the P/CVE context. GCERF's work is anchored in evidence and learnings. GCERF develops and adapts methodologies and tools to monitor and evaluate results, learn from experience, and continuously improve portfolio performance.

The Secretariat will monitor and report on progress against plans and milestones on a regular basis. Updates will be provided to the GCERF Governing Board every 6 months and to the CSM, in-country donors and FGS as well as FMS authorities on a quarterly basis. At the community level, PRs (Principal Recipients) and SRs (Sub Recipient) will be responsible for monitoring project implementation and will systematically provide quarterly progress updates to GCERF in addition to ad hoc updates through email, calls, and monitoring visits. In addition, PRs will share qualitative insights on the progress and revise risk and mitigation plans according to the local context. GCERF will also appoint a National Advisor to support monitoring of grant activities and coordination with stakeholders in country.

In Somalia, M&E of P/CVE programming is extremely challenging due to the lack of common indicators, as well as the limited M&E capacity of CSOs. Therefore, GCERF will provide technical capacity strengthening and oversight to CSOs to improve their monitoring and reporting capacity through budgeting for dedicated M&E support in programme budgets and ensuring that grantees conduct baseline, midline and endline surveys. GCERF will also use third-party monitoring to triangulate information reported through quarterly reporting and monitoring conducted by the National Advisor. At a country portfolio level, GCERF will consider:

- Reach and coverage of GCERF funding in communities vulnerable to VE.
- Degree to which a country portfolio addresses the drivers of violent extremism identified in the national and community needs assessments;
- Degree to which the achievements of a country portfolio are sustained beyond GCERF funding;
- Alignment and relevance of GCERF funding to the objectives of the National Policy Framework and action plan; and
- Usefulness of the evidence and knowledge generated and shared by GCERF with local, national, regional and global actors.

Annex 1: Support for PVE in Somalia

1. Federal Government of Somalia

The Federal Government of Somalia (FGS) has put in place three types of strategies (1) preventative (2) disengagement and (3) public awareness.

- **Preventative:** a cluster of relevant frameworks focusing on violent extremism, alongside broader arrangements oriented around security sector reform. The most pertinent of these strategies include the *National Action Plan for Preventing and Countering Violent Extremism (CVE Strategy)*, which was drafted in September 2016 with the aim of outlining a clear vision for countering violent extremism in Somalia.
- **Disengagement:** the FGS adopted two strategies to deal with low-level and high-level AS defectors. For the low-level defectors, four centres for de-radicalisation and rehabilitation were established in Baidoa, Garowe, Kismayo, and Mogadishu. Upon release from these centres individuals are supposed to return to their communities and re-integrate. However, there is limited FGS and donor support and expertise for this phase of the disengagement. High-level AS defectors receive protection and are provided with political opportunities.
- **Public awareness:** the FGS launched a three-year *'National Strategy for Public Awareness'* in 2018, which is being implemented at the federal and state level. The plan largely focuses on 'robust public awareness campaigns in the media' and partnerships with 'community associations to help promote trust between the government and public on a wide range of issues', including security concerns, despite its wide mandate, access to populations, especially those under AS control, remains a key obstacle.

GCERF grantees will align their work with both the Federal Government's priorities and Federal Member States' priorities. GCERF will primarily support P/CVE while creating an enabling environment for return and (re)integration and work with individuals on their community-based (re)integration.

2. Federal Member States of Somalia

Somalia currently consists of six federal member states: South-West State, Puntland, Hirshabelle, Jubaland, Galmudug and the disputed Somaliland. The GCERF Investment in Somalia will focus on Jubaland, Hirshabelle and South-West State through a tiered approach.

According to the Country Needs Assessment (2019), both Jubaland and South-West State have their own plan to prevent and counter violent extremism. Although these

strategies seem more disbursed, urban-centric, ad hoc and autonomous, operating outside the formal confines of the National Action Plan.

The CVE agenda of the two member states is often intertwined with clan politics and counter-insurgency, supported by international actors.²⁵ The different agendas can swiftly change as alliances are forged and dismantled, including the inclusion of external actors such as Kenya. Civil society actors, so called 'CVE brokers', are often at the frontline to provide humanitarian and developmental assistance under the CVE branding.

Officially a P/CVE coordinator nominated by the Federal Government of Somalia is dedicated for Kismayo, Baidoa and other regional capitals. Their role includes the support to the cascading of the National Action Plan to the member state level and capacity strengthening.

3. International donors

A number of international actors are integrating P/CVE elements into programmes in Somalia.

- **The Somali Multi-Partner Fund (MPF):** Managed by the World Bank, the MPF was established under the Somalia Development and Reconstruction Facility, the delivery framework for implementing the Somali Compact, and provides a platform for coordinating financial modalities focusing on core state functions, economic growth, urban development and knowledge production'. This has been supplemented with EUR 23 million from the EU under provisions from the Eng. Yariisow Programme, named after the former Mayor of Mogadishu, an initiative dedicated to improving infrastructure and municipal services in both Mogadishu and Berbera.
- **The Somalia Multi-Partner Trust Fund (MPTF):** Established in 2014 for ten years under the overall leadership of the Federal Government of Somalia. The MPTF organises its programmatic and operational work according to the priorities identified under each Peacebuilding and State building Goals of the Somali Compact. Most major western donors, as well as the Federal Government, invest money in the Fund. Until April 2020 more than USD361 million were invested.²⁶
- **The Somali Stability Fund (SSF):** Funded by the UK, Denmark, the EU, the Netherlands, Sweden, and Norway, the fund invests in conflict prevention and resolution, State-building and stabilisation projects in line with the FGS's stabilisation policy.

²⁵ Gelot, L and Hansen, S.J. (2019) They are from within us: CVE brokerage in South-central Somalia, *Conflict, Security & Development*, 19:6, 563-582.

²⁶ <http://mptf.undp.org/factsheet/fund/4SO00>

- **The Qatar Fund for Development (QFFD):** In 2018, the QFFD invested in development and microfinance programmes for youth and women. The programmes aim to create over 10,000 new jobs in Somalia.
- **The Swedish–Somali Business Development Programme (SSBP):** This bilateral initiative invests in local start-up companies and entrepreneurs, adopting a human rights perspective in private sector development to help create employment and contribute towards reconstruction.
- **The Danish Peace and Stabilisation Fund (PSF):** With an expected budget of DKK 219 million over a four-year implementation period (2018 to 2022), the programme aims to ‘improve peace and stability in the Horn of Africa’ by condensing defence, police and development activities into a ‘merged model’ that strengthens the capacities of local, national and regional actors in managing conflict and instability, as well as exercising ‘legitimate authority’. Approximately DK 100 million of this budget will be allocated to projects within Somalia, funding stabilisation interventions at a federal and local level, reintegration schemes for defectors, and ‘building constitutional state institutions’ such as a viable prison service.
- **The UK government:** is supporting the Federal Government of Somalia (FGS) to implement its Strategy for Preventing and Countering Violent Extremism. This was started in 2015 as a nine-year project with a three-year implementation period.
- **US State Department’s Global Engagement Centre:** is supporting Somalia to counter propaganda and misinformation from terrorist organisations.
- **The United Nations (UN)** entities are supporting various programmes in the broader security sector and disarmament demobilisation and reintegration (DDR) frameworks and Countering Violent Extremism framework. Without providing an exhaustive list:
 - UNSOM supported also by UNOCT coordinates DDR, CVE and PVE activities across the country from Mogadishu. They also ensure liaison with the federal government and to an extent with the member state governments.
 - UNICEF supports children affected by armed conflict through a 5-year programme focusing on prevention, rehabilitation and reintegration, including through day- and live in centres across Somalia.
 - IOM runs the centre in Baidoa and supports activities for low-risk disengaged al-Shabaab members.
 - UNDP supports different DDR-like programmes, including large employment schemes for at-risk youth in coordination with other UN agencies such as FAO.
- In addition, **Non-Governmental Organisations (NGO)** and the international community support a mix of micro-level intervention types, involving strategic communication, sporting initiatives, traditional peace-building interventions, religious education, and youth empowerment schemes.

Certain local NGOs such as the Elman Peace and Human Rights Centre, the Centre for Community Awareness, the New Horizon, the Horn of Africa Voluntary Youth Committee,

the Somali Youth Development Network and some other prominent organisations became important players in the field of CVE across Somalia, including in some of the federal member states.

Annex 2: Risk Analysis

Programmatic Risks

Potential Risk	Mitigation Strategies
<p>Programme has sub-optimal results or even harmful consequences, such as radicalisation of participants – introducing the concept of violent extremism to communities where the problem did not already exist</p>	<ul style="list-style-type: none"> • Ensure initiatives and work plans continue to be anchored in the priorities identified by the needs assessments, baseline summaries, whilst also allowing flexibility for partners to adapt programmes to local realities in an evolving context. • Routinely monitor outcomes and solicit feedback from partners. • Encourage partner organisations to closely monitor participant perceptions and wellbeing. • Continue with quarterly reporting procedures that inform whether relevant activities are being completed and relevant population groups are being reached. • Awareness-raising for the warning signs, confidential reporting and the mechanism by which this can be cascaded to ensure security force protection, but while maintaining a neutral position will be pursued.
<p>Violence threatens the security of participants or interrupts activities</p>	<ul style="list-style-type: none"> • Routinely monitor and assess security threats and encourage PRs and SRs to do the same at their local level, sharing any relevant updates with potential to impact on programme delivery. • Ensure implementation plans consider the timing of elections and other socio-political events with the potential to cause temporary or sustained instability/ programme interruption. • Ensure early warning from PRs/ SRs and work plan flexibility to adapt activities in the event of violence in focus communities. • Capacity building for PRs on security through GCERF tailored security management training, in terms of advice and guidance on security risk management structures.
<p>Lack of capacity of PRs to deliver expected outcomes and outputs and to manage grant</p>	<ul style="list-style-type: none"> • Rigorous due diligence process to select PRs with the capacity to deliver expected outputs and outcomes. • Routinely monitor PRs through visits, virtual meetings, and joint risk analysis and financial examinations.

implementation effectively/efficiently	<ul style="list-style-type: none"> Capacity building for grantees on grant management, including M&E, finance, and compliance.
Duplication and non-alignment with national and regional initiatives	<ul style="list-style-type: none"> With the deployment a National Advisor, GCERF will ensure that during the grant design, phase grant proposals align to national and regional initiatives set out by the FGS and FMS. To avoid duplication GCERF will closely coordinate with the UN via UNOTC, donors, and other key stakeholders. At the district level, GCERF will closely coordinate its grant support with the District Peace Committees and District Authorities.

Institutional Risks for GCERF Secretariat

Contextual Risks

While the human security context may have improved in Somalia, many contextual factors, such as physical insecurity, low per capita income, recurring political and social violence, infrastructural shortcomings, and natural disasters, present specific operational risks. ‘One-person, one-vote’ elections are due to take place in 2021, the first time in Somalia’s history since the 1970s. This is likely to affect programming as powerful clans or political parties may try to influence the outcome of the elections (if it takes place as planned).

GCERF will ensure that PRs monitor developments and make the necessary arrangements to avoid unacceptable risks, for example by postponing activities that coincide with public demonstrations and defining with PRs the security risks which would justify the suspension of activity. GCERF will ensure PRs are able to modify their work plans, giving them the flexibility to reschedule their activities and find alternative ways to deliver as appropriate, making security the priority.

Security Risks

GCERF’s security assessment and Country Needs Assessment highlight the extremely dangerous nature of security. The environment continues to be extremely high risk: most Western governments (U.S., Netherlands, Denmark, UK, etc.) recommend that travel to Somalia should be business critical only. Bombings and attacks from ANSAs persist, clashes with security forces are common, kidnapping for ransom, carjacking, violence between security forces remain prevalent. However, embassies and IOs impose heavy travel restrictions on both local and expatriate staff. Most embassy staff and IO staff have setup office in the

Mogadishu international airport and only leave the airport premises for meetings with government officials and under armed security detail.

GCERF will monitor developments and make the necessary arrangements to avoid unacceptable risks, and define with PRs the security risks that would justify suspension of activity. GCERF will ensure PRs are able to modify their work plans, giving them the flexibility to reschedule their activities as appropriate, ensuring that safety is the priority. The Security Assessment completed by Janus Associates in April 2019 includes a specific analysis of security implications.

While local partners are at the forefront of GCERF's intervention in country, certain security risks remain for the GCERF Secretariat staff who will visit Somalia regularly for meetings with the CSM, donors, and grantees. GCERF has a number of procedures in place to minimise these risks:

GCERF contracts International SOS to provide international medical/travel security services; Secretariat staff check travel security and medical information via the ISOS portal prior to all field missions and receive medical and security alerts when issued; and GCERF has a Safety and Security Officer (SSO) responsible for assessing security risks to Secretariat staff, as well as the national advisor, and recommending context and country-specific risk mitigation strategies. The SSO visits programming areas to carry out specific security assessments prior to new programming. Secretariat staff will avoid missions during periods when the risk of violent incidents is expected to be high, if risks cannot be sufficiently mitigated. Mission specific risk assessments will be carried out if GCERF's national advisor and/or Secretariat staff visit project activities outside of Mogadishu. The risk of individuals being stigmatised or targeted due to their association with GCERF-funded P/CVE is a serious concern in Somalia, as well as in bordering Kenya. GCERF will analyse these dynamics closely and in consultation with the CSM and with grantees.

Financial Risks

Financial risks in Somalia are extremely high. The country is at risk of currency inflation and the economy is highly dependent on subsistence agriculture. The Somalia economy is also vulnerable due to heavy reliance on overseas remittances, and high exposure to natural disasters and climate change. Disbursements will be made in local currency to reduce currency conversion risks, and transfer costs will be fully integrated into total value. Disbursements will be made quarterly and updates on risks will be included in semi-annual and annual financial reports.

Fiduciary Risks

As with all funding, there is a risk that funds entrusted to grantees are not used for the intended purpose and/or in compliance with applicable principles and legal requirements,

including through fraud and/or unreliable reporting on use of funds. GCERF applies mitigating mechanism processes embedded in its grantee selection, proposal and grant agreement development, and grant management processes. Choosing PRs who demonstrate accurate financial skills will reduce fiduciary risks. GCERF's approach to grant financial management includes:

- a clear set of financial management guidelines and templates, regularly updated to respond to lessons learned and changes in the grantee environment;
- assessment of financial risks, such as risk of loss or misuse, at grantee and GCERF levels;
- processes to support PRs in the planning and management of programme budgets and cash;
- the improvement of PRs' internal control systems (including regular monitoring visits and financial examinations conducted by an external audit firm retained by GCERF).

Reputational Risks

Although the Government of Somalia invited GCERF to work in Somalia, GCERF does not adhere to the political agenda of any one government. GCERF exercises great care in external communications, to reduce the risk of misuse or misunderstanding, and establishes common communications standards and practices with grantees. GCERF will need to invest significant funding to have a meaningful P/CVE impact in Somalia. It is therefore essential for GCERF to retain a reputation that makes it attractive to donors wanting to invest to support P/CVE in Somalia. An essential part of upholding the GCERF reputation will be ensuring that due regard is given to programme participant safety and ensuring that funding is not being diverted to criminal and terrorist groups.