

REPORT OF THE 13th BOARD MEETING

The 13th meeting of the Governing Board (the Board) of the Global Community Engagement and Resilience Fund (GCERF) was held in two virtual sessions, on December 1-2, 2020. The approved agenda for the 13th meeting of the Governing Board is contained in Annex 1 and the participant list in Annex 2 of this report.

1. WELCOMING REMARKS

1.1 The Chair of the Board, Ms Carol Bellamy, opened the meeting, thanking all for their flexibility to hold the meeting virtually for a second time given the continued restrictions due to the global pandemic COVID-19. The Chair welcomed all guests and briefly reminded them of virtual meeting best practices.

1.2 The term of the Chair of the Governing Board ended 30 November 2020 so in order to facilitate the 13th Meeting of the Governing Board, the Chair requested that the Board extend her mandate to preside over the meeting.

1.3 The Board took the following decision:

BM.13/DEC.01: The Board:

- a. recognising that the term of the current Chair of the Governing Board Ms Carol Bellamy formally ended on 30 November 2020;
- b. extends her term to a date to be determined in a handover with the new Chair, pursuant to decision BM.13/DEC.05, and not beyond 31 January 2021; and
- c. thus authorises her to preside over this 13th Board meeting and any immediate follow up actions required.

2. PRELIMINARY MATTERS

Appointment of the Rapporteur

2.1 The Chair requested that the Board appoint a rapporteur for the meeting. Ambassador Miriam Shearman, Board Member for the United Kingdom and Canada constituency kindly agreed to take the role.

2.2 The Board took the following decision:

BM.13/DEC.02: Ambassador Miriam Shearman of the United Kingdom and Canada constituency is appointed as the Rapporteur of the 13th Board meeting.

Approval of the Agenda

2.3 The Chair introduced the agenda (BM.13/DOC.01), distributed to the Board in advance of the meeting, for any final comments and approval.

2.4 The Board took the following decision:

BM.13/DEC.03: The agenda for the 13th Board meeting (BM.13/DOC.01) is approved.

Confirmation of new Board Members

2.5 The Chair welcomed new members to the Board, Mr Peter Scott (Australia) as Alternate Board Member for Australia, Japan, New Zealand, Ambassador Md. Mustafizur Rahman as Alternate Board Member for Bangladesh, Mr Lulzim Fushtica (Kosovo) as Board Member for Kosovo and North Macedonia, Mr Borce Petrevski (North Macedonia) as Alternate Board Member for Kosovo and North Macedonia, Mr Mounir Ksiksi (Tunisia) as Board Member for Tunisia and the Philippines, and Ms Naomi Yorks (the Netherlands) as Alternate Board Member for the United States of America, the Netherlands and Norway constituencies.

2.6 The Board took the following decision:

BM.13/DEC.04: The Board notes the following change in its membership (each without signatory authority) since the 12th Board meeting:

- **Australia, Japan and New Zealand:** Mr Peter Scott replaces Ambassador Paul Foley as the Alternate Board Member;

- **Bangladesh:** Ambassador Md. Mustafizur Rahman replaces Ambassador M. Shameem Ahsan as the Alternate Board Member;
- **Kosovo and North Macedonia:** Mr Lulzim Fushtica replaces Mr Fatos Makolli as the Board Member;
- **Kosovo and North Macedonia:** Mr Borce Petrevski is the Alternate Board Member for this constituency;
- **Tunisia and the Philippines:** Mr Mounir Ksiksi replaces Mr Rached Bettaieb as the Board Member;
- **United States of America, the Netherlands and Norway:** Ms Naomi Yorks replaces Mr Huibert Mijharends as the Alternate Board Member.

3. CHAIR SELECTION

3.1 The Chair presented the Chair selection process, detailed in BM.13/DOC.03. She thanked the Governance and Ethics Committee (GEC) for their work on creating the basis for the process. This led to the selection of Mr Stefano Manservigi as the final candidate for Chair of the Governing Board.

3.2 The Board took the following decision:

BM.13/DEC.05: The Board:

- a. thanks Ms Carol Bellamy for her outstanding service as Chair of the GCERF Governing Board from 2014–2020;
- b. thanks her for leading a transparent and rigorous selection process for her replacement;
- c. appoints with acclamation Mr Stefano Manservigi to be the new Chair of the GCERF Governing Board, initially from 2021–24; and
- d. requests the current Chair to manage a handover and transition period with the new Chair.

3.3 The Representative of the Board Member for the United States of America, the Netherlands and Norway thanked the Chair for her excellent leadership at GCERF since its inception. He thanked Mr Daniel Frank and the GEC for their work, acknowledging the

excellent candidates as a testament to the accomplishments of the GCERF team. He thanked the US-nominated candidate for his passion for global P/CVE efforts and hopes GCERF can find another way to work with him in the future. The US believes consensus is vital to the health and effectiveness of multilateral organisations like GCERF and therefore supports Mr Manservisi as the consensus candidate. The US hopes Mr Manservisi can utilise his development networks to increase revenue streams for GCERF.

3.4 The Representative for the United States emphasised the United States' enduring commitment to GCERF and announced hopes to finalise an increase in its financial contribution of USD 5m for 2021, amounting to a 330% increase over the previous year. He also called on fellow Board members to increase their commitments to GCERF significantly, signalling their collective enduring commitment to GCERF.

3.5 The Alternate Board Member for Bangladesh congratulated the incoming Chair, Mr Manservisi, and thanked the Chair, Ms Carol Bellamy. He called on Board members to continue their support and flexibility for GCERF, for it to continue its work and to build upon its results.

3.6 The Board Member for the United Kingdom and Canada constituency thanked the Chair for turning GCERF into what it is today and congratulated the incoming Chair. She looks forward to seeing GCERF find a more sustainable financial footing, including through new donor channels such as the private sector, while continuing its effective delivery on the ground. The UK is pleased to be contributing towards two key projects, on RFTFs in the Western Balkans and working on community resilience in Sri Lanka.

3.7 The Board Member for Switzerland thanked the Chair, the Governance and Ethics Committee, and the members of the selection panel. He expressed gratitude that the Chair was able to present a consensus candidate and is grateful to the other nominating constituencies for helping to achieve consensus.

4. REPORT OF THE EXECUTIVE DIRECTOR

4.1 The Chair invited the Executive Director (ED), Dr Khalid Koser, to present his report (BM.13/DOC.02) and welcomed participation from the Board.

4.2 The ED welcomed all to the Board Meeting and thanked them, the Chair, and the Secretariat. He thanked the US and Bangladesh for their call for further funding, which was also a key consideration in selecting a new Chair.

4.3 The ED provided an update on the Secretariat, highlighting its diversity and the high proportion of women. He emphasised the high performing Secretariat, which manifests GCERF's core values of: (i) making a difference; (ii) achieving together; (iii) acting with integrity; (iv) embracing diversity; and (v) realising potential. The ED reported that the Secretariat has primarily been working remotely due to the COVID-19 pandemic, and that there is a renewed focus on mental health, wellbeing, solidarity, and mindfulness.

4.4 The ED presented his report as serving as an executive summary of the other reports and to set the tone for the meeting: ambition building on success. He highlighted the compelling case for investment in GCERF:

1) The problem of violent extremism clearly remains. The ED expressed solidarity with France and Nigeria, both represented on the call and both of whom have experienced violent extremist attacks recently. The rehabilitation and reintegration of foreign terrorist fighters and their families (RFTFs) remains a problem, with new hotspots emerging in the Sahel, Mozambique, and elsewhere.

2) The ED asserted that GCERF can demonstrate it is part of the solution. GCERF is doing the right things in the right places, at the right time, and in the right way. GCERF has demonstrated how community-centred responses are an indispensable compliment to security-centred approaches.

3) GCERF has a clear and principled strategic plan to achieve sustainable impact at scale, which will be reviewed with the Board later during the meeting.

4) The fundamentals are already in place: (i) rigorous and transparent governance; (ii) reinforced expert advice through the Independent Review Panel (IRP); (iii) a tried and tested theory of change; (iv) a solid financial basis for 2021 and beyond; and (v) increasing economies of scale, with operating expenses (OpEx) now down to 9% of the total value of the portfolio under management.

4.5 The ED said that GCERF has invested almost USD 100m to date, reaching 1.7 million potential recruits to violent extremism, and giving voice against it to 7 million of the silent majority. We are poised to capitalise on our experience and results, and to invest the next USD 100m with even greater impact.

4.6 The ED showed a short video of a successful campaign to push back against COVID-19 in communities at risk of radicalisation: <https://youtu.be/wY-Mkw6rZA4>. The ED reminded the Board that there is a proposal with them for additional resources to bolster this campaign, under the advisement of a global leader in epidemiology. The proposal: (i) fills a gap that would otherwise be filled by violent extremist propaganda; (ii) builds trust within GCERF communities; (iii) lays the tracks for the last mile of the vaccine rollout; (iv) provides a genuine opportunity to partner with the private sector including the Pfizer Foundation; (v) takes GCERF to the cutting edge of PVE; and (vi) elevates PVE as an integral part of the critical global priority of our day.

4.7 The Chair thanked the ED and opened the session to comments and questions.

Discussion

4.8 The Alternate Board Member for Bangladesh thanked the ED for his brief but comprehensive report. He said the Bangladesh government has adopted a whole-of-society approach to preventing violent extremism, and its engagement with GCERF since inception has added momentum to their efforts. He called for a sustained funding mechanism, better investment, and improved grants.

4.9 The Board Member for Switzerland thanked the ED and the Secretariat, noting the good feedback received from colleagues in the field. He acknowledged the importance of remaining in communities during times of adversity. He thanked GCERF for its progress towards a results-based management approach. He flagged the importance of distinction between PVE and CVE, noting that use of PVE adheres to ODA/DAC terminology and allows use of Swiss funding as such.

4.10 The Alternate Board Member for the United States of America, the Netherlands, and Norway reconfirmed the ongoing commitment of the Netherlands to GCERF, as a donor and a partner in sharing expertise. She encouraged GCERF to remain committed to existing

partners; expansion should not come at the expense of what GCERF is already doing. She also reiterated the call for additional, non-earmarked funding. She commended GCERF on its appointment of National Advisors in several countries, which reiterates the value that local partners have on the process.

4.11 The Representative for the Board Member of the European Union, France and Denmark congratulated the Chair on her work and the Secretariat on its ability to convene virtual Board meetings this year. He thanked GCERF for its relentless engagement and adaptation on the ground considering emerging challenges over the past nine months. He said the European Union has adopted in June new Council conclusions on counterterrorism and countering violent extremism, highlighting the importance of cooperation with key countries in Africa and Asia, addressing the challenges of RFTFs, and addressing the challenges of terrorist and extremist content online. There is a clear call for preventive efforts and GCERF is specifically highlighted in the Council conclusions as a key player in this so will continue to receive support.

4.12 The Board Member for Qatar echoed the Representative of the United States and others in thanking the Chair and acknowledged all her hard work since inception. He thanked all for the transparent Chair selection process and congratulated the incoming Chair. Approaching the 20th anniversary of 9/11, the problem of VE still exists and will continue to exist. The Board Member said it was time to invest in high-profile situations, in countries such as Afghanistan. Qatar believes Afghanistan is the right place to invest, particularly considering the ongoing peace process facilitated by Qatar and the upcoming Strategy 2021-2024 by GCERF.

4.13 The Alternate Board Member for the Private Sector constituency added his support for the ongoing vaccine initiative. Heartened by the evolution of technology to develop a vaccine and the success of the COVID-19 response programmes by GCERF grantees, he stressed that now is the time to act and support this initiative, including through introductions to large pharmaceutical firms in the donor countries.

4.14 The ED thanked all for their comments and for their time ahead of the meeting. He thanked the Alternate Board Member from Bangladesh for his words and was pleased to hear that GCERF is now an integral part of the Bangladesh government strategy. The ED

appreciated the comments by the Board Member from Switzerland and others regarding positive feedback from the field, highlighting the concerted effort that the Secretariat has made to improve these efforts. He expressed gratitude to Ms Affolter from the Swiss Agency for Development and Cooperation for engaging with GCERF on development of results-based outcomes and for Switzerland's ongoing support. He also noted the comment by Switzerland regarding the P/CVE terminology clarification and will reflect this in the new GCERF Strategy.

4.15 The ED thanked the Alternate Board Member for the United States of America, the Netherlands and Norway for the support of the Netherlands, both as a donor and through introductions and knowledge sharing in the field. He agreed that the new strategy should address the balance between sustainability and expansion.

4.16 The ED congratulated the Board Member from Qatar on his state's work trying to reach a peace agreement in Afghanistan. He acknowledged the desire by Qatar for GCERF to work in Afghanistan and noted that it would be an action for the Board to determine. The ED also thanked Tunisia for extending its invite to have a Board meeting in Tunis and hopes to be able to do so either in June or December 2021. Finally, the ED thanked the Alternate Board Member for the Private Sector constituency for his support on the COVID-19 proposal and reiterated that the success of this proposal would boost the credibility of the replenishment campaign.

4.17 The Chair thanked all and reminded the Board that they may continue making comments throughout the different sessions.

5. FINANCIAL MATTERS

5.1 The Chair introduced the session on Financial Matters, including three sessions: (i) the Finance and Audit Committee Report (BM.13/DOC.04); (ii) the Funding Situation (BM.13/DOC.06); and (iii) the 2021 Budget (BM.13/DOC.05), which has a decision attached. The Chair invited the Chair of the Finance & Audit Committee to commence.

Finance & Audit Committee (FAC) Report

5.2 The Chair of the Finance & Audit Committee (FAC) provided a brief summary of the report, thanking his fellow committee members and the Secretariat. He highlighted three points: (i) the FAC will meet on a quarterly basis, with two working sessions in addition to the two formal meetings per the Terms of Reference; (ii) the FAC endorsed the report on the selection of External Auditors for GCERF, approved by the Board on 27 October 2020; and (iii) the FAC endorsed the 2021 Budget and Funding Situation.

5.3 The Chair thanked the Chair of the FAC and invited the Finance & Compliance Manager to present the Funding Situation.

Funding Situation

5.4 The Finance & Compliance Manager presented the key issues from the Funding Situation. He announced that GCERF is approaching USD 100m in contributions, including pledges and new grants with Australia, Liechtenstein, New Zealand, the United Kingdom, and Italy, who becomes the 19th donor of GCERF. He referenced the anticipated signing of significant grants with the United States and the European Union in the weeks after the meeting.

5.5 The expected outcome of the budget for 2020 is expected to be 14-15% lower than anticipated, largely due to postponement of activities due to COVID-19. He reassured the Board that the monitoring of grants was not impacted by the pandemic. He announced that GCERF has reached full coverage of its 2020 budget; however, he said this comes from a decrease in spending rather than an increase in funding.

5.6 The Finance & Compliance Manager reiterated the point that multi-year non-earmarked funding is more necessary than ever. The current ratio between restricted and non-restricted funding is about 70:30% so he would like to advocate for more sustainability and flexibility, to ensure GCERF can invest in the right places at the right time and in the right way. He also stressed the difficulty of planning a three-year strategy without confirmation of funding beyond one year. He reminded the Board that non-earmarked funding decreases the administrative burden but does not reduce accountability of GCERF to the donors; donor

reporting and annual reporting remain robust and detailed. Finally, he announced that the FAC will dedicate a working session early in 2021 to expanding upon this issue.

2021 Budget

5.7 The Finance & Compliance Manager presented a 2021 budget of USD 23.65m, which is both ambitious and realistic. In 2021, GCERF plans to invest in new countries, increase its grants by 35% by the end of next year, and expand on its innovative approaches to PVE. The budget also presents under the assumption of a full year of activities, acknowledging that they may scale down due to the continued implications of COVID-19.

5.8 He announced that the Secretariat is realising economies of scale by reducing the overall OpEx by about 5% in 2021. There is an increase in grant-related expenses (GRE) for 2021, which is fully justified and explained within the 2021 Budget Report. Finally, he announced that the 2021 budget is already covered at 91%, whereas the 2020 Budget at this time last year was covered at less than 30%. This coverage includes anticipated contributions, and also includes carry-over contributions from 2020 due to COVID-19. He thanked the FAC for endorsing the 2021 Budget and hopes the Board also approves it.

5.9 The Finance & Compliance Manager described expected growth in paragraphs 5.7-5.8 of this report. He therefore requested the Board to approve an increase in funding for “other portfolio management and social mission expenses” (commonly named GRE) from 10% to 15%, to allow for the expected increase in grants, oversight, and programming. He reiterated that GCERF is realising economies of scale: a 20% increase in GRE services the 35% increase in GCERF’s portfolio under management, along with a decrease in OpEx. The current allocation of OpEx / Grant Management (including GRE) remains unchanged at 15% / 85%. He said the FAC has endorsed this increase and hopes the Board does as well.

5.10 The Chair thanked the Finance & Compliance Manager and opened the floor for comments.

Discussion

5.11 The Representative for the European Union welcomed the good news of the 91% budget coverage for 2021, the first time in GCERF history, the low OpEx compared to the value

of the portfolio, and the continuous improvement of the quality of grants. He was glad to hear about the continued monitoring of grants despite the COVID-19 pandemic. He understands that the anticipated increase in the number of grants will require additional resources, such as adding more Country Managers, which the European Union welcomes.

5.12 The Representative for the European Union announced the finalisation of an approximately EUR 2.5m contribution towards the Western Balkans strategy and explained that although the European Union is currently not able to answer GCERF's call for non-restricted funding, the EU is happy to supply a continuous stream of contributions for specific geographical areas, as required by its financing mechanisms. The EU will soon begin its next financial framework, for 2021-2027, which will include a new financial instrument for supporting the EU's international partnerships. He hopes that through this new financial instrument, the EU may be able to increase its funding to GCERF for P/CVE. He looks forward to continuing work with GCERF as an important partner of the EU.

5.13 The Representative for the United States asked about the increase in GRE from 10 to 15%, seeking clarification as to which expenses are included under 'social mission expenses.' He asked what percentage of FY21 revenue is coming from FY20 savings from the pandemic? The US does support the proposed budget and congratulated GCERF on the high coverage, but he reiterated that it is imperative for donors to continue their financial support for GCERF while also seeking new potential donors, including in the private sector. He thanked GCERF for its efforts to streamline efforts and reduce OpEx, helping to secure long-term viability for the fund.

5.14 The Representative for the Alternate Board Member from Bangladesh noted the promising financial prospects for 2021. She expressed concerns about the availability and flexibility of GCERF funding for grants, calling for more multi-year, non-restricted funding from donors. She acknowledged the strategic priorities and objectives of GCERF, and the need for these to be incorporated and applied in local contexts with an appropriate balance between programme objectives and budget allocation.

5.15 The Board Member for Mali and Nigeria expressed thanks to the FAC and its Chair for their work on financial matters. He welcomed the optimism about GCERF's finances and

budget for 2021. He said that GCERF's OpEx budget is lower than that of other similar organisations and he expressed support for the proposed 2021 budget.

5.16 The Finance and Compliance Manager thanked all for their comments. He thanked the Representative for the European Union for his support and commented that GCERF's HR structure remains the same with the exception of the Portfolio Management Unit, which anticipates limited but necessary expansion to support the anticipated expansion of the portfolio. He looks forward to finalising the EUR 2.5m contribution from the European Union for the Western Balkans and said the Secretariat is realistic with regards to the possibility of non-restricted funding from donors, hoping to collaborate with donors to achieve desired outcomes that are mutually agreeable.

5.17 The Finance and Compliance Manager thanked the Representative of the United States for his questions and clarified that GRE includes direct costs related to grants, including monitoring, evaluations, and oversight as well as the HR costs directly related to grants management; 'social mission expenses' includes activities like Community of Practice meetings and national conferences held in partner countries, both of which contribute towards capacity building for the grantees. He said that about USD 8m is being carried over from FY20 to FY21 and is a result of GCERF's conservative approach to operations during the COVID-19 pandemic. He said that the ability to use FY20 savings towards FY21 reiterates the importance and impact of flexible, multi-year funding.

5.18 He thanked the Representative of Bangladesh for her supportive call for non-restricted funding and said it will be a focus of his in the coming months. He also thanked the Board Member for Mali and Nigeria, in particular his appreciation for the FAC which greatly helps to address ongoing funding issues.

5.19 The ED thanked all for their comments and said he heard consensus on a few things: (i) pleased that there is high budget coverage going into 2021; (ii) pleased that OpEx is becoming lower with regard to the value of the portfolio under management; (iii) there is interest in investing in higher-quality grants; (iv) interest in aligning the Strategy 2021-2024 with funding available; and (v) there is support for realising economies of scale. The ED suggested that all these point to the Replenishment campaign, intended to attract pledges and contributions with a three-year perspective.

5.20 The ED thanked the Board Member for Mali and Nigeria for pointing out that GCERF's OpEx are lower than those of most comparable organisations. He also pointed out that GCERF's staffing levels are lower than those of other organisations. GCERF is doing an immense amount of labour-intensive work with a lean Secretariat.

5.21 The Chair thanked all and presented the related decision to the Board.

5.22 The Board took the following decision:

BM.13/DEC.06: The Board:

- a. appreciates the work of the Finance & Audit Committee (FAC) for its thorough review of the proposed budget and notes its endorsement;
- b. approves the 2021 budget as follows:
 - Revenue: USD 23.15m
 - Expenses, including "portfolio management & social mission" and "operating expenses": USD 23.65m;
- c. notes that 91% of the proposed 2021 budget is funded at this time, including contributions expected to be signed or confirmed within the next few weeks; and
- d. approves an increase of the proportion of funding dedicated to "other portfolio management and social mission expenses" from 10% to 15%, the actual contributions allocated to portfolio management & social mission remaining unchanged.

6. GOVERNANCE & ETHICS COMMITTEE (GEC) REPORT

6.1 The Chair invited Chair of the Governance & Ethics Committee (GEC) to briefly present its report.

6.2 The Chair of the GEC thanked all members of the GEC for their commitment and engagement, and the Secretariat for its support to the committee. He noted the excellent engagement between the Chair of the Governing Board and the GEC with regard to

governance and ethics matters and looks forward to continuing this with the incoming Chair of the Governing Board.

6.3 The Chair of the GEC presented four key points from the report:

1) Following the 12th Meeting of the GCERF Governing Board, the GEC continued to implement the selection process for Chair of the Governing Board. During the interview phase, several GEC members supported the Chair of the Governing Board, who led the process for the remainder of the selection process. He referred the Board to the Chair's Report (BM.13/DOC.03) for more details regarding this.

2) The GEC held an initial exchange with the Policy, Think and Do Tank constituency regarding the role of non-governmental constituencies. Following this, the GEC intends to hold a meeting in early 2021 to clarify three points: (i) roles, responsibilities, and expectations of these constituency members, including clarity on the relevant Bylaws and existing operating procedures; (ii) issues of conflict of interest and related procedures in place; and (iii) membership and internal procedures of these constituencies.

3) There remains one Declaration of Interest form missing from a former Board Member for the year 2020. Due to no existing ethical concern and the Board Member having stepped down from duties in 2020, no further pursuit of this Declaration of Interest will be made. Further, the Ethics Officer advises that there are currently no cases of conflict of interest under the covered individuals.

4) The Gifts Policy has been updated to reflect the concerns expressed at the 12th Meeting of the GCERF Governing Board. No gifts exceeding 50 CHF were received since the last Board meeting.

6.4 The Chair thanked the Chair of the GEC and seeing no comments from the Board, proceeded to the next agenda item.

7. STRATEGY PREVIEW

7.1 The Chair invited the ED to present an update on the Strategy 2021-2024, which will be presented for decision at the 14th Meeting of the GCERF Governing Board. The ED said that

the upcoming Strategy 2021–2024 links to the discussion on the Replenishment (Section 14). He thanked the Board for their feedback and comments to date.

7.2 The ED said the Secretariat believes it is crucial to engage the Board fully in the development of the Strategy and therefore is following a three-stage iterative process: (i) GCERF has sought Board input on the challenges it thinks the Strategy should address through surveys to the Board, the Country Support Mechanisms (CSMs), the IRP, and with the guidance of the Board's Strategy Reference Group; (ii) GCERF is now coming back to the Board with Strategy options to respond to the challenges identified by the Board; and (iii) GCERF intends to present the full Strategy to the Board for approval at the next Board meeting.

7.3 The ED said the Strategy consultations confirmed GCERF's fundamentals, its mission, vision and principles, and theory of change. There was strong consensus that GCERF should continue as a multi-stakeholder, global fund supporting local partners to strengthen community resilience to violent extremism (VE) and following ODA principles. These fundamentals are summarised in BM.13/DOC.13/Annex 1. Three overall challenges emerged from the survey responses and consultations: (i) how to balance sustainability with responsiveness to new P/CVE challenges; (ii) how to achieve real impact at scale with limited resources; (iii) how, if appropriate, to extend GCERF's relevance beyond its primary remit. The Strategy paper proposes options to respond to these challenges, and the ED looks forward to continuing consultations with the Board.

7.4 The ED explained that the Secretariat believes all three challenges can be achieved. A balance can be achieved between sustainability and responsiveness through: (i) promoting a long-term commitment to PVE amongst national governments and grantees; (ii) defining clear criteria for eligibility, reassessment, and transition for grantees and partner countries; and (iii) refining the Accelerated Funding Mechanism (AFM). Impact at scale can be achieved by: (i) expanding the reach of its activities beyond direct participants; (ii) establishing a Global Community of Practice (COP), which has already begun; and (iii) developing talent and leadership within communities. It is appropriate and possible to amplify GCERF's relevance through: (i) compiling and sharing effective practices; (ii) blending programming with careful advocacy; and (iii) seeking co-benefits through PVE programming.

7.5 The Chair thanked the ED and reminded the Board that feedback is welcome both during the meeting and afterwards, particularly with regard to the Strategy.

Discussion

7.6 The Board Member for Tunisia and the Philippines thanked the Chair for her experience and expertise. He stated the importance of continuing to address important PVE matters while developing capacities. He expressed interest in continuing the deployment of discussed programmes in Tunisia and looks forward to finding a way to jointly do so. The ED thanked the Board Member for his comments and his continued support for the organisation.

7.7 The Board Member for Kosovo and North Macedonia expressed appreciation for the Chair of the Governing Board. He requested to see more work on impact assessment of projects being implemented in the new Strategy, which goes hand in hand with the new strategy of the Kosovo government's impact assessment of its P/CVE activities. The ED thanked him for his comments and agreed that outcomes-based assessments will be a priority in the new Strategy.

7.8 The Chair thanked all for their inputs and invited the ED to briefly present the Results update.

8. RESULTS UPDATE

8.1 The ED briefly presented the Results paper (BM.13/DOC.08), in particular: (i) the reach of GCERF programmes, currently at 1.7m direct beneficiaries and 7.8m indirect beneficiaries; (ii) existing programme structures have helped to respond to the COVID-19 pandemic; and (iii) continuous improvements being made to monitoring and evaluation. He then showed a short video from a grantee in the Philippines, noting the important mention of Local Knowledge Partners (LKPs), building confidence, and learning lessons: <https://youtu.be/-GwqIsYQsy8>.

8.2 The Chair thanked the ED and opened the floor for questions.

Discussion

8.3 The Representative for Bangladesh was pleased to see that the first round of funding in Bangladesh yielded positive results in both the Core Funding Mechanism (CFM) and the Accelerated Funding Mechanism (AFM), and that the second round builds upon those successes.

8.4 The Board Member for Switzerland expressed appreciation for the video statement by the grantee in the Philippines, which offers meaning and helps illustrate the move from outcomes to outputs. Demonstrating impact of programming on communities is important..

8.5 The Representative for the European Union noted the increasing reach of GCERF's grants and the gradual move towards shorter, smaller grants which allow for adaptability in supporting local organisations. He acknowledged the benefits of this approach but also noted that smaller grants do not mean that they are easier or less time consuming to manage. He looks forward to GCERF continuing to develop this capacity to invest at the local level and encouraged the continuation of coordinating with others on the ground and sharing lessons learned. The EU expressed interest in continuing to support young *talibés* in Mali and PVE programming in Nigeria.

8.6 The Observer from Germany thanked GCERF and its Board for inviting her to the meeting. She saw the impact of GCERF's work in the Results session and said that prevention of violent extremism is included in Germany's stabilisation approach. To support GCERF's important work in PVE, one of the most pressing challenges of today, she was pleased to announce a German contribution to GCERF of EUR 5m. Noting GCERF's Replenishment campaign for 2021-2024, Germany is pleased to make a first contribution. She was also impressed to see the commitment of GCERF's partners and is proud to soon join GCERF's global PVE community.

8.7 The Chair thanked the Observer from Germany and announced that Germany was the 20th donor of GCERF and with Germany's contribution, GCERF hit USD 100m in contributions.

8.8 The ED joined the Chair in thanking Germany for its generous contribution and for making the first contribution towards GCERF's Replenishment campaign. He reiterated his appreciation to Bangladesh, the first country GCERF began grant making in, and agreed with the Representative's comment about the process being iterative and new rounds building

on lessons learned from former rounds. The ED echoed the Board Member for Switzerland's appreciation for the statement by the grantee in the Philippines, which highlights the reasons for GCERF's work.

8.9 The ED acknowledged comments by the Representative for the European Union, agreeing that smaller grants provide more flexibility and allow access at the very local level, but that management costs do not reduce. Finally, the ED described a recent conversation with the Representative for Norway, who shared two positive observations from the Results paper: (i) reporting on positive progress around community policing and trust in Nigeria; and (ii) the approach in Kenya, including support for women, religious leaders, fishermen, and prisons, illustrates the value of GCERF's holistic approach to violent extremism.

9. PROGRAMME UPDATE

9.1 The ED invited the Head of the Portfolio Management Unit to provide an update on programmes (BM.13/DOC.09). The Head of Portfolio Management Unit provided a brief update of programmes, highlighting innovations that reiterate GCERF's agility and flexibility.

9.2 Feedback on the re-purposing of grants towards COVID-19 revealed three key findings across the portfolio: (i) helping communities respond to immediate needs led to an increased sense of ownership; (ii) it led to enhanced solidarity between different members of the community, for instance between police and community members; and (iii) it increased sustainability, for instance by providing young entrepreneurs with a sense of purpose and belonging in their communities as they began producing and distributing masks.

9.3 The Head of Portfolio Management Unit highlighted four innovations that reiterate GCERF's agility and flexibility: (i) COVID-19-related restrictions caused most activities to move online, helping to create effective new online methods for due diligence, proposal development, and monitoring; (ii) Global Communities of Practice (COPs) allowed for continuous capacity building and knowledge sharing, including in partnership with the private sector; (iii) 35 digital P/CVE sessions allowed for continued capacity building, particularly in technical skills; and (iv) development of the Local Knowledge Partners (LKPs) concept to strengthen results-based management through monitoring outcome-level indicators, related research, and knowledge sharing at the national and global level.

9.4 Finally, she noted key grant making and management developments, including: (i) 11 new grant agreements by the end of 2020 at a total value of USD 6.2m, and encompassing 20 new partners in seven countries; (ii) development of three new strategies, two regional and one country; and (iii) the request by Niger to become a GCERF partner country.

Discussion

9.5 The Board Member for the United Kingdom and Canada reflected on the impressive statistics, particularly that programme participants include 50% women and girls. With reference to the LKPs carrying out impact evaluation design, she agreed in principle with the idea of local support for collecting data for monitoring but saw significant value in having external M&E partners to design, analyse and draw out conclusions. She offered support from the United Kingdom to find external partners for this. The Head of Portfolio Management Unit thanked the United Kingdom for her offer.

9.6 The Representative for Norway reiterated the points made by the ED regarding their conversation on results. He highlighted that training on community policing practices is important for PVE, with Nigeria as a strong example. This work compliments work being done by Norway in Mali and Somalia. He expressed interest in the National P/CVE Conference in Mali in Q1 2021, and the expansion to a regional approach in the Sahel; he offered support for this approach, given the free movement of VE activity and groups across borders. The Head of Portfolio Management Unit thanked the Representative for Norway and agreed that the Secretariat will continue to apply lessons learned to its programmes. She also confirmed that, if possible given COVID-19 restrictions, the Mali National Conference will take place in Q1 as planned.

9.7 The Board Member for Mali and Nigeria appreciated Norway's support for, and GCERF's work on training on community policing in Nigeria.

10. INDEPENDENT REVIEW PANEL (IRP) RENEWAL

10.1 The ED introduced the IRP and asked the Head of Portfolio Management Unit to present briefly on its membership renewal, up for decision. The Head of Portfolio Management Unit thanked current and outgoing members of the IRP. She provided an overview of the renewal process for membership of the IRP and presented the

recommendation on membership. She also stated the Secretariat's intention to engage them in additional responsibilities beginning in 2021, such as providing expert advice on global capacity-building guidelines and thematic research including on RFTFs. She explained the desire for continuity within the membership of the IRP and therefore requests exceptionally the renewal of certain members for a third term of three years.

Discussion

10.2 The Alternate Board Member for the Private Sector constituency applauded the offer from the United Kingdom of support finding external M&E partners. He also stated the importance of these findings being shared and implemented at the local level as well as at the donor level.

10.3 The Representative for the United States thanked and congratulated Germany for joining GCERF's donor community. He commended the great work of the IRP and in particular its Chair. The United States offered its support for the three new IRP members; however, it does not support the extension of existing members beyond their two-term limit for an additional three years. He explained concerns around the independence of the IRP and the importance of fresh perspectives on this expert panel. He therefore proposed an exceptional extension of just one year for members who have already served two terms, giving GCERF time to seek out new members. He also called on the Board for assistance in recommending experts for the IRP.

10.4 The Board Member for Switzerland echoed comments by the Representative for the United States and expressed flexibility regarding how long the members are exceptionally renewed for. He appreciated the expertise offered by the IRP and the difficulty to find experts to serve on it and thanked all IRP members.

10.5 The Chair asked the Representative for the United States if it might be agreeable to stagger the extensions given the potential difficulty of finding six new members in one year, for instance extending two IRP members for one year, two for two years, and two for three years. The Representative appreciated the points made and the need for some continuity, so accepted the proposal for a staggered approach to the extensions. The Board Member for Switzerland, the Representative for the European Union, and the Board Member for the Private Sector constituency also indicated their support for the staggered approach. The ED

appreciated and recognised the points made and explained that part of the reason behind the original request was to ensure that some IRP members were present for the duration of a nine-year grant making cycle for continuity, as well as for continuity between GCERF strategy cycles.

10.6 The Chair of the IRP thanked GCERF and the Board for its support. She clarified that of the six members up for extension, five of them had served two terms already and one had served only one term so is up for renewal for a second term. She agreed the staggered extensions would help to maintain continuity and allow for time to search for new members.

10.7 The Chair thanked all for their comments and clarifications and acknowledged the decision would not be taken during the Board meeting. She asked the Board if she might propose a revised decision by email following the suggested staggered extension for existing IRP members. Hearing no disagreement, she stated that she will proceed accordingly.

10.8 The Chair of the IRP further explained the shift in the role of the IRP, which is welcome by IRP members and reflects the development of programmes and activity since GCERF's inception. The new members offer different areas of thematic and regional expertise, for instance RFTFs, and will be important for the anticipated work of GCERF and the IRP.

10.9 The Chair thanked all for their comments and invited the Head of the Portfolio Management Unit to present the Sahel Investment Strategy.

11. STRATEGY FOR INVESTMENT IN THE SAHEL

11.1 The Head of the Portfolio Management Unit briefly presented the request by Niger to become a GCERF partner country. The Chair opened the floor for comments and questions.

Discussion

11.2 The Representative for the United States expressed support for Niger becoming a GCERF partner country. However, he cautioned the Board to consider resources available when expanding to new countries and advised deliberate and conservative expansion. One third of GCERF's revenue for 2021 comes from money saved in 2020 due to the COVID-19 pandemic and he requested that GCERF not expand to additional countries without firm

donor commitments. Moreover, he requested exit strategies and exit criteria to thoughtfully extricate from countries that are in an improved position to deal with the threat of VE in their country. The Chair noted that the Netherlands, Norway, and the Private Sector constituency expressed support for the comments on the importance of exit strategies.

11.3 The Board Member for Switzerland welcomed Niger but echoed the view of the United States on expansion and the importance of defining clear exit indicators. He did, however, acknowledge the difficulty in assessing the capability of a country to address violent extremism and looks forward to the exercise to develop these.

11.4 The Representative for the European Union welcomed Niger as a partner country and GCERF's efforts to develop the Investment Strategy for the Sahel. He emphasised the importance of GCERF working in the Sahel and thinks GCERF's ability to attract funding will be linked to its engagement in countries in crisis. He noted the importance of GCERF's activities complementing those of others working in the region and requested additional information on steps being taken to ensure this complementarity.

11.5 The Board Member for Mali and Nigeria welcomed the request by Niger to become a partner country and sees complementarity between work in the two neighbouring countries. He also welcomed the Strategy for Investment in the Sahel.

11.6 The Board Member for the Private Sector constituency agreed with comments made regarding the importance of an exit and transition strategy, and the value of a regional approach in the Sahel. She requested to see a more cost- and effort-effective approach for expanding within a region versus adding a completely new partner country.

11.7 The ED thanked all and confirmed that the Strategy 2021-2024 intends to address exit strategy and pointed Board members to paragraph 3.3 in the Strategy paper for further explanation (BM.13/DOC.13). He agreed with the Representative for the United States that transition is less about freeing up money but about assessing if GCERF has done everything it can to support grantees, local communities and national authorities.

11.8 The Board took the following decision:

BM.13/DEC.07: The Board:

- a. welcomes the request by Niger to become a partner country,
- b. requests the Secretariat to incorporate Niger into the Regional Investment Strategy for the Sahel (BM.13/DEC.08), and
- c. requests the Chair of the Board to manage the process of Niger joining the Board.

11.9 The Head of the Portfolio Management Unit briefly explained that all strategies presented were developed in consultation with the Country Support Mechanism (CSM), Accelerated Funding Panel (AFP), local donors, and the IRP. They each follow basic guiding principles, including context sensitivity, results orientation, and gender responsiveness. The strategic objectives are always to support the implementation of the national strategies, connecting local and national structures.

11.10 The Head of the Portfolio Management Unit briefly presented the Sahel Investment Strategy (BM.13/DOC.11), up for decision. The ambitious three-year strategy will invest up to USD 10m in six areas of the Liptako-Gourma region across Burkina Faso, Mali, and Niger. She assured the Board that consultations with all donors will continue. The Strategy will focus on improved social ecology and community-led disengagement, rehabilitation, and reintegration, and will work with existing local and cross-border structures. She summarised a statement of support and endorsement for the Strategy by the G5 Sahel; she also noted the ongoing development of a Memorandum of Understanding (MOU) between GCERF and the G5 Sahel.

Discussion

11.11 The Alternate Board Member for Mali and Nigeria thanked all for sharing their experiences and for their continued engagement in PVE. He endorsed the Strategy, applauded its use of lessons learned from programming in Mali, and looks forward to a continued partnership with GCERF. Since 2016, Mali and GCERF have worked together on PVE and are commencing a third round of funding. He expressed hope that the required financing would be obtained for the Strategy.

11.12 The Alternate Board Member for the European Union, France and Denmark thanked the Chair and congratulated GCERF on actions taken and results achieved across many

countries. He expressed interest in seeing more capacity building at the national level, a key project for France. He congratulated the Secretariat on its regional strategies and acknowledged the continued work required to address VE in the Liptako-Gourma region. He noted GCERF's work as essential to the global PVE community and to France's work on the International Coalition for the G5 Sahel. He offered support for the Strategy and looks forward to aligning efforts in the Sahel.

11.13 The Alternate Board Member for the United Kingdom and Canada thanked the Secretariat for its unique Strategy focused on a key region for PVE. The Sahel is a regional priority for Canada and therefore Canada supports the proposal. He advocated for an increase in gender-sensitive programming during grantee analysis and implementation. He also encouraged GCERF to consider others working in the region and how best to support the grantees.

11.14 The Alternate Board Member for the United States of America, the Netherlands and Norway echoed comments by France and Canada, in particular the call to coordinate with others already in the Sahel. She expressed support for the Investment Strategy for the Sahel. She also reiterated the importance of outcomes-based results and reporting.

11.15 The ED thanked all for their comments and reassured the Board that all requests will be addressed by the Secretariat. He agreed that coordination does and will continue to happen. The strategies are frameworks and will continue to be revised in consultation with national governments and donors as they are implemented. The Head of the Portfolio Management Unit mentioned the National Advisors as being well placed to coordinate locally amongst partners and highlighted the consortium model of funding as a positive way to ensure funding is spread across the right partners.

11.16 The Board took the following decision:

BM.13/DEC.08: The Board:

- a. approves the GCERF Strategy for Investment in the Sahel as detailed in BM.13/DOC.10/Annex 1, commencing in Mali and Niger and expanding to Burkina Faso pending Board approval of Burkina Faso as a new partner country;

- b. requests the Secretariat to proceed with the establishment of the Regional Funding Panel (RFP) as described in Section 2: GCERF Positioning; and
- c. authorises GCERF to commence grant-making as outlined in Section 7: Investment Scenarios, and in line with the GCERF Strategy for Investment in the Sahel, and on the basis of continued consultation.

12. STRATEGY FOR INVESTMENT IN SRI LANKA

12.1 The Head of the Portfolio Management Unit briefly presented the Strategy for Investment in Sri Lanka (BM.13/DOC.12), up for decision. She highlighted that initial investment will be a pilot under the Accelerated Funding Mechanism (AFM) model and that should it succeed, there could be the opportunity to continue investment there. The Strategy intends to invest USD 1m over 24 months, with a focus on increased social cohesion between different religious and ethnic groups and an enhanced sense of purpose of primarily young people aged 18-25 years. A Host Organisation will be appointed to provide and manage small grants between USD 5,000-100,000.

Discussion

12.2 The Observer from Sri Lanka thanked GCERF for its work in PVE and welcomed it in Sri Lanka. Sri Lanka has done work on PVE but recognises the important to focus on social aspects of PVE, which GCERF can increase. He expressed support for the pilot programme proposed in the Strategy, which Sri Lanka endorses.

12.3 The Representative for the European Union welcomed the initiative to bridge efforts by local CSOs and the government to support locally owned PVE interventions. The European Union thanked the Secretariat for working to address procedural questions raised linked to the award process and additional comments.

12.4 The Board took the following decision:

BM.13/DEC.09: The Board:

- a. approves the GCERF Strategy for Investment in Sri Lanka as detailed in BM.13/DOC.12/Annex 1; and

- b. requests the Secretariat to proceed with grant-making at a value of up to USD 2m.

13. STRATEGY FOR INVESTMENT IN KENYA

13.1 The Chair reminded the Board that the Strategy for Investment in Kenya would be sent to the Board for additional comments and a decision via email following the Board meeting. The Head of the Portfolio Management Unit briefly presented the Strategy for Investment in Kenya, following the call by President Kenyatta for development of County Action Plans (CAPs) in 2018, the county-level iterations of the National Action Plan for Prevention of Violent Extremism. She said the Strategy took into consideration third-party monitoring in Garissa, Kenya.

13.2 The primary goal of the Strategy is to support the 21 CAPs in Kenya, building on existing structures such as Community Engagement Forums (CEFs) to support coordination and implementation. She acknowledged the work of others, such as the Netherlands to develop a robust M&E system for the implementation of CAPs, and GCERF's intention to work in coordination with them. Each CAP is different but focuses on key objectives of PVE, so the Strategy allows for flexibility within the implementation of each.

Discussion

13.3 The Representative from the Kenyan National Counterterrorism Center (NCTC) expressed support for the Strategy and thanked GCERF for its development. He also expressed gratitude for the opportunity to integrate COVID-19 response activities into PVE programming this year. He reiterated that the CAPs allow the local communities to come together and build solutions for PVE.

13.4 The Chair of the IRP said the IRP was involved in the development of all strategies, providing feedback and recommendations which were incorporated. She was pleased to see evolving funding mechanisms to reflect the changing contexts.

13.5 The Representative for the United States asked for clarity on how the various strategies will be funded. The Head of the Portfolio Management Unit explained that non-earmarked funding will be used, with one reallocation of earmarked funding by the

European Union to Sri Lanka. In addition, new funds will need to be raised to complete the intended investment for the strategies.

13.6 The Chair thanked all for their comments on the strategies.

14. REPLENISHMENT DISCUSSION

14.1 The Chair invited the ED to briefly present the Replenishment (BM.13/DOC.14), up for decision. She noted that the Strategy (BM.13/DOC.14) was covered in Section 7. The ED briefly described the intended Replenishment campaign, culminating in a conference on the margins of the UN General Assembly in New York in September 2021. He reiterated that a Replenishment campaign is the most effective way to achieve budget coverage for future years, to drive down OpEx, to increase economies of scale, to allow for strategic planning of GCERF's investments, and to increase GCERF's impact.

14.2 The ED presented the aim of the campaign, to attract at least USD 100m for 2021-2024. This goal will be achieved by three main objectives: (i) to mobilise continued support from current donors; (ii) to diversify the GCERF donor base; and (iii) to catalyse other external investments. He noted that GCERF is hoping to engage a private sector advisory board for the Replenishment campaign.

14.3 The ED explained that the Secretariat is realistic about the challenges associated. Development funding around the world is being squeezed; restrictions attached to contributions will be respected. He acknowledged that the UN General Assembly may or may not be the right place for the conference, and that investment will be required for support and resources to achieve the goals of the campaign. The Secretariat would also lean heavily on the Chair and the Board for their experiences with previous replenishment campaigns.

14.4 The ED made clear that the goals of the Replenishment campaign are realistic and manageable by the Secretariat; if achieved, they would raise the value of the portfolio under management from around USD 20m per year to USD 30m per year. Between GCERF's current 20 donors, USD 100m would equate to approximately USD 5m per donor for the period of coverage, or about USD 1.5m each per year. Therefore, the ED proposed to seize the

opportunity, recognising the challenges and being realistic about the ambition, reaffirming GCERF's commitment to PVE and its support to local communities.

14.5 The Chair thanked the ED and offered support for the proposal, reiterating the 'Fund' in the Global Community Engagement and Resilience Fund's name. She opened the floor for comments.

Discussion

14.6 The Board Member for Australia, Japan and New Zealand said the Replenishment campaign is a logical step towards expanding GCERF's mission. She thanked the ED for his explanation of the breakdown of sums and the main objectives. To ensure success, she agreed a high-level conference would be appropriate to reach potential donors beyond the existing Board. She expressed support and requested additional information about the campaign phases, to ensure it sets GCERF up for success. The ED thanked her for her comments and agreed with her point about diversifying the donor base.

14.7 The Alternate Board Member for the Civil Society constituency thanked the ED and the Chair and offered two clarifying questions. She expressed support for the three main approaches of the Strategy, particularly through the first approach of creating sustainability through choosing and supporting partners in the proposed way and using evidence-based advocacy. She noted evidence-based advocacy is difficult to do, requiring specialised expertise and considerable resources. Therefore, she asked how the campaign will be resourced, from existing core funds or a separate fundraising strategy. Secondly, the Alternate Board Member expressed support for the replenishment's timeliness and noted the importance of having realistic progress milestones. She pointed out that GCERF's work in raising awareness and galvanising global leadership for PVE through the replenishment would be beneficial to the broader international CSO movement working on these issues. The ED thanked the Alternate Board Member for her comments and said he looks forward to collaborating with her and others on the campaign.

14.8 The Board Member for the Foundations constituency appreciated the comments made by New Zealand and the Civil Society constituency. He said the Board would need to collectively support GCERF in its Replenishment campaign to ensure its success, as financing remains a challenge and a topic of conversation at each Board meeting. He

expressed thanks to GCERF, its Chair, and the Board, as this is his final Board meeting before he steps down.

14.9 The Representative for the United States expressed his support and endorsement for the Replenishment campaign. He offered the United States to co-host the conference. The ED thanked the United States for their welcome offer to co-host and looks forward to following up.

14.10 The Representative for the European Union expressed full support for the campaign and welcomed additional support from outside the organisation. He offered the support of the European Union in campaign efforts and if there was space, offered to co-host as well. The ED thanked the European Union for its support and its offer to co-host and looks forward to following up.

14.11 The Representative for Bangladesh expressed appreciation for the Secretariat's hard work on the Strategy 2021–2024 and the Replenishment campaign, noting the identified challenges and strategic options. She stressed the importance of consulting with all donor and partner countries in its development, calling for a sustainable balance between existing programmes and expansion.

14.12 The Policy, Think and Do Tank constituency expressed support for the ambitious replenishment plans, but: (i) emphasised the serious investments (financial, human, and otherwise) required to realise such a replenishment campaign; and (ii) proposed to build in one or several review points throughout the year to track progress and where necessary adjust or reroute targets and efforts.

14.13 The Board Member for the Private Sector constituency expressed support for the replenishment goal and strategic direction outlined and appreciated the consultations with the Board to-date. She emphasised the importance of: (i) balancing long-term sustainability with rapid response needs; (ii) increasing GCERF's relevance and role in policy and advocacy; (iii) increasing focus on local capacity/leadership building as part of an exit strategy; and (iv) caution to not fall into the trap of giving too much weight to scale (in numbers) to measure impact, as GCERF's focus area and theory of change is both unique and focused on deeper impact. She also expressed interest in better understanding the plans for online expansion and looks forward to going deeper into the strategy over the

coming months. The Alternate Board Member for the Private Sector constituency encouraged collaboration with the private sector for the replenishment campaign and conference and offered to support this effort.

14.14 The Board Member for Switzerland and the Board Member for the United Kingdom expressed support for the initiative. The Alternate Board Member for the United States of America, the Netherlands and Norway also expressed support and offered further support and input to the Strategy 2021-2024.

14.15 The Chair thanked all for their comments and taking note of them, presented the decision.

14.16 The Board took the following decision:

BM.13/DEC.10: The Board:

- a. looks forward to further consultation on strategy options towards approving GCERF's new three-year strategy 2021-24; and
- b. endorses the replenishment campaign and conference as the most effective means to finance the strategy.

15. CONCLUSION

15.1 The Chair thanked all for their active participation and invited the ED to make any final comments.

15.2 The ED thanked the Secretariat and the Board. He invited several Board members to offer statements of thanks to the Chair during her final meeting as Chair of the Governing Board. All Board Members joined the ED in thanking the Chair.

15.3 The Board Member for the European Union, the Representative for the United States, and the Alternate Board Member for the Private Sector constituency expressed personal and professional gratitude and appreciation for the Chair. The ED then expressed his gratitude for the Chair's mentorship and hard work at GCERF. He played a brief video by grantees for the Chair.

15.4 The Chair thanked all for their kind comments and expressed gratitude and pride for her time with GCERF. She invited the incoming Chair, Mr Stefano Manservigi, to make brief comments.

15.5 The incoming Chair thanked the Board for selecting him as Chair and looks forward to collaborating with them. He thanked the Chair for her trust and for setting such a high standard example of Chairmanship. He invited the Chair to be a permanent guest to the Board and to other initiatives. He looks forward to working with GCERF and its Board soon.

15.6 The Chair thanked the incoming Chair for his statement. She thanked all for their engagement and support. She closed the meeting.

ANNEX 1

BM.13/DOC.01: AGENDA

TUESDAY 01 DECEMBER 2020

Location – Virtual (12-14:10 PM CET)

Time	Topic	Document	Presenter
12:00 – 12:05	Welcoming Remarks		Board Chair
12:05 – 12:10	Preliminary Matters		Board Chair
	<ul style="list-style-type: none"> • Appointment of Rapporteur • Approval of Agenda • Confirmation of new Board members 	DOC.01 (for decision)	
12:10 – 12:25	Chair Selection	DOC.03 (for decision)	Board Chair / Chair of the GEC
12:25 – 12:55	Report of the Executive Director	DOC.02 (for information)	Executive Director
12:55 – 13:40	Financial Matters		
	<ul style="list-style-type: none"> • FAC Report • Funding Situation • 2021 Budget 	DOC. 04 (for information) DOC. 06 (for information) DOC. 05 (for decision)	Chair of the FAC / Executive Director / Finance & Compliance Manager
13:40 – 13:50	GEC Report	DOC.07 (for information)	Chair of the GEC
13:50 – 14:00	Strategy Preview		Executive Director
14:00 – 14:10	Any Other Business		Board Chair

WEDNESDAY 02 DECEMBER 2020

Location – Virtual (12-14:15 PM CET)

Time	Topic	Document	Presenter
12:00 – 13:30	Results & Portfolio Update	DOC.08 (for information)	Executive Director /
		DOC. 09 (for information)	Head of Portfolio
	• IRP Renewal	DOC. 10 (for decision)	Management Unit /
	• Sahel Investment Strategy	DOC. 11 (for decision)	Chair of the IRP
	• Sri Lanka Investment Strategy	DOC. 12 (for decision)	
13:30 – 14:00	Strategy & Replenishment Discussion	DOC.13 (for information)	Executive Director
		DOC.14 (for decision)	
14:00 – 14:15	Any Other Business		Board Chair

ANNEX 2
PARTICIPANTS LISTS

GOVERNING BOARD CHAIR

Ms Carol Bellamy

BOARD MEMBERS

Australia, Japan and New Zealand

Board Member: Ms Cecile Hillyer, Head, International Security and Disarmament Division, New Zealand Ministry of Foreign Affairs & Trade, Wellington

Alternate Board Member: Mr Peter Scott, Acting Assistant Secretary, Counter-Terrorism Branch, Department of Foreign Affairs and Trade of Australia, Canberra

Constituency Members:

Mr Chitaru Shimizu, Director, International Safety and Security Cooperation Division, Foreign Policy Bureau, Ministry of Foreign Affairs of Japan, Tokyo

Ms Thuy Nguyen, Policy Officer Disarmament and International Security, Permanent Mission of Australia to the United Nations Office in Geneva

Bangladesh

Alternate Board Member: H.E. Mr Md. Mustafizur Rahman, Ambassador and Permanent Representative, Permanent Mission of the People's Republic of Bangladesh to the United Nations Office in Geneva

Constituency Members:

Ms Shanchita Haque, Deputy Permanent Representative, Permanent Mission of the People's Republic of Bangladesh to the United Nations Office and Other International Organisations in Geneva

Mr Md Baky Billah, First Secretary, Permanent Mission of the People's Republic of Bangladesh to the United Nations Office and Other International Organisations in Geneva

Canada and United Kingdom

Board Member: H.E. Ms Miriam Shearman, Ambassador and Deputy Permanent Representative, Permanent Mission of the United Kingdom to the United Nations in Geneva

Alternate Board Member: Mr Ram Kamineni, Director, Counter-Terrorism and Anti-Crime Capacity Building Programs, Global Affairs Canada, Ottawa

Constituency Member: Ms Katherine North, Senior Programme Manager, Counter-Terrorism and Anti-Crime Capacity Building Programs, Global Affairs Canada, Ottawa

Civil Society

Board Member: Mr Fulco Van Deventer, Vice-Director, Human Security Collective, The Hague

Alternate Board Member: Ms Selena Victor, Director of Policy & Advocacy, Mercy Corps Europe, London

European Union, France and Denmark

Board Member: Mr Jesper Steen Pedersen, Head of Sector, Global and Transregional Threats, Directorate-General for International Cooperation and Development (DG DEVCO), European Commission, Brussels on behalf of Mr Olivier Luyckx, Head of Unit, Stability, Security, Development and Nuclear Safety, DG DEVCO, European Commission, Brussels

Alternate Board Member: Mr Adrien Frier, Head of the Suppression of Terrorism and Organized Crime Department, Strategic, Security and Disarmament Directorate, Ministry of Foreign Affairs of France, Paris

Constituency Members:

Mr Adam Ravnkilde, Chief Adviser / Counterterrorism Coordinator, Ministry of Foreign Affairs of Denmark, Copenhagen

Ms Ilona von Bethlenfalvy, P/CVE Programme Manager, Preventing and Countering Violent Extremism Programmes, DG DEVCO, European Commission, Brussels

Ms Hermine Carde, Desk Officer, CT and Organized Crime Division, Ministry of Foreign Affairs of France, Paris

Ms Regitze Løth, Ministry of Foreign Affairs of Denmark, Copenhagen

Foundations

Board Member: Mr Matthew Lawrence, Executive Director, Tony Blair Institute for Global Change, London

Constituency Member: Ms Emman El-Badawy, Head of Research, Tony Blair Institute for Global Change, London

Kenya

Board Member: H.E. Dr Cleopa Kilonzo Mailu, Ambassador and Permanent Representative, Permanent Mission of the Republic of Kenya to the United Nations Office in Geneva

Constituency Members:

Mr Anthony Mathenge, Head of Department, Kenya National Counter-terrorism Centre (NTCT), Nairobi

Mr Njenga Miiri, Head of Preventive and Resilient Department, Kenya National Counter-terrorism Centre (NTCT), Nairobi

Ms Susan Wakiaga, Immigration Attaché, Permanent Mission of the Republic of Kenya to the United Nations Office in Geneva

Kosovo and North Macedonia

Board Member: Mr Lulzim Fushtica, Political Advisor, Ministry of Internal Affairs, Pristina

Alternate Board Member: Mr Borce Petrevski, National CVE/CT Coordinator of North Macedonia, Skopje

Mali and Nigeria

Board Member: H.E. Mr Tunde Mukaila Mustapha, Ambassador, Permanent Mission of the Federal Republic of Nigeria to the United Nations Office in Geneva

Alternate Board Member: H.E. Mr Mamadou Henri Konate, Ambassador and Permanent Representative, Permanent Mission of the Republic of Mali to the United Nations Office in Geneva

Constituency Member: Mr Adama Coulibaly, First Counsellor, Permanent Mission of the Republic of Mali to the United Nations Office in Geneva

Policy, Think and Do Tanks

Alternate Board Member: Mr Eelco Kessels, Executive Director, Global Center on Cooperative Security

Private Sector

Board Member: Ms Jessica Long, Managing Director, Strategy and Sustainability, North America Lead, Accenture, Washington, D.C.

Alternate Board Member: Mr Tony Carroll, Founding Director, Acorus Capital; Adjunct Professor, Johns Hopkins University, Washington, D.C.

Constituency Member: Mr Ariel Shaban, Chief Business Development Officer, KIVO LLC, Pristina, Kosovo

Qatar

Board Member: H.E. Dr Mutlaq Majed Al-Qahtani, Ambassador and Special Envoy of the Minister of Foreign Affairs of the State of Qatar for Counterterrorism and Mediation, Doha

Switzerland

Board Member: H.E. Mr Thomas Gass, Ambassador, Vice-Director and Head of the South Cooperation Department, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs of Switzerland, Bern

Alternate Board Member: Dr Daniel Frank, Deputy Coordinator for International Counter-Terrorism, Federal Department of Foreign Affairs of Switzerland, Bern

Constituency Members:

Ms Laura Bott, Head of Fragility, Conflict & Human Rights Unit, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs of Switzerland, Bern

Mr Derek Müller, Head of Division Middle East and Northern Africa and Fragility, Conflict & Human Rights Unit, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs of Switzerland, Bern

Ms Barbara Affolter Gómez, Senior Policy Advisor Fragility, Conflict & Human Rights, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs of Switzerland, Bern

Tunisia and the Philippines

Board Member: Mr Mounir Ksiksi, Head of the National Counter Terrorism Commission of the Republic of Tunisia, Tunis

Constituency Member:

Ms Sonia Abbassi, Permanent Secretary, National Counter Terrorism Commission of the Republic of Tunisia, Tunis

Ms Nourchène Mlaouah, Director Responsible for Relations with Civil society, international cooperation and training, National Counter Terrorism Commission of the Republic of Tunisia, Tunis

United States of America, the Netherlands and Norway

Board Member: Mr Chris Harnisch, Deputy Coordinator, Bureau of Counterterrorism and Countering Violent Extremism, U.S. Department of State on behalf of H.E. Mr Nathan Sales, Ambassador and Coordinator for Counterterrorism, U.S. Department of State, Washington, D.C.

Alternate Board Member: Ms Naomi Yorks, Deputy Head of Section, Counterterrorism & National Security Division, Ministry of Foreign Affairs of the Kingdom of the Netherlands, The Hague

Constituency Members:

Mr Geir Michalsen, Senior Adviser, Section for Global Security and Disarmament, Norwegian Ministry of Foreign Affairs, Oslo

Ms Dominique Kok, Counterterrorism & National Security Division, Ministry of Foreign Affairs of the Kingdom of the Netherlands, The Hague

Mr Irfan Saeed, Director for Countering Violent Extremism, Bureau of Counterterrorism and Countering Violent Extremism, U.S. Department of State, Washington, D.C.

OBSERVERS

Incoming Governing Board Chair

Mr Stefano Manservigi, Professor at Sciences-Po/Paris School of International Affairs

Albania

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