



ANNUAL REPORT **2018**





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FOREWORD



Dear colleagues,

I am delighted to present GCERF's 2018 Annual Report.

GCERF grants are now reaching over two million individuals at risk of radicalisation to violent extremism, in local communities across eight countries on three continents. They support activities ranging from community policing through interfaith dialogue to economic empowerment, and are engaging governments, civil society, the UN and the private sector to mobilise against violent extremist agendas. Our increasing reach is matched by our sustained impact.

At the end of the first three years of grant-making, we are now in a position to measure the impact of our grants on building community resilience, and to also identify what works and what doesn't in the prevention of violent extremism.

We look forward to your continued support to put these lessons into practice, build on our strong relationships with partner country authorities, and realise the potential of the community based organisations whose capacity we have strengthened.

A handwritten signature in blue ink, appearing to read 'Khalid Koser'.

Khalid Koser
Executive Director, GCERF



GCERF: Guiding global funds to local hands

The Global Community Engagement and Resilience Fund (GCERF) is a multi-stakeholder global fund dedicated to preventing violent extremism (PVE). In its first three years, GCERF has reached over two million people in communities at risk. We exist to guide global funds to local hands. We connect local communities to global resources, supporting grassroots initiatives that are typically out of reach for international donors and helping them thrive.

As an ODA-eligible multilateral organisation, we build local partners' capacity and then connect them to national governments, foundations, and businesses for long-term success, sustainability, and scalability. GCERF considers PVE a global public good, and our approach immunises communities from violent extremist agendas – creating a safer and more prosperous world.

Mission

GCERF is a multi-stakeholder global fund that strengthens community resilience by supporting local initiatives to address the drivers of violent extremism.

Vision

Peaceful and inclusive communities are resilient to violent extremism and achieve sustainable development.

Strategic Priorities

- Building a sustainable funding platform to support communities in their quest to address violent extremism
- Developing a solid investment portfolio supporting relevant, quality PVE programmes in partner countries
- Influencing local, national, and global consultations and decision-making with respect to PVE

Approach

- Funding bottom-up, community-led PVE efforts that fill a funding gap at the local level, address drivers of violent extremism, and build community resilience
- Aligning local responses with national PVE priorities, in coordination with governments and through public-private partnerships
- Building and sharing the evidence base with the wider PVE community to make the case for PVE a global public good



Reasons to Invest in GCERF

1

The only PVE global fund

As the only multilateral organisation dedicated to preventing violent extremism (PVE), GCERF convenes government, civil society, and private sector actors to pool resources, share PVE expertise, and build political will – together, making the case for PVE as a public good.

2

Guiding global funds to local hands

ODA eligibility and a flexible funding model allow GCERF to engage a spectrum of development, humanitarian, and security actors.

3

Country ownership

National governments express their interest prior to becoming a GCERF partner country, and actively participate in grant making.

4

Responding to local needs

Addressing locally specific drivers of violent extremism, GCERF grants support community-based organisations – many of which have not received international funding previously. GCERF aligns local responses with national PVE priorities, in coordination with governments and through public-private partnerships.

5

Access to grassroots actors operating in hard-to-reach areas

The absence of branding gives GCERF's local partners much-needed space to maintain credibility and legitimacy, and to mitigate reputational and security risks that could be associated with bilateral funding.

6

Capacity-strengthening

GCERF grant making/grant management processes enhance capacity of grantees to build long-term community resilience to violent extremism, and to access and manage international donor funds.

7

Gender responsiveness and youth leadership

GCERF supports local communities to mutually empower women, girls, boys, and men to address drivers of violent extremism. Primary beneficiaries are young men and young women (15–35 years) who are elevated as agents for positive change in communities vulnerable to violent extremism.

8

Setting international standards in PVE grant making

GCERF is a PVE innovation hub for sharing good practices, lessons learned, and recommendations, and advancing evidence-based PVE policies and programming.

9

Mitigating and sharing risks

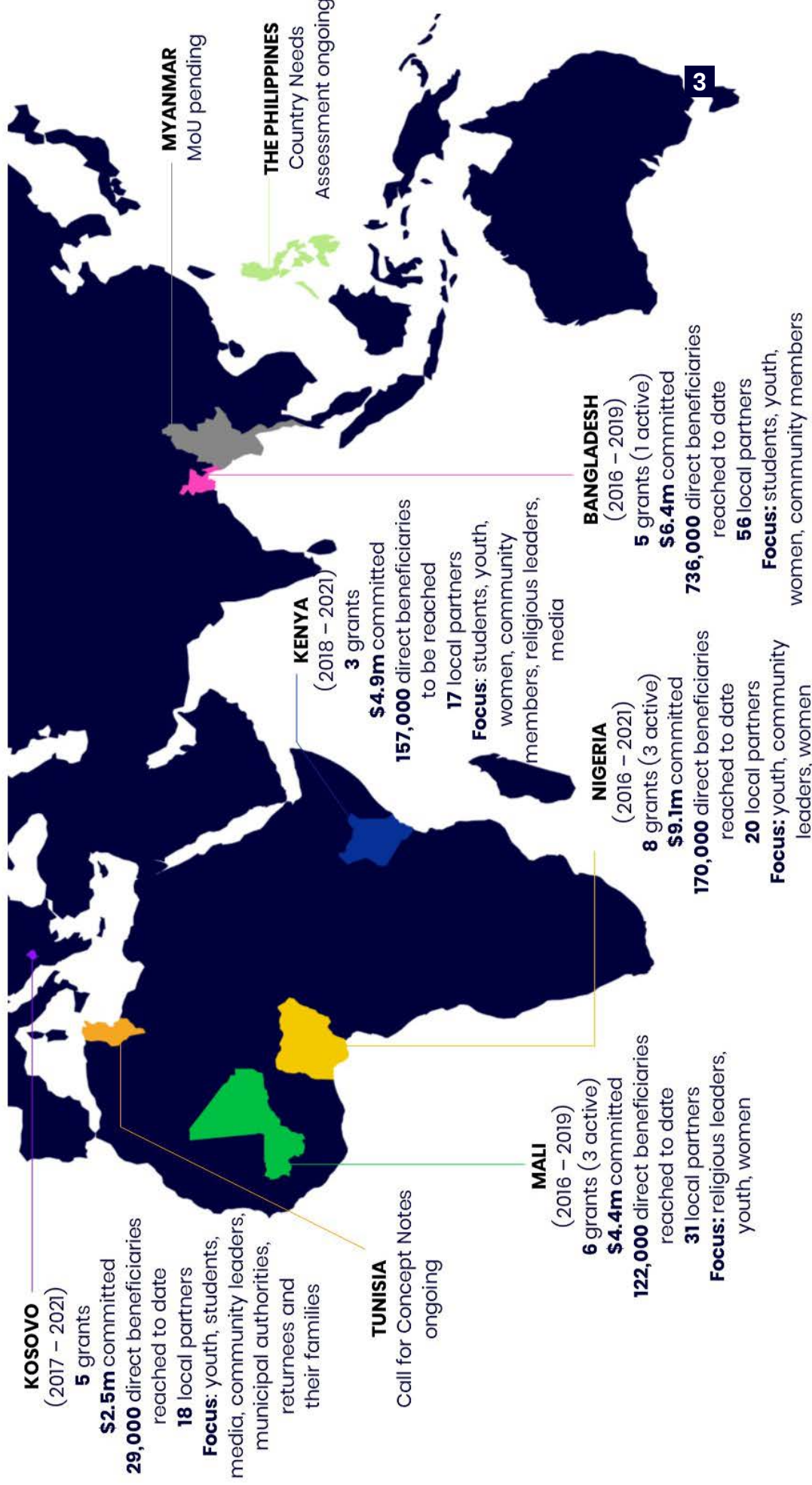
GCERF reduces donor exposure through a multi-stakeholder model, and by relying on local partners who are part of the communities they serve.

10

Advancing the UN Sustainable Development Goals

With a specific focus on SDG 16 (Peace, Justice and Strong Institutions), GCERF-funded activities also support SDGs 1, 4, 5, 8, and 10. As a public-private partnership, GCERF is an example of an innovative partnership, SDG 17.

GCERF at a Glance



8

Countries

2m

Beneficiaries

27

Grants signed

117

Total initiatives funded

40

% of participants are women and girls

\$ 74m

Pledged by 15 donors

Our process



1

Identify communities

Working with local partners to identify the communities most vulnerable to violent extremism.



2

Find and fund organisations

Finding community-based organisations at the grassroots level that are capable of delivering local initiatives, and then utilising a global network to fund those with potential to grow and scale.



3

Build capacity

Unlocking local potential by building organisational capacity to ensure crucial skills and knowledge evolve in the early stages of development.



4

Connect with partners

Connecting local partners to national governments, foundations, and businesses to further scale initiatives.



5

Monitor progress

Striving for long-term sustainability with regular follow-ups and check-ins. GCERF uses this knowledge to enrich a global understanding of how to strengthen community resilience.



GCERF's Role: Reaching the Unreachable

Why Local Communities?

Local communities are critical to PVE efforts – including the successful implementation of PVE national strategies and action plans, as affirmed by the UN Plan of Action to Prevent Violent Extremism:

- Local actors understand what drives recruitment and radicalisation to violent extremism in their communities.
- Local communities have innovative ideas about how to prevent recruitment and radicalisation to violent extremism among their members.
- Engaging communities and building their resilience is an important aspect of wider national and international PVE efforts.

While local communities may have inspiration and know-how, they often lack the funding to launch PVE initiatives or the capacity to sustain them. Traditional development donors have tended to focus on communities at risk of poverty, not at risk of recruitment and radicalisation to violent extremism – and often these communities are not the same. GCERF aims to fill this funding gap in a sound and sustainable manner, including significant investment in building the capacity of local initiatives to better serve their communities, to improve their potential to access and manage donor funds in the future, and to secure innovative partnerships that reinforce their stability.

Reaching Beyond: GCERF's Sub-Grantees

GCERF Sub-Grantees (also known as “Sub-Recipients” or “SRs”) are smaller, local, community-based organisations, or networks; closely linked to their local community; credible with their intended audience, beneficiaries, and participants. They are the ultimate recipients of GCERF funding – and many have not received international funding previously. SRs include local NGOs; socially minded media companies; community institutions and associations; and grassroots organisations. GCERF mitigates the risks of working with these SRs by including them in a consortium (led by a larger, national-level NGO); and strengthening their capacities. Capacity-building modules include: financial and administrative management; compliance (ethics and anti-fraud); security and risk management; project cycle management, with a particular focus on monitoring, evaluation, and learning; partnership management; consortium management (e.g. forming and leading a consortium of smaller, local, community-based organisations); and thematic modules on PVE, gender, and communications.



Core Principles and Leverage Points

GCERF is guided by the long-term vision of peaceful and inclusive communities that are resilient to violent extremism and achieve sustainable development. To achieve this, GCERF supports communities through a comprehensive approach that seeks to identify and address drivers of violent extremism through four leverage points:

Social Cohesion – *where violent extremists recruit the marginalised*

Community Agency – *where violent extremists exploit governance challenges*

Equal Access to Opportunities – *as positive social and economic alternatives to what violent extremists claim to offer*

Sense of Purpose – *critical thinking and confidence to resist violent extremism*



Comprehensive risk management

To ensure the optimum performance of its funding, GCERF systematically conducts risk assessments in areas of institutional, programmatic, and contextual risks, with special focus on ensuring that the risks to grantees and beneficiaries are minimised.



Independence

GCERF is guided by its own principles, and never lets the political agendas of stakeholders interfere with accomplishing GCERF goals.



Country ownership

GCERF ensures that activities are led by local communities and support the strategic objectives of national governments to prevent violent extremism. GCERF only supports projects or activities that are previously agreed to by GCERF partner governments (which are also members of the GCERF Governing Board).



Context relevance

GCERF always bases its funding decisions on thorough assessments of context-specific factors that act as drivers of violent extremism. Addressing context-specific needs often calls for new and innovative approaches.



Accountability and learning

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 performance.



LEVERAGE POINT 1: SOCIAL COHESION

Objective: Where violent extremists recruit the marginalised, GCERF aims to help communities build and strengthen positive options where communities and their members maintain cohesion during times of societal change.

Outcomes: Availability of more positive options, and an enhanced sense of purpose, inclusiveness, and acceptance of diversity among the community

Outputs:

Bangladesh

241,350 community members, 68 percent of the total reached in 2018, were directly engaged in social cohesion activities.

- **48,200 women** participated in courtyard meetings to discuss PVE
- **13,300 youth** were engaged in community-based youth forums, PVE sharing sessions, and cultural or sports programmes
- **4,900 youth**, including nearly **2,000 girls**, participated in sports programmes in schools and madrasas (*Madrasa girls were encouraged to participate in these mixed, public social events to develop their confidence in the public sphere.*)
- **8,300 religious leaders** participated in interfaith dialogues on social cohesion

Mali

31,500 community members were directly engaged in activities to enhance their sense of belonging to an inclusive community.

- **297 PVE radio shows** (in the languages Bambara, Dogon, Fulani, French, and Songhay) were broadcast in the programme locations, in addition to reaching listeners across the border in Burkina Faso. Some imams use the free air time granted to them by local stations to spread PVE messages based on the GCERF-funded programme training materials. Further, GCERF's Malian grantees engage local radio reporters in other activities. As local celebrities, they have been invited to host graduation ceremonies of vocational training.

Nigeria

112,000 community members participated in activities designed to enhance social cohesion. Indeed, 69 percent of people in focus communities in Plateau State found that, after the GCERF-funded programme, communities enjoyed increased harmony, despite ethnic, religious and cultural differences.

- **5,600 youth** attended sensitisation rallies in high schools
- **5,220 youth** attended the Youth Summit on PVE in Kogi State
- **287 herder and farmer leaders** joined together in **191 dialogue sessions** to discuss initiatives for peaceful coexistence
- **280 youth** became members of peace clubs in schools
- **1,004 community leaders** participated in two-day workshops on PVE
- **2,341 youth** from different religious communities were brought together through social cohesion activities (e.g. football matches, music events)
- **2,007 religious leaders** attended interfaith knowledge-sharing sessions to discuss peace, coexistence, and PVE

Kosovo

5,320 beneficiaries were directly engaged through two main activities:

- media coverage (TV, radio, online) of cultural activities to transform perceptions and change narratives about the town of Kacanik
- public service announcements on early signs of recruitment and radicalisation to violent extremism, as well as referral mechanisms

Kenya

- **500,000 people** across Garissa, Lamu, Mombasa, Nairobi, and Wajir Counties will be reached through 12 distinct initiatives and a wide range of activities focusing on youth, religious leaders, and women –aligned with Kenya’s national CVE strategy and county action plans

Lessons Learned and Recommendations

1. **Religious leaders can be powerful advocates for peace:** Bringing religious leaders together for interfaith dialogue was highly successful and effective, even in areas where no platforms for cooperation previously existed; leaders from different faiths were keen and able to find common ground.
2. **Involving local leaders and government officials in public and community engagement events adds value, extends reach, and enhances legitimacy:** Grantees observed that when local leaders and authorities attended public events such as rallies, human chains, processions, and discussions, the enthusiasm of the community members for those events increased.

In Mali, an internally displaced person (IDP) appreciates awareness-raising activities:

“THE BETTER WE UNDERSTAND THE PROBLEM, THE EASIER IT IS TO COMBAT IT, ESPECIALLY WE NEED TO AVOID ETHNIC STEREOTYPES. DESPITE THE PREJUDICES AGAINST US, WHO HAVE FLED THE NORTH, I AM HAPPY TO HAVE BEEN ACCEPTED IN THIS COMMUNITY.”



LEVERAGE POINT 2: COMMUNITY AGENCY

Objective: Where violent extremists exploit governance challenges, GCERF aims to strengthen the capacity of communities to mobilise, organise, and represent their own interests.

Outcomes: Enhanced mobilisation, organisation, and representation of communities and their interest; as well as increased engagement and dialogue with state authorities and other stakeholders

Outputs:

Bangladesh

69,900 community members (36,200 men and 33,700 women) participated in activities designed to build resilience through community mobilisation and advocacy:

- **1,803 local authorities** attended law and order committee meetings and orientations
- **22,700 parents and teachers** attended a total of 400 meetings with school and madrasa management committees
- **3,200 women** attended women's gatherings to raise awareness of violent extremism and effective responses
- **2,100 civil society representatives, journalists, religious leaders, and local authorities** participated in roundtable discussions, trainings, and community consultation meetings

Mali

24,000 community members participated in activities including:

- **133 community watch groups** monitored unusual behaviour and directed concerns to a local chief and/or mayor
- **123 village/district community dialogues** raised awareness of recruitment and radicalisation to violent extremism, and how to guide at-risk individuals to the help they need
- **110 activities** built the capacity of community and religious leaders in conflict resolution, resulting in an increase in mediation requests
- 100 griots (oral historians) were trained to spread PVE messages through music, storytelling, and poems

Kosovo

17,600 community members participated in activities aimed at engaging local and municipal leadership, including:

- **198 youth members** of political parties were trained on the dangers of violent extremism and effective responses
- **34 community leaders** participated in regional conferences focusing on the role of institutional accountability in PVE
- **123 municipal leaders** (84 men and 39 women) were trained on facilitating reintegration of returnees and their families that brought together police officers, sociologists, and PVE experts to support local leaders
- **More than 50 Municipal Safety Council members** from three municipalities were trained on PVE

Nigeria

21,000 community members participated in activities including:

- **400 women** were trained on peacebuilding and conflict prevention, and then visited schools to engage with more than **2,500 youth** to advocate for these issues
- **600 youth** engaged in self-organised peacebuilding activities after participating in GCERF-funded programmes
- **6,340 community stakeholders** (including civil society leaders, community-based organisations, and NGOs) participated in advocacy meetings and community consultations

Lessons Learned and Recommendations

1. **The work of GCERF grantees has demonstrated why community agency is a key ingredient for good governance:** fostering active engagement between communities and local authorities, as well as supporting the implementation of local PVE action plans. In addition, local authorities may scale up successful activities, thereby expanding the reach of GCERF funding.
2. **As respected members of the community, parents and teachers are powerful awareness-raising agents:** Parents act as a support network for youth as well as powerful agents for disseminating positive alternative narratives, and raising awareness of violent extremism and effective responses. Additionally, school/madrassa management committees became an effective monitoring tool to identify early warning signs and provide a safe space to address students' behaviour.

Turning Suffering into Strength in Ségou

Stories of Resilience

Boubacar is a village chief's son from Ségou. He lost his arm in a gun fight, and the local court took four years to adjudicate his case. During the legal process, he lost all of his property. Seeing how unfairly he was treated, Boubacar suspected that the perpetrator, who was much richer than he, bribed the judge. After suffering this injustice, Boubacar was highly vulnerable to the recruitment promises

of violent extremist groups. A GCERF-funded grantee noticed him and invited him to an awareness-raising event. When Boubacar responded well to this, they asked him to join a community watch group. He was inspired by these activities and went on to mediate conflicts in his home village. Because of his personal story of healing and forgiveness, he has become very convincing a mediator. In the future, Boubacar hopes to reach out to religious leaders and traditional authorities to raise awareness on PVE.

A Young Woman's Journey from Vulnerability to Entrepreneurship

"After several attempts to go to Europe in order to escape unemployment and poverty, I came back to Mali. I was angry and frustrated with the decision makers of my country. I was ready to do anything to improve my situation, including stealing, killing, or engaging with violent extremists. Luckily, a GCERF grantee had a vigilance committee that noticed me and invited me to reintegrate into the community. This led me to initiate a garbage collection project in my neighbourhood. *My project is doing well today, and I even employ three young people, reducing the likelihood of them being attracted by violent extremism.*"

"I WAS READY TO DO ANYTHING TO IMPROVE MY SITUATION, INCLUDING STEALING, KILLING, OR ENGAGING WITH VIOLENT EXTREMISTS."

-A young woman from the Bamako area

LEVERAGE POINT 3: EQUAL ACCESS TO OPPORTUNITIES

Objective: As positive social and economic alternatives to what violent extremists claim to offer, GCERF aims to lift barriers that limit access to social and economic opportunities.

Outcomes: Removal of barriers to access opportunities, and a more diverse range of members of the community accessing opportunities

Outputs:

Nigeria

4,800 vulnerable individuals participated in activities designed to increase their access to social and economic opportunities.

- **3,000 youth** gained technical vocational skills, and **1,700 women** were trained and supported
- **100 percent** of the 268 young men and young women who received vocational training and support successfully gained employment after the GCERF-funded programme
- **1,062 young men and young women** participated in the Basic Business Training Workshop and received a start-up grant after three months
- **549 women** were successfully linked with financial institutions to access credit
- **110 individuals** who were victims of farmer-herder violence – a conflict that has been exploited by violent extremist groups – received support to rebuild their livelihoods

Kosovo

In the last quarter of 2018, GCERF grantees organised employment fairs to connect youth to potential employers and career paths.

- **116 youth** were trained how to establish a profitable social enterprise
- **10 trainees** were selected for funding at a pitching event

Bangladesh

4,900 vulnerable youth (2,300 young men and 2,700 young women) participated in vocational skills training programmes tailored to meet the demands of the local labour market (based on consultations with local business associations and employers), and some received start-up funding.

- **1,500 youth** received training in vocational skills
- **1,400 youth** received business management and entrepreneurship training
- **240 trained youth** received small grants as start-up capital to launch their own businesses
- **747 youth** were linked to the job market through job fairs and meetings with employers

Mali

10,617 vulnerable individuals (2,936 men and 7,681 women) benefitted from economic empowerment and livelihood support.

- **3,242 individuals** in rural and urban settings received training on vocational skills relevant to the local environment, as well as business management and entrepreneurship
- **1,287 individuals** benefitted from increased access to microcredit or savings mechanisms (*Due to the high-risk security environment, many credit mechanisms have deserted the Malian countryside, and GCERF grantees have provided alternative savings solutions to programme participants.*)
- **877 individuals** were trained in organisational management, including how to build contacts with other associations, networks, and platforms

Lessons Learned and Recommendations

Promoting equal access to opportunities requires adequate investment and ongoing support:

GCERF grantees that provided young men and young women with small grants found that, with support, the participants spent the grants wisely and are now mostly selfemployed. However, small grants need to be large enough for beneficiaries to be able to invest in lucrative and sustainable livelihood activities.

A Youth Group's Drive Towards a Peaceful Future

In Timbuktu, Mali, a group of youths decided to use the information they learned in a GCERF-funded awareness-raising event on violent extremism and effective responses – and put it into action. The youth pooled funds to organise a motorcycle tour from village to village in their region, to convince village chiefs to abandon their plans to send young men to fight in violent extremist groups. (Some chiefs have agreed to send village youth to serve these groups, because they believe them to pay well and fight for the right cause.) The youth succeeded in convincing most of the chiefs by stressing their role as the future generation.

Stories of Resilience

"YOU ARE OLD, BUT WE AS THE YOUTH WILL HAVE TO FACE THE LONGTERM CONSEQUENCES OF THESE FUTILE BATTLES. PLEASE, DO NOT SEND US TO DIE FOR THE FALSE PROMISES THAT THE VIOLENT EXTREMISTS GIVE YOU. THEY WILL NOT PAY WELL, NOR GUARANTEE OUR SECURITY."

Investing in Kosovo's Youth: A Peace Activist's Perspective

Ms Valdete Idrizi is an advisor to the speaker of Kosovo's National Assembly, a peace activist, and the winner of numerous awards, including the International Women of Courage Award, the Soroptimist Peace Prize, and the WIFTS Peace Award. She is currently serving as a volunteer mentor for youth in a GCERF-funded programme in Mitrovica. This programme provides youth with civic education to enhance critical thinking, and boost participation in civic activism and volunteerism – all essential bulwarks against vulnerability to violent extremism. At a Youth Mentor training, Valdete explained, *"Youth in Kosovo feel small and powerless to change anything in their lives; they feel they lack capacity to maximise their potential as citizens, and these challenges lead them to be easily instrumentalised."* She emphasised,

"YOUTH MATTER, BECAUSE THEY CONSTITUTE THE HIGHEST PERCENTAGE OF THE POPULATION, AND IF WE DON'T INVEST IN THEM, WHAT KIND OF FUTURE DO WE EXPECT? WE HAVE TO INVEST IN THEM, BECAUSE YOUTH ARE NOT ONLY OUR FUTURE; YOUTH ARE OUR PRESENT."

Valdete believes that GCERF-funded programmes give her and other community leaders an opportunity to listen to youth voices, and to represent them with government authorities and the business community – in order for the youth of Kosovo to renew their optimism for the future of their country.

LEVERAGE POINT 4: SENSE OF PURPOSE

Objective: With critical thinking and confidence to resist violent extremism, GCERF aims to help individuals become more resilient to radicalisation to violent extremism through a stronger and more positive sense of self.

Outcomes: Enhanced critical thinking and life skills, as well as through more positive sense of self, of contribution and of belonging among members of the community

Outputs:

Nigeria

5,080 participants participated in activities including:

- **1,271 youth** participated in a three-month programme on providing peer support and conflict mitigation, guided by a unique bespoke curriculum
- **517 students** participated in creative clubs established in **8 secondary schools**
- **1,709 youth** participated in youth peace camps focusing on changing youth perceptions of violence; **50 percent of participating youth** went on to serve as volunteer peace agents in their communities

Kosovo

5,630 individuals directly participated in sports and cultural events designed to change the way they view themselves and their community.

- **10 youth theater performances** were held to strengthen youth confidence in expressing their ideas, bonding with their peers, and developing public speaking and teamwork skills
- **21 football clubs** (12 for boys and 9 for girls) were established across **12 primary schools**, to bring together students from different schools in order to help reduce or remove complex community stigmas – including against returnees and their families

Mali

6,304 vulnerable individuals – including disadvantaged women and children – participated in activities to enhance self-worth through confidence-building and critical thinking/life skills training.

- **1,410 talibé** (pupils of Quranic schools) received vocational and entrepreneurship training, start-up funding, individualised career coaching, and PVE and civic education training
- **1,905 disadvantaged children** (who had dropped out or never attended school) were supported in returning to school
- **1,287 disadvantaged women** received intensive literacy courses and vocational training to enable them to join the work force and to participate actively in community affairs

Bangladesh

49,900 youth (24,600 boys and 25,300 girls) participated in activities such as:

- **4,500 students** participated in student engagement events, where they learned to design their own PVE awareness-raising initiatives
- **2,300 students** participated in moderated debate festivals on PVE
- **200 young men and women** participated in a total of **11 cultural development workshops** hosted by local theatre groups

Kenya

Community members participated in activities designed to increase their level of engagement in their communities, including:

- **450 youth Peace Ambassadors** received bespoke training
- **2,400 out-of-school youth** received training on how to be a PVE mentor

Lessons Learned and Recommendations

1. **Youth are proactive on PVE and should be empowered as change agents:** They contribute to their communities' PVE efforts in creative ways, and, in return, this vitality of community ownership gives young people a sense of purpose.
2. **Most successful activities: safe spaces** help increase youth and women's confidence; **sport events combined with peace messages** are an effective way of engaging with young people, and give them a sense of belonging; **skills acquisition training** to access meaningful employment addresses the challenge of material enticements by violent extremist groups.

Philippines

Following the August 2018 approval by the GCERF Governing Board of the Philippines as a GCERF partner country, the GCERF Secretariat commissioned a Country Needs Assessment (CNA) and an Enabling Environment Assessment (EEA) to inform the GCERF Country Strategy for Investment in the Philippines. The Secretariat travelled to Manila in December 2018 for discussions with key stakeholders in preparation for engagement and to support the Department of Interior and Local Government (DILG) in setting up the Philippines Country Support Mechanism (CSM), establishing relations with key stakeholders including Japan, Australia, the United Nations, and academic institutions.

Tunisia

Following the August 2018 approval by the Board of the GCERF Country Strategy for Investment in Tunisia, the Secretariat has supported the formation of the Tunisia Country Support Mechanism (CSM), which includes representatives of the government, Tunisian civil society, the United Nations, and the G7+, which is a donor coordination mechanism. The CSM is now fully operational. During the first CSM meeting, members agreed on the focus demographic and thematic areas for the launch of the Call for Concept Notes. This Call was launched in mid-December for an initial investment of USD 1 million. Tunisia is a testing ground for new, innovative, and more agile methods of engagement. The Concept Notes have provided GCERF with a sense of the proposed PVE programming, which was essential to ensure that projects remain focused.

New Partner Countries

Empowering Women and Girls for Resilient Communities

In support of UN Sustainable Development Goal 5 (“Achieve gender equality and empower all women and girls”), gender responsiveness is one of GCERF’s core principles – and is a cornerstone of community resilience. In **Mali**, GCERF grantees have trained dozens of female communicators of oral tradition (*griottes*) to play a prominent role in raising awareness about PVE, and have provided psychosocial support to women victimised by violence. In addition, GCERF grantees have provided support for more than 5,000 women to work towards economic autonomy via income-generating activities (IGA). Participants report that IGAs have increased access to land and entrepreneurship among women. And in **Bangladesh**, women and girls comprised 54 percent of people directly reached by GCERF-funded activities in 2018. GCERF grantees made specific efforts to be gender responsive in adapting their programming – for instance, one GCERF grantee reached out to parents/guardians to ensure their girls’ participation in residential vocational skills training.





Monitoring and Evaluation (M&E)

- In 2018, Third-Party Monitoring (TPM) exercises were completed in Bangladesh and Mali. The GCERF Secretariat plans to conduct additional TPM exercises in 2019. TPM is a complementary tool to the regular and ongoing monitoring, reporting, grant management, and evaluation activities during the grant cycle.
- A two-day international learning event, “GCERF Forum 2018,” was conducted in September 2018 in Geneva, Switzerland. The event was attended by more than 40 participants, including: grantees from Bangladesh, Kosovo, Mali, and Nigeria; international PVE experts and practitioners; Secretariat staff; and representatives from UNDP, UKFCO, and Global Affairs Canada.
- Strengthening grantees’ M&E capacities remains one of the key features of GCERF’s support. In addition to day-to-day technical advice, the Secretariat’s M&E team has implemented a Community of Practice (CoP) in several countries to improve M&E practices, reflecting on achievements and implementation challenges, and learning and programme design.
- A GCERF Grant Performance Assessment Framework was developed, tested, and launched. It will allow for a more comprehensive, robust, and transparent assessment of grant performance.
- To strengthen evaluation practices at the Secretariat, GCERF developed an Evaluation Guideline. It will inform the evaluation function in 2019 and beyond. In addition, as grantees and the global PVE community struggle with devising useful indicators to measure change, an Indicator Repository was finalised in 2018.





Independent Review Panel (IRP)

GCERF's international Independent Review Panel (IRP) is an independent, impartial group of 11 experts appointed by the GCERF Governing Board to provide a rigorous technical assessment of requests for funding received by GCERF. It is an essential component of GCERF's Core Funding Mechanism (CFM) and Accelerated Funding Mechanism (AFM), to ensure quality, PVE specificity, and alignment to national priorities. IRP members are institutionally independent of the GCERF Secretariat, Board, and other governance structures of the Board; they serve in their personal capacities and do not represent their employer, any government, or other entity.

Given the evolution of GCERF's funding model, the role of the IRP has expanded across various grant making processes – for example, providing feedback on country strategies; participating in the Accelerated Funding Panel (AFP) in Bangladesh and in Kenya; and reviewing funding applications from new partner countries. Considering increased workload, as well as GCERF's widening geographic reach and thematic diversity demands, two new members were appointed to the IRP at the 9th Board meeting in November 2018.

On 27–30 November 2018 in Geneva, Switzerland, the GCERF Secretariat hosted its 4th annual consultation between Country Support Mechanism (CSM) representatives and IRP members. The overall objectives of the CSM-IRP Consultation were to: enhance cooperation, exchange, and learning, discussing in detail their roles in grant making and grant management processes, and how GCERF can further contribute in the PVE field through its existing and future operations. Representatives from each of the seven CSMs, eight out of 11 IRP members, and members of the Secretariat explored how GCERF can contribute to each country's evolving PVE strategic frameworks and coordination modalities.

IRP members as of November 2018:

Mr Christian Leke Achaleke, 2018 Luxembourg Peace Prize Laureate for Outstanding Youth Peacemaker

Ms Hamsatu Allamin, Founder, Allamin Foundation for Peace and Development; member of the global Women's Alliance for Security Leadership (WASL) and Federation of Muslim Women in Nigeria

Mr Richard Barrett, Senior Advisor, The Soufan Group

Sir Malcolm Evans, Professor of Public International Law, University of Bristol Law School; Chair, United Nations Subcommittee for the Prevention of Torture

Ms Humera Khan (IRP Chair), Executive Director, Muflehun; Adjunct Professor, The George Washington University Elliott School of International Affairs

Ms Phyllis Muema, Executive Director, Kenya Community Support Centre (KECOSCE)

Ms Mossarat Qadeem, Executive Director, PAIMAN Alumni Trust

Ms Maud Roure, Programme Manager, Kofi Annan Foundation

Mr Keneshbek Sainazarov, Central Asia Program Director, Search for Common Ground

Dr Lisa Schirch, Senior Advisor on Policy, Alliance for Peacebuilding

Mr Thomas Wuchte, Executive Director, International Institute for Justice and the Rule of Law (IJJ)



Governance

As GCERF's supreme decision-making body, the GCERF Governing Board has various responsibilities, including: guiding strategic direction; promoting the Fund's mission and its engagement with partners; mobilising resources; managing country investment strategies, budgets, and internal control systems; as well as monitoring performance, ensuring compliance with ethics and conflict of interest policy, and overseeing the Secretariat. These functions were the focus of the Board's work in 2018, during which there were two face-to-face Board meetings: on 30–31 May 2018 in Lausanne, Switzerland, and on 27–28 November 2018 in Geneva, Switzerland.

In 2018, the Board took 22 decisions, including four by "No Objection" procedure, on critical issues, such as allocation of funding, country reinvestment strategies, strategy implementation plans, review of organisational efficiency and internal control measures, and ethics. In 2018, the Board welcomed the Philippines as a new partner country and member of the GCERF Governing Board. All Board decisions are publicly available on the GCERF website.



Ethics

GCERF has a duty to ensure that the funds that it has received and/or made available to other organisations or contractors are managed appropriately. GCERF has zero tolerance for any form of corruption, fraud, or ethical misconduct (including undisclosed conflict of interest, harassment, discrimination, theft, and misappropriation). GCERF's mission and organisational values mandate all its staff members to perform their duties in accordance with the highest ethical standards. Reporting on ethical misconduct or inappropriate behaviour is an essential responsibility that GCERF expects of not only Secretariat members, but also staff members of grantee organisations and contractors. To this end, in early 2018, the Secretariat launched a whistleblowing tool, the Integrity Line, which is publicly available on the GCERF website for use by all GCERF stakeholders.

GCERF's Policies and Guidelines on Ethics and Conflict of Interest were reviewed in 2018 to ensure that core principles and policies apply to all GCERF stakeholders involved in grant making processes and operations.

The Ethics Committee is a standing committee of the GCERF Governing Board overseeing the Policy on Ethics and Conflicts of Interest. There are currently three members of the committee. In 2018, the Ethics Committee did not receive any reports of cases of conflict of interest. At the country level, individuals covered by principles related to ethics and conflict of interest are members of the Country Support Mechanisms (CSMs) involved in the grant making process. Recipients of GCERF funding are bound by GCERF's Code of Conduct. During 2018, no cases of conflict of interest in partner countries were reported to the GCERF Secretariat, either related to CSM members or to funding recipients.



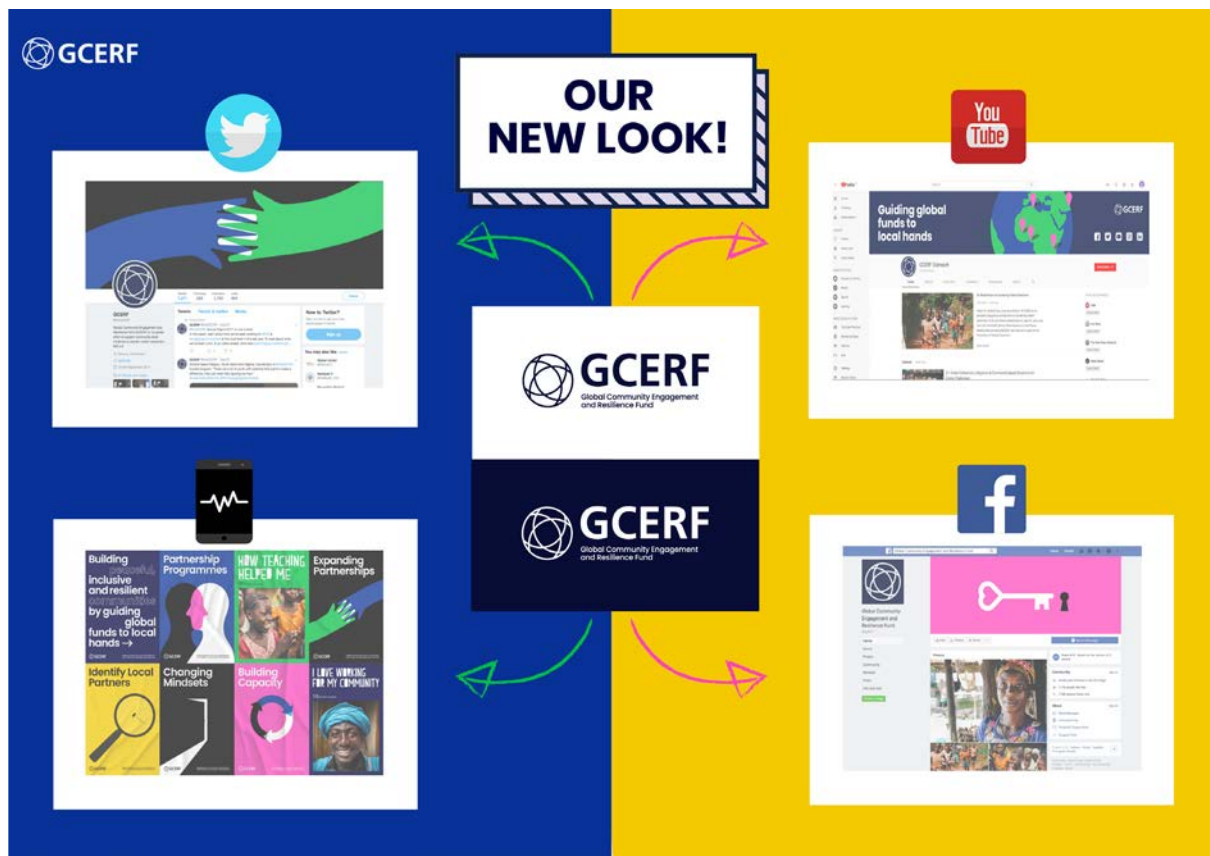
Outreach

In 2018, the focus of GCERF's external relations activities was promoting GCERF's unique mission, and supporting grant making and resource mobilisation efforts by demonstrating the value of the Fund's work. To raise visibility, GCERF organised several important PVE events; attended and made statements at many international meetings; maintained an active presence on social media platforms, including Twitter (@theGCERF), LinkedIn, YouTube, and Facebook; and contributed to and was featured in numerous publications.

In 2018, GCERF actively worked with M&C Saatchi to develop the new corporate Communications Strategy (funded by the Government of Canada) to:

- increase GCERF's visibility and attract additional funding;
- communicate good practices garnered from its activities and initiatives on the ground, in a way that current donors feel reassured about renewing their investment in GCERF;
- differentiate GCERF among peers and partners, and position GCERF as the leading global fund working holistically to prevent violent extremism; and
- ensure a gender sensitive messaging approach throughout.

The Communications Strategy provides clear guidance on branding and positioning, as well as communications priorities, and a range of templates and tools tailored for different audiences. All communications messages, templates, and tools take into account GCERF's core principle of gender responsiveness.



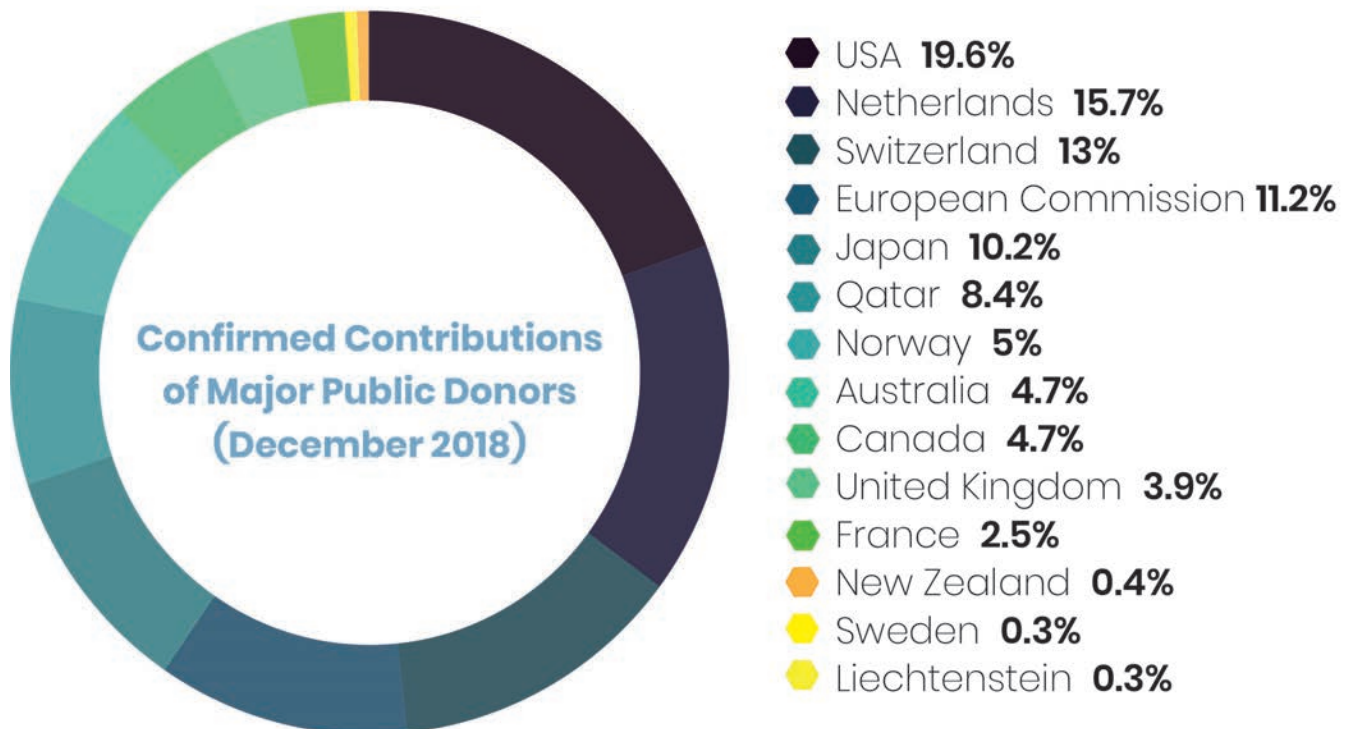


Resource Mobilisation

GCERF is supported by 14 governments and the private sector. As of the end of December 2018, total financial contributions received since GCERF's inception in 2014 reached USD 59,5 million, including in-kind contributions. In 2018 alone, GCERF secured a total of USD 14,7 million in order to reinvest in existing partner countries and to add new countries to its portfolio.

GCERF continues to benefit from the strong support of its current donors, which have renewed their commitments to the Fund and its mission. Through their representatives on the GCERF Governing Board, they strengthened their advocacy efforts to expand GCERF's donor base and resources for the coming year, and to secure the contributions and support needed to implement the objectives outlined in GCERF's 2017-2020 global strategy, with a particular focus on Global Counterterrorism Forum (GCTF) members that have yet to contribute to GCERF.

In parallel, GCERF continued to explore the potential of engaging with new partners, including the private sector and foundations, which remains a long-term goal. In this regard, events and bilateral meetings were organised to raise the Fund's profile and sensitise these new stakeholders to the importance of being part of global efforts to prevent violent extremism and radicalisation to violence.





Finance and Human Resources

Finance

The GCERF Governing Board approved the design and operation of the internal control system in April 2017. The Board renewed this approval in May 2018 by endorsing the internal control measures in place at that time. Throughout 2018, the Secretariat has continued to strengthen its internal control system, in accordance with the COSO model of internal control. A number of initiatives (such as the implementation of the Integrity Line mentioned in the Ethics section above) were implemented in 2018 to strengthen the antifraud system, and anti-terrorism and anti-money laundering processes, and to ensure compliance with all applicable legal requirements. Administrative guidance and procedures were reviewed for continued relevance and expanded into new areas.

The GCERF Secretariat's finance function carries out the regular duties of a finance department, and provides extensive technical support to grant making and grant management activities. In 2018, the Secretariat continued to reinforce all of its existing processes through a number of actions (e.g. roll-out of payroll software, improvement of grantee reporting tools). GCERF's 2018 financial statements were audited by BDO and are presented in Annex 1A. All GCERF grantees are subject to independent financial examinations by a global audit firm, at a minimum of twice during the life of the grant; all GCERF grantees in Kosovo, Mali, and Nigeria were visited by the audit firm in the last quarter of 2018.

Human Resources (HR)

At the end of 2018, the GCERF Secretariat had 29 staff members, including permanent and temporary employees, one secondee, and interns. The team was composed of 72 percent women and 16 different nationalities. GCERF's legal status helps the organisation recruit highly qualified professionals from around the world. In 2018, five new permanent and temporary employees joined GCERF, as well as five short-term interns.

In 2018, the Secretariat further developed its Human Resource (HR) internal regulations and processes – in particular, implementation of new regulations on compensation, grievance, disciplinary measures, categories of staff, separation, and Standards of Conduct; customisation and roll-out of an HR management IT solution; and review and expansion of an insurance package covering staff, in particular during travel.



ANNEX 1A: 2018 FINANCIAL STATEMENTS

ANNEX 1B: LIST OF GCERF GOVERNING BOARD MEMBERS¹

VOTING BOARD MEMBERS

Australia, Japan, and New Zealand

Board Member: H.E. Mr Paul Foley, Ambassador for Counter-Terrorism, Department of Foreign Affairs and Trade of Australia

Alternate Board Member: Mr Daisuke Namioka, Director, International Safety and Security Cooperation Division, Foreign Policy Bureau, Ministry of Foreign Affairs of Japan

Bangladesh

Board Member: H.E. Mr Md. Shahidul Haque, Senior Foreign Secretary, Ministry of Foreign Affairs of the People's Republic of Bangladesh

Canada and United Kingdom

Board Member: H.E. Ms Miriam Shearman, Ambassador and Deputy Permanent Representative, Permanent Mission of the United Kingdom of Great Britain and Northern to the United Nations Office and other international organizations in Geneva

Alternate Board Member: Ms Michelle Cameron, Director, Counter-Terrorism and Anti-Crime Capacity Building Programs, Global Affairs Canada

Civil Society

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

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

European Union and France

Board Member: Mr Olivier Luyckx, Head of Unit, Stability, Security, Development and Nuclear Safety, Directorate-General for International Cooperation and Development (DG DEVCO), European Commission

Alternate Board Member: H.E. Mr François Rivasseau, Ambassador and Permanent Representative, Permanent Mission of France to the United Nations Office and other international organizations in Switzerland

Foundations

Board Member: Mr Matthew Lawrence, Managing Director, Co-existence, Tony Blair Institute for Global Change

Kenya (Horn of Africa, East and Southern Africa)

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

Kosovo

Board Member: Vacant

¹ As of 31 December 2018

Mali and Nigeria (West and Central Africa)

Board Member: H.E. Mr Audu Ayinla Kadiri, Ambassador and Permanent Representative, 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

Policy, Think and Do Tanks

Board Member: Mr Maqsoud Kruse, Executive Director, Hedayah
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
Alternate Board Member: Mr Tam Robert Nguyen, Global Head of Sustainability, Bechtel Corporation

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

Switzerland

Board Member: H.E. Mr Thomas Gass, Ambassador, Vice-Director and Head of the South Cooperation Department of the Swiss Agency for Development and Cooperation (SDC)
Alternate Board Member: Dr Daniel Frank, Deputy Coordinator for International Counter-Terrorism, Federal Department of Foreign Affairs of Switzerland

Tunisia (North Africa and Middle East)

Board Member: Mr Mokhtar Ben Nasr, President of the National Counter Terrorism Commission of Tunisia

United States of America, the Netherlands and Norway

Board Member: H.E. Mr Nathan Sales, Ambassador and Coordinator for Counterterrorism, U.S. Department of State
Alternate Board Member: Mr Huib Mijnders, Head Counterterrorism & National Security Division, Ministry of Foreign Affairs of the Kingdom of the Netherlands

Non-Voting Members

Chair: Ms Carol Bellamy
Executive Director: Dr Khalid Koser
Trustee: Vacant



Geneva, Switzerland

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info@gcerf.org

