

Support to Global Community Engagement & Resilience Fund GCERF

Key results:

- To help vulnerable communities in fragile and poor countries build and strengthen social cohesion during conflict and societal change. (social cohesion)
- To improve the capacity of communities to engage with government authorities to represent their own interests. (community agency)
- To remove barriers to social and economic opportunities for youth and women, thus countering violent extremist offers (equal access to opportunities)
- To develop youth and communities critical thinking and confidence to resist violent extremism (sense of purpose).

Justification for support:

- The Danish contribution of DKK 14 million is part of the Government of Denmark's wider efforts to reduce the threat from violent extremism and radicalisation in fragile states thereby promoting stability and development.
- GCERF is assessed to be well placed as a vehicle for translating Danish political commitment to promoting peace and stability in fragile states, including reducing the threat from radicalization into on-the-ground partnerships in a number of countries with strategic importance to other Danish stabilization efforts including Mali and Kenya.

Major risks and challenges:

- Risks in general have been assessed and are in line with the overall risks foreseen by the Government of Denmark's general approach to stabilisation efforts in fragile contexts:
- Support risk: Insufficient political or financial support from donors, beneficiary country governments, or other stakeholders, to enable GCERF to deliver against its strategic and operational objectives.
- Delivery risk: Risks associated with a) the capacity of funding recipients to deliver expected PVE outcomes and outputs, and b) GCERF's capacity to guide programme design and management and oversee grant implementation effectively and efficiently.
- Context risk: These risks include the evolution of the political and security context in which GCERF programmes are implemented in particular, as well as other potential changes in the operating environment.

File No.	2019-34943				
Country	Global				
Responsible Unit	Stabilisation and Security Policy				
Sector	152				
Partner	Global Community Engagement & Resilience Fund (GCERF) secretariat in Geneva, Switzerland.				
	DKK mill.	2019	2020	2021	2022
Commitment	14				14
Projected ann. disb.			4,095	5,075	4,830
Duration	December 2019 - December 2022				
Previous grants					
Finance Act code	06.32.08.60. Stabilisation & Conflict prevention				
Head of unit	Ib Petersen				
Desk officer	Adam Ravnkilde				
Reviewed by CFO					

Relevant SDGs:

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Strategic objectives:

- To help vulnerable communities in fragile and poor countries build and strengthen social cohesion during conflict and societal change.
- To improve the capacity of communities to engage with government authorities to represent their own interests.
- To remove barriers to social and economic opportunities for youth and women, thus countering violent extremist offers
- To develop youth and communities critical thinking and confidence to resist violent extremism.

Justification for choice of partner:

- The Global Community Engagement & Resilience Fund was created by the Global Counterterrorism Forum of which Denmark is one of the 30 founding members. GCERF was established in September 2014 to serve as the first global effort to support local, community-level initiatives aimed at strengthening resilience against violent extremism. GCERF's work is anchored in the Sustainable Development Goals, in particular Goal 16 "Peace, Justice and Strong Institutions." GCERF is also committed to the UN Global Counter-Terrorism Strategy (2006) and the UN Plan of Action to Prevent Violent Extremism (2016), whose mission is the promotion of a strategic, long-term approach to counter terrorism and the violent extremist ideologies that underpin it.

Summary:

The project will contribute to translating Danish political commitment to promoting peace and stability in fragile states, including reducing the threat from radicalization into on-the-ground partnerships in a number of countries with strategic importance to other Danish stabilization efforts. As a multi-stakeholder global fund, GCERF supports local communities to build resilience to radicalisation through three complementary approaches: Provide funding to community-level initiatives, Support national governments and international partners to align their activities to local contexts and needs; Build and share knowledge that enriches global understanding of how to strengthen community.

Budget:

Output 1	14,000,000
Total	14,000,000

Peace and Stabilisation Engagement Document (PSED)

Core Contribution to the Global Community Engagement & Resilience Fund (GCERF): ‘Helping vulnerable communities in fragile and poor countries become more stable and resilient to violent extremism’

Introduction

The present Peace & Stabilisation Engagement Document (PSED) details the objectives and management arrangements for the stabilisation and conflict prevention cooperation between the Government of Denmark and the Global Community Engagement & Resilience Fund from January 2020 to December 2022. Responding to a request for core support from the Global Community Engagement & Resilience Fund, the Danish contribution of DKK 14 million is part of the Government of Denmark’s wider efforts to reduce the threat from violent extremism and radicalisation in fragile states thereby promoting stability and development. The Global Community Engagement & Resilience Fund was created by the Global Counterterrorism Forum of which Denmark is one of the 30 founding members.

Parties

The Ministry of Foreign Affairs of Denmark (hereafter referred to as ‘the MFA’) and the Global Community Engagement & Resilience Fund (hereafter referred to as ‘GCERF’).

Documentation

“The Documentation” refers to this Peace and Stabilisation Engagement Document (PSED) as well as supporting documentation from GCERF including a contribution request of September 2019, GCERF’s Strategy Document and various internal and external reports. The PSED including sections on results measurement will further developed in consultation with GCERF before the end of 2019. Should it not be possible to include financial management aspects in the PSED, a separate financing agreement will also be developed.

Contribution

The Government of Denmark, represented by the Stabilisation and Security Policy Department at the Danish Ministry of Foreign Affairs, commits to a total contribution of DKK 14 million for the period 1 January 2020 – 31 December 2022 (three years). The funding will be provided as un-earmarked, core support.

Strategic considerations and justification

Recognising the need to strengthen the early, grassroots level response to prevention of violent extremism, the GCERF was created by the Global Counterterrorism Forum (of which Denmark is one of the 30 founding members) to offer donors a funding instrument enabling them to reach smaller,

local level actors in a number of fragile states while at the same time reducing donors' administrative burden.

As such, GCERF was established in September 2014 to serve as the first global effort to support local, community-level initiatives aimed at strengthening resilience against violent extremism. GCERF's work is anchored in the Sustainable Development Goals, in particular Goal 16 "Peace, Justice and Strong Institutions." GCERF is also committed to the UN Global Counter-Terrorism Strategy (2006) and the UN Plan of Action to Prevent Violent Extremism (2016), whose mission is the promotion of a strategic, long-term approach to counter terrorism and the violent extremist ideologies that underpin it. Lastly, as earlier mentioned, GCERF was created by the Global Counterterrorism Forum (GCTF) with political endorsement by the Denmark as one of the 30 members of the GCTF.

In line with the objectives of the Peace & Stabilisation Fund and the Government of Denmark's wider approach to fragility, GCERF is assessed to be well placed as a vehicle for translating Danish political commitment to promoting peace and stability in fragile states, including reducing the threat from radicalization into on-the-ground partnerships in a number of countries with strategic importance to other Danish stabilization efforts including Mali and Kenya.

Engagement partner

GCERF at the global level

The fund is currently (September 2019) managing grants in communities in Bangladesh, Kenya, Kosovo, Mali, Nigeria, The Philippines and Tunisia, and expect soon to initiate work in Somalia and Sri Lanka. Programme implementation has reached more than 1 million direct beneficiaries and an estimated total of 5.2 million indirect beneficiaries. The female participation rate stands at 47% since the start of implementation in late 2016. GCERF is now working with 19 Principal Recipients/Partners in fragile and poor countries, along with 122 smaller local or community based organisations called sub-recipients, some which have never received international funding prior to GCERF's engagement, all of which now have the technical knowledge to scale up their PVE work and reach additional beneficiaries. The Secretariat is responsible for the day-to-day management and is tasked with oversight and monitoring, evaluating results, and reporting on progress to the Board. It is a small (24 staff) and diverse office based in Geneva, Switzerland. The staff are varied in their experience and expertise, including in local community engagement on countering violent extremism, grant-making and project management, performance monitoring and evaluation, and operations development. Members of GCERF's Portfolio Management and Performance and Impact teams in the Secretariat (approx. 10 people) travel at least quarterly to conduct monitoring missions in partner countries, and to facilitate capacity building of the grantees bi-laterally or in the form of in Communities of Practice (COP) events. They use this opportunity to also engage with the local donors and embassies as well as members of the Country Support Mechanism, the government and other key stakeholders such as the United Nations. In addition to the quarterly in-country missions, they maintain regular contact with Principal Recipients (PRs) and members of the Country Support Mechanisms (CSMs) (see below) to discuss program design, implementation and revision. Partners receive detailed feedback on quarterly financial and programme reports. GCERF does not have country offices but has recently recruited a National Country Adviser in the Philippines and will do the same shortly in Mali, and potentially other partner countries, where specific needs are identified.

The Governing Board is a constituency-based multi-stakeholder entity, including seats for donor countries, beneficiary countries, foundations, civil society, the private sector and ‘think and do’ tanks. As a donor, Denmark will be invited to join the GCERF governing Board and one of the five donor seats. The Governing Board holds all powers required to serve the purpose of the organisation, including: developing and establishing strategies; promoting GCERF's mission, principles and activities, mobilising public and private sector donors; collaboration with diverse partners; oversight of the Secretariat and the appointment of auditors. Under its Statutes and Bylaws, the Board is GCERF's supreme governing body, comprised of representatives of governments (donor and beneficiary), civil society, the private sector, and foundations. As per Article 2.2 of GCERF bylaws, the voting Board seats are constituency-based, meaning that each Board member represents one or more governments, organisations or other groups. Ms. Carol Bellamy, former Executive Director of UNICEF, currently chairs the Board.

The Independent Review Panel (IRP) - is a group of 11 independent experts who rotate periodically. They primarily provide technical and expert advice to the Secretariat and the Board in relation to selection of partners at the country level (see below) but they also give inputs the Board in relation to the Fund's overall strategy, selection of partner countries etc. The IRP is an essential component of GCERF's Core Funding Mechanism (CFM) 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.

GCERF at the country level

In the spirit of the Paris Declaration on Aid Effectiveness and the principle of national ownership, once the GCERF governing Board approves a country to become a GCERF beneficiary country, that country establishes a Country Support Mechanism (CSM) in-country. These are multi-stakeholder entities composed of representatives of national government, sub-national authorities, local civil society, the private sector, as well as bilateral donors, and multilateral and regional organisations active in partner countries. They are voluntary platforms that do not receive financial support from GCERF. The CSM acts as a catalyst and facilitator to inform, coordinate, and support GCERF grant making. CSMs review and approve GCERF grant applications and proposed P/CVE interventions, and provide the framework to channel resources directly or indirectly to civil society organisations working with beneficiaries at the local level. The CSM also ensures, together with other government entities, that GCERF interventions are in line with national P/CVE strategies or action plans and that GCERF grants directly contribute to these. The CSM meets at least once a year in each country but bi-lateral engagement between the GCERF Secretariat and members of the CSM is carried out regularly.

GCERF Principal Recipients (PR)/Partners - are experienced in-country organisations with strong capabilities in managing programmes and finances and in leading a group of aspiring smaller and community-based civil society organisations (sub-recipients). The selection of the Principal Recipients takes place through a competitive process and is a joint decision made by the Country Support Mechanism and the Secretariat; thus supporting national ownership and alignment. Grants are also approved jointly by the CSM, GCERF Secretariat, reviewed by the Independent Review Panel who provide expert advice and ensure that all GCERF grants are P/CVE specific. The Board is informed of every proposed grant agreement and, according to a Board decision of June 2019, approves grant agreements above USD 1 million.

GCERF selection of partners – The selection of these organisations takes place through a competitive process. It is important to emphasise that the selection of a PR is a joint decision made by the Country Support Mechanism (CSM) and the GCERF Secretariat; thus supporting national ownership and alignment. Based on Country Needs Assessments that are aligned to the countries' existing national P/CVE strategy and priorities set by the Country Support Mechanism (CSM) and approved by the GCERF Board, an open call for Expression of Interest for potential Principal Recipients (the Call) is launched. The Call is widely published through government channels, country donor networks and civil society networks, and increasingly through social media platforms, WhatsApp groups and other means.

The GCERF Secretariat reviews received applications to build an initial short list of the applications. The Secretariat checks that pre-conditions are met. These are appropriate legal registration and willingness to accept and fulfil the role of a PR. They are also assessed based on their applications using a GCERF scoring mechanism against the following five criteria:

1. Established relationships and credibility with the identified communities and population groups;
2. Experience and capacity in programme design and management, and project cycle management;
3. Experience and capacity in financial management, and in the management of, and accounting for, international donor grant funding;
4. Experience and capacity in working with a Consortium and/or managing sub-recipients; and
5. Experience and capacity in community-level initiatives that address the local drivers of violent extremism and strengthen resilience against violent extremist agendas.

Once a shortlist is drawn up jointly by GCERF and the CSM, the identified applicants undergo a rigorous due diligence process (based on the above criteria) including in-depth on-site visits by Secretariat staff to assess capacities and risks. At this point GCERF also consults other donors mentioned by applicants to obtain references and also discuss possible overlaps in funding. A final list of possible applicants, based on the findings of the due diligence process, is drawn up by GCERF. The final selection of grantees is made in consultation with the CSM to ensure national ownership. Several additional considerations at the portfolio level are therefore also taken into account, including:

- An overall estimation of the proposed portfolio to ensure that the Call priorities will be covered by the combination of the PPRs proposed;
- Complementarity in specific competencies and networks;
- Complementarity in geographic focus and experience related to those areas;
- Experience in international donor funding and leading consortia but not excluding organisations with less experience but with interesting potential; and
- Management of risk —looking at the combination of stronger candidates and those that have particular strengths but may also present different types of risk thus requiring more support from GCERF.

The final list of selected applicants is invited to either enhance their application and draw up their detailed work plan, budget, results framework, risk matrix, capacity building plan for consortium members etc. or if the requested amount is above USD 1 million develop a Consortium Proposal (CP). (GCERF grantees are not always part of a consortium, and can also be funded directly, i.e. as direct grantees). Successful PRs lead the development of the CP and are responsible for selecting and managing Sub-Recipients (SRs) that will implement activities defined in the proposal. SRs comprise a large variety of actors with a focus on community-based organisations (which may not have formal

structures). They may also include private non-profit entities, sub-national public sector entities, and/or other institutions or networks at the local and national level. SRs, as many PRs, are based in or are closely linked to their local communities and have credibility amongst the intended audience and beneficiaries.

The SRs are selected and proposed by the PRs. Though GCERF does not provide explicit instructions for SR selection, the application process requests information about the capabilities of the proposed SRs and their familiarity with the subject. Also, the standard grant agreement clearly articulates a number of requirements framing PR-SR relations, e.g. monitoring and reporting. Furthermore, all CPs include a risk management plan that covers all key programme implementation risks identified by the consortium and validated by the Secretariat, and a capacity development plan for the respective SRs. Prior to signing grant agreements, the PPRs conduct a fiduciary assessment of all SRs and provide a Financial Management and Oversight Plan submitted for approval by GCERF.

GCERF Beneficiaries – both direct and indirect beneficiaries are located in rural and urban communities and have been, or are, subjected to conflict situations that can lead to radicalisation and violent extremism. Around 54% of the beneficiaries are women and girls and over half are classed as youth (including students).

Objectives & Results Framework

The core objective of the cooperation is to strengthen communities' resilience to violent extremism through an un-earmarked core contribution to that will enable GCERF to focus on four leverage points – social cohesion, community agency, equal access to opportunities, and sense of purpose – that influence radicalisation and recruitment to violent extremism. Based on current research, these leverage points are believed to be the most effective ways for local communities to address the drivers of violent extremism:

1. To help vulnerable communities in fragile and poor countries build and strengthen social cohesion during conflict and societal change. (social cohesion)
2. To improve the capacity of communities to engage with government authorities to represent their own interests. (community agency)
3. To remove barriers to social and economic opportunities for youth and women, thus countering violent extremist offers (equal access to opportunities)
4. To develop youth and communities critical thinking and confidence to resist violent extremism (sense of purpose).

As a multi-stakeholder global fund, GCERF supports local communities through three complementary approaches:

1. Provide funding to community-level initiatives
2. Support national governments and international partners to align their activities to local contexts and needs;
3. Build and share knowledge that enriches global understanding of how to strengthen community resilience.

All grants are aligned to national PVE action plans and they are designed in order to contribute to one or more of the four leverage points.

Due to the nature of the Danish support (un-earmarked, core support); Danish funding will not be linked to specific interventions at country-level whereby results of the support can be measured up

against. At corporate level, however, GCERF is not yet reporting on consolidated impact indicators. Thus, the MFA will work with GCERF to establish an adequate results framework for measuring impact at the global level before the end of November to be approved by the MFA Chief Technical Advisor. Danish funding will not/not be formally committed through signing of the PSED/grant agreement until such a results framework is in place.

RBA & Gender

GCERF has prioritised two groups of beneficiaries, youth and women.

Youth

Youth are the most vulnerable to recruitment into violent extremist groups and they are also the most significant demographic in most partner countries. Baseline studies conducted by GCERF partners revealed unemployment, poverty, lack of access to basic social services, and the lack of economic opportunities result in frustrations that contribute to a feeling of exclusion and marginalization. Violent extremist groups take advantage of this situation and offer young people important financial and material incentives to enlist them. In addition, the studies showed that public perceptions of poor governance are exploited by a violent extremist discourse that claims to fight corruptions and impunity and to offer solutions. The breakdown of social fabric due to the loss of family values and solidarity, in favour of individualism and the search for personal gain, also makes the affected communities especially susceptible to recruitment into violent extremist groups.

Gender Mainstreaming

In many countries, women's involvement in violent extremism is complex and nuanced and they are vulnerable as both victims and perpetrators of violent extremism. It has been recognised by many different sources that women can be powerful agents of change and can play a crucial role both in detecting early signs of radicalisation, intervening before individuals become violent, and delegitimising violent extremism narratives. They are well placed to develop credible counter narratives that debunk the recruitment messages of violent extremists. A significant proportion of GCERF funding is allocated on projects focused on meeting the different needs of women, girls, boys and men at the community level. New programming strives to move beyond traditional gender roles and to improve female agency by addressing the systems and structures that continue to marginalise women and girls. This includes focusing some activities on men and boys to transform unequal gender norms.

Risk Management

Risks in general have been assessed and are in line with the overall risks foreseen by the Government of Denmark's general approach to stabilisation efforts in fragile contexts. Please refer to Annex A for an outline of the fund's risk management strategy which will be revisited and adapted on a regular basis through bilateral MFA-GCERF dialogues as well as in meetings of the Governing Board (see 'Management Arrangement' section).

Inputs/budget

As of the end of June 2019, total financial contributions signed since 2014 amount to USD 60.3M (including in-kind contributions) and reached approximately USD 74M with contributions currently under discussion (the European Union and the U.S.). The following donors and their contributions (in US\$) to date are: Australia (4.6M), Canada (3.4M), European Union (11.2M), France (1.4M), Japan

(6.9M) Liechtenstein (51,000), Morocco (62,000), Netherlands (9.3M), New Zealand (222,000), Norway (2.9M), Private sector and other (88,000), Qatar (10M), Sweden (87,000), Switzerland (7.8M), United Kingdom (2.3M), United States of America (13.5M).

Danish support constituting approximately three percent of the fund's annual budget (approx. USD 20 million in 2020) will be provided as an un-earmarked, core contribution with a total commitment of DKK 14 million (approx. USD 2 million) over three years.

Denmark Contribution to GCERF Budget in DKK (2020-2022) Date: 03/09/2019				
Core Funding Mechanism (CFM) for work in Mali, Tunisia, Nigeria, Kenya, Bangladesh, Philippines, Myanmar & Kosovo, Somalia	2020	2021	2022	Total
Grants (grant commitments and grant-related expenses including grant agreements development, communities of practice and in-country support)	DKK 2'975'000	DKK 4'025'000	DKK 3'500'000	DKK 10'500'000
In country programmatic coordination & oversight (contribution towards staff time and travel costs to support CSM meetings, due diligence, PVE & ME training, Grant inception, and monitoring visits)	DKK 420'000	DKK 350'000	DKK 630'000	DKK 1'400'000
<i>Sub-Total</i>	DKK 3'395'000	DKK 4'375'000	DKK 4'130'000	DKK 11'900'000
GCERF Operating costs				
Contribution to GCERF's operating expenses as per Board approved contribution policy (15% of total contribution)	DKK 700'000	DKK 700'000	DKK 700'000	DKK 2'100'000
GRAND TOTAL	DKK 4'095'000	DKK 5'075'000	DKK 4'830'000	DKK 14'000'000

Management Arrangements

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions concerning this engagement. Within the MFA, the Stabilisation & Security Policy Department (SSP) represented by the CT-Coordinator will be responsible for the grant and overall dialogue with GCERF including engaging with the Secretariat, Governing Board where Denmark, as mentioned above, as a donor, will be invited to join the GCERF governing Board and one of the five donor seats. As appropriate, Danish Embassies will participate in country level discussions and/or field visits.

Reporting Frequency and Format

[This section will be developed latest by end of November in consultation with GCERF in either the PSED or a separate financing agreement and subsequently approved by the MFA's Chief Technical Advisor before the grant agreement is signed.]

Financial Management

Both parties will strive for full alignment with of the Danish support to GCERF's rules and procedures. [This section regularizing transfer of funds, accounting requirements, financial reporting requirements, unspent funds, auditing requirements etc. will be developed latest by end of November in consultation with GCERF in either the PSED or a separate financing agreement and subsequently approved by the MFA's Chief Technical Advisor and CFO/Controller before the grant agreement is signed.]

Anti-Corruption

[This section will be further developed latest by end of November in consultation with GCERF in either the PSED or a separate financing agreement and subsequently approved by the MFA's Chief Technical Advisor and CFO/Controller before the grant agreement is signed:] GCERF is committed to the highest standards of transparency and accountability in all its affairs, and has measures in place to prevent and respond to fraud or corruption. Since its inception, GCERF has been building a compliance framework that employs a set of tools in the deterrence, prevention, detection and response to fraud and corruption. Including both internal and external guidelines and regulations on managing fraud and misuse, and a whistleblowing hotline accessible on the GCERF website ("the integrity line") as an alternative channel for reporting any form of misconduct. GCERF also conducts periodic audits as well as external financial examinations on its programmes which helps ensure transparency and acts as a mean for the prevention and detection of fraud and corruption.

Monitoring & Evaluation

As well as improving the effectiveness of grant-making, GCERF's Monitoring and Evaluation (M&E) processes and results generate lessons, help establish good practices amongst the international PVE community of practice and informs decision-making by practitioners and policy makers alike. More specifically, it helps share experiences distilled among GCERF's grants in order to:

- provide qualitative and quantitative evidence of what works and what does not work in PVE at a community level;
- improve GCERF's grant making and grant management;
- promote active learning and capacity development;
- develop strong networks amongst GCERF PRs and the wider PVE community of practice;
- highlight and share good practice for potential replication or scale-up;

In reference to **grant management and oversight**, current M&E practices at GCERF are:

1. **Quality at Entry:** Grant proposal development includes the establishment of a simple and tailored Theory of Change (ToC) as well as a Results Framework (RF) that focuses on activities, outputs and outcomes as well as the linkages with one or more of GCERF's four leverage points in order to ensure relevance of the grants. GCERF supports grantees with guidance and technical advice during this phase, e.g. an indicator repository is provided to help with the

- design and selection of indicators, specifically for outcomes.
2. Start-up: Grantees are requested to provide a baseline. If necessary, baseline surveys are conducted. The findings of the baseline informs the revision and fine-tuning of the RF, workplan and budget if needed. GCERF has provided guidance how to plan and conduct baselines.
 3. Implementation:
 - a. Quarterly and annual progress and financial reports are submitted by PRs
 - b. GCERF Country Managers visit the countries approximately once every quarter to monitor implementation and are otherwise in continuous contact with grantees
 - c. GCERF conducts outsourced Third-party Monitoring exercises.
 4. Completion:
 - a. Grantees submit completion report and conduct endline surveys if necessary
 - b. GCERF conducts outsourced End-of-grant Evaluations for a sample of completed grants

In reference to **programmatic evaluation and learning**, current practices are:

1. Once an investment round has been completed, GCERF issues a Country Portfolio Report summarizing programmatic lessons, outcome information and grant performance.
2. Stories of Change” (qualitative) are coded and analysed.
3. GCERF conducted a first international learning event in 2018 and plans to hold one every year. During the event, grantees, the Secretariat and experts come together for 2 days to share success and challenges in implementing PVE programmes.
4. Communities of Practice (CoP) are conducted in each country. CoP events include – among others – training and mentoring in M&E, M&E capacity assessments and joint progress review sessions.
5. GCERF’s Evaluation Guideline also foresees for the future thematic evaluations that will cut across the portfolio and focus on a specific question or topic.

In reference to the **global fund level**, current practices are:

1. Submission of Portfolio Performance Report to the Board twice per year. The report includes information on reach (direct and indirect beneficiaries), progress, disbursements and lessons as well as an outlook based on current grant-making.
2. GCERF has introduced a Grant Performance Assessment (GPA) framework. The GPA is applied regularly considering the six criteria: Programmatic, Operational, Financial, Consortium Management, Alignment and Relevance, and Outcomes and Sustainability.

Central to GCERF’s M&E is the participation, responsibility and ownership of GCERF’s PRs and SRs in the review of progress. Recognising the sensitive nature of the work undertaken, emphasis will be placed on ensuring that the operational security of grantees and community members are taken into consideration in all aspects of M&E.

Ensuring adequate follow-up on both previous and future evaluations will be a central element of the MFA-GCERF dialogue including when further developing the PSED as well as more broadly through Danish membership of the Governing Board.

Annex A: Risk Management

GCERF is committed to using a risk-based approach throughout its activities and operations. Decisions and actions are informed by an explicit and deliberate risk analysis process. To date, several elements are already in place:

At Corporate / Functional level:

- The Board has approved a statement on the risk appetite of the organisation.
- The Senior Management Team has reviewed an overall high-level risk analysis and the status of key mitigation actions three times since April 2017. This analysis was incorporated into the Strategy 2017-20 approved by the Board in June 2017 and is shared by the Secretariat at every Board meeting.
- In compliance with Swiss Law, the Board is to approve the design of the internal control system especially as it applies to financial activities. A detailed risk analysis of the risks involved in the pursuit of the financial management objectives approved by the Board in 2015 is conducted every six months. It informs the further development of the internal control system.
- Each department of the Secretariat is required to carry out a risk assessment when it develops or updates its work plan. These work plans inform the annual budget of GCERF.
- The document presented to the Board for the annual budget approval includes a risk analysis to guide the Board's decision.

At Country and Grant level:

- GCERF recently produced a country strategy for Nigeria which includes sections on “programmatic assumptions and risks” and “institutional risks for the GCERF Secretariat”. Risk assessment and a set of mitigating actions will be a standard part of all country strategies and these will be reviewed at least once a year.
- A risk analysis of engaging with a particular organisation is part of the PR selection due diligence process. The results of the analysis guide the design of the programme, including its scope and the complexity of its activities. It also directly informs the content of the grant agreement and the modalities of the grant management activities that the Secretariat plans to undertake.
- A programme/grant risk analysis and assessment are carried out as the proposal is being developed. It is formally approved by the Secretariat before the proposal is finalised. This process includes the determination of a series of proposed mitigation actions. The analysis is reviewed by the PR and the Secretariat quarterly once the grant is effective. This exercise helps refine the programmatic approach during the life of the grant and the timing and content of activities.
- A financial/fiduciary risk analysis of the grant is undertaken every six months. It considers three levels of causes of risk: country context, type of programmatic activities and the fiduciary capacity of PRs involved in the programme. The outcome influences elements such as the frequency of disbursements or the repeated conduct of financial examinations.
- Safety and security risks that may affect Secretariat staff, PRs/SRs, programme participants and communities are identified and reported by the PR and documented in the risk matrix. In addition, the Secretariat uses information provided by SOS International (Control Risks), DFAE (<https://www.eda.admin.ch/eda/fr/dfae/representations-et-conseils-auxvoyageurs.html>) and other recognised sources for information on travel risks. GCERF also monitors media sources to keep informed about the context and the political situation and is currently recruiting a Safety and Security Officer to help address this risk category.

- Working with local partners in communities means that the Secretariat is in almost constant contact with PRs and in-country stakeholders to monitor and assess the situation and other relevant developments in each country, such as conflicts, accessibility, politics, etc. This allows GCERF and its PRs to adapt to changing circumstances and mitigate emerging risks.