FOR INPUT
BM.02/DOC. 09: PERFORMANCE MONITORING AND EVALUATION FRAMEWORK

1.   BACKGROUND

1.1   This paper aims to establish a detailed Performance Monitoring and Evaluation ("PM&E") Framework, covering programmatic and financial aspects, for GCERF's Core Funding Mechanism ("CFM").

1.2   As indicated in BM.01/DOC.05, the Secretariat is developing the PM&E Framework in consultation with key constituencies. It is being presented to the Governing Board (the "Board") for discussion as part of this consultation process.

1.3   It specifically includes the two proposal templates which will be operationalised first: (i) call for expressions of interest from potential Principal Recipients ("PRs"), based on the criteria specified in paragraph 1.5 below; and (ii) the full application (i.e. narrative and budget – inclusive of requested information about consortia members). Additional templates will be developed throughout the CFM's pilot phase to further elaborate aspects of the PM&E Framework. A schedule for the finalisation of these additional templates is outlined in Section 6 of this document.

1.4   The Secretariat will continue to consult with key constituencies in the finalisation of GCERF's PM&E Framework and its subsequent use during this pilot phase.

1.5   The CFM provides targeted support for a defined period of time for applications from PRs. A PR acts as the lead agency for a consortium of community-level entities applying for funding. A PR must represent a consortium of organisations able to demonstrate community-level participation; and incorporate plans for tailored capacity development for consortia members. Specifically, a PR must meet the following eligibility criteria: (i) be a locally registered legal entity able to enter into a Grant Agreement and receive and manage funding from GCERF; (ii) prepare and submit one consolidated proposal (on behalf of the consortium the PR represents); (iii) manage approved funding by complying with GCERF requirements; and (iv) monitor compliance of consortia members/sub-recipients.

2.   CONTEXT

2.1   An effective PM&E Framework is integral to determining the performance of GCERF grants. An agile PM&E mechanism with clearly articulated objectives, metrics, and evaluation mechanisms that can be applied across GCERF's grant portfolio will demonstrate over time that it is supporting initiatives that directly align with its mission to support local,

community-level initiatives aimed at strengthening resilience against violent extremist agendas.

2.2   Operating at the nexus of security and development, GCERF's performance will be scrutinised from multiple perspectives, and, potentially, evaluated against differing performance criteria, depending on the sources from which funding has been secured.

2.3   GCERF will adopt a robust, practical, and pragmatic PM&E framework, appropriate to grant size, grantee capacity, and specific contextual constraints inherent to targeting the community level, while at the same managing the risks associated with innovative approaches.

2.4   The goal of the PM&E Framework is to promote exogenous and endogenous accountability and transparency. The purpose of the PM&E Framework will be to: (i) support robust programmatic and financial management of grant performance; (ii) promote learning and the identification of good practices; and (iii) inform improvements in current grant implementation and future grant-making. The PM&E Framework will comprise periodic monitoring and episodic evaluation.

3.   GCERF ANNUAL REPORT TO THE BOARD

3.1   The Secretariat will submit an Annual Report to the Board. The Annual Report will be a consolidated programmatic and financial report on each pilot beneficiary country, reflecting all grants to PRs. The Annual Report will be submitted to the Board no later than 30 June, so it will capture country grant portfolio at various stages in their implementation.

3.2   The Board has appointed an independent auditor to conduct an audit of GCERF's books and records on an annual basis. GCERF's annual audited financial statements will be shared with the Board as part of the Annual Report.

4.   ROLES, RESPONSIBILITIES, AND SCHEDULE

4.1   The table on the following page describes the roles, responsibilities, and schedule for the PM&E Framework.

PM&E FRAMEWORK ROLES, RESPONSIBILITIES, AND SCHEDULE			
What	**Who**	**When**	**Why**
Quarterly Progress Report (QPR)	Provided by each PR; reviewed by the Secretariat	Upon conclusion of each of the first 3 quarters; must be submitted within 6 weeks of quarter end	MONITORING *to track programmatic outputs (i.e. against pre-defined progress indicators) and financial compliance*
Annual Progress Report (APR) (i.e. annual report for grant year to date, including 4th-quarter QPR)	Provided by each PR; reviewed by the Secretariat	Upon conclusion of the 4th quarter; must be submitted within 10 weeks of quarter end	EVALUATION *for each PR to self-assess the level of outcomes during the grant year to date*
Annual Quality Assurance Assessment (AQAA)	Conducted by the Secretariat of each PR	Annually and concurrently; must be completed within 6 weeks of receipt of APR	MONITORING *to oversee each PR's progress, primarily to verify outputs*
Annual Performance Evaluation (APE)	Conducted by the Secretariat of each PR		EVALUATION *to assess the level of* **outcomes**, *based on performance indicators*
PR Annual Financial Audit	Provided by each PR; reviewed by the Secretariat	Annually; must be submitted within 16 weeks of quarter end	MONITORING *to monitor financial compliance*
End of Grant Cycle External Evaluation (EEE)	Commissioned by Secretariat for each CSM portfolio (including all PRs)	Final year of grant cycle, upon conclusion of the grant; must be completed within 6 weeks of completion of AQAA & APE	EVALUATION *to assess overall performance (i.e. programmatic and financial performance); to inform future GCERF funding*
GCERF Annual Report to the Board (including GCERF annual audited financial statements)	Provided by the Secretariat; reviewed by the Board	Annually; must be submitted by 30 June	EVALUATION *to assess overall performance (i.e. programmatic and financial performance)*

Quarterly Progress Reports

4.2   PRs provide quarterly programmatic (i.e. against pre-defined progress indicators) and financial progress reports on grant implementation. Progress reports will include a management section identifying: progress trends during the period, significant deviations or concerns, and recommended midstream corrections. These reports will be designed to avoid unreasonable or undue burden on PRs or smaller consortia members/sub-recipients. PRs will be responsible for

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the routine oversight of consortia members/sub-recipients, based on agreed financial reporting and pre-defined progress indicators. These requirements will be informed by standard guidelines provided by the Secretariat that take into account the size and duration of funding provided to consortia members/sub-recipients. Because of the potential capacity limitations of smaller consortia members/sub-recipients, a PR may facilitate and support the preparation by smaller consortia members/sub-recipients of narrative and financial progress reports, subject to clear guidelines concerning transparency. Sub-grantee activities may be of varying lengths and may not necessarily correspond to the full duration of GCERF's grant to the PR.

4.3   The Secretariat will track grant progress regularly through the routine review of progress reports. The Secretariat will be responsible for overseeing the implementation of grant awards by PRs based on agreed financial reporting requirements and pre-defined progress indicators. The Secretariat will maintain close and regular communication with PRs. The purpose of GCERF's progress monitoring is to: (i) improve the efficiency and inform adjustments in grant implementation by Principal Recipients (PRs); and (ii) oversee direct expenditure and disbursements to other consortia members/sub-recipients by PRs. The monitoring will refer to the level of activities and outputs based on progress indicators pre-defined in the Grant Agreement.

Annual Quality Assurance Assessments (AQAA)

4.4   The Secretariat will conduct Annual Quality Assurance Assessments (AQAA) of each PR, primarily for verification purposes. The focus of the AQAA will primarily be the 'on-the-spot' verification of what each PR has presented in the quarterly progress reports (i.e. what has been implemented), most likely including spot checks on consortia members'/sub-recipients' components and some site visits to this level of grantee.

Annual Performance Evaluation (APE)

4.5   The Secretariat will undertake an Annual Performance Evaluation (APE) of each PR, to assess the level of outcomes, based on performance indicators. The purpose of the APE is to: (i) improve the effectiveness and inform adjustments in grant implementation by PRs; and (ii) oversee the financial management and cost-effectiveness of PRs. This limited-scope, qualitative performance assessment will: (i) evaluate the aggregate performance outcomes and, when possible, impact achieved by the PR against the approved goals and objectives of their grant; (ii) identify potential areas of underperformance and inform recommendations for midstream corrections; (iii) verify reported implementation and expenditure; and (iv) ensure compliance with financial management requirements. The focus of the APE will be on the progress to date of each grant in achieving its intended outcomes (i.e. what has been achieved and why), as a basis for learning and midstream corrections. This should create space for adjustments and corrective actions, as well as adapt expectation of grant performance against the original performance

indicators. In the Grant Agreement, the Secretariat will reserve the right to undertake *ad hoc* performance evaluations of a PR at any time of the year.

4.6   Implementation: It is likely that the annual occurrence of each PR's AQAA and APE will occur at the same time; however, they are markedly different and may be the responsibility of different expertise within the Secretariat. Sequentially, the AQAA will be completed and inform the Advisor in undertaking the APE. In this respect, the AQAA is an element of the APE.

Annual Audit

4.7   PRs share with GCERF their annual audited financial statements and, in appropriate circumstances, a grant-specific audited statement. PRs will be required to appoint auditors in an open, competitive, and transparent manner. In some cases, the Secretariat may initiate external financial reviews of a PR to promote robust financial management practices and performance. These reviews may include examinations into individual disbursements for the compliance of other consortium members/sub-recipients.

End-Year External Evaluation

4.8   The Secretariat will commission independent external evaluations of each country portfolio during the final year of its current grant period. These assessments will evaluate the aggregate performance outcomes and impact achieved by each PR against the approved goals and objectives of the overall approved national grant award. The intention of these evaluations will be to: (i) assess the overall performance of the grant award for key stakeholders (e.g. the Board, donors, beneficiary countries); and (ii) to inform future GCERF funding based on country needs. National award evaluations will be informed by the reports of previously conducted performance evaluations.

4.9   Implementation: Especially in this pilot phase, the Secretariat may decide to commission one or a number of mid-term national award evaluations to inform future GCERF funding. In its Grant Agreement, GCERF will reserve the right to suspend funding in a particular country, or to a particular PR, in light of a spectrum of internal and/or external issues.

5.   **SCHEDULE OF ADDITIONAL TEMPLATES**

Upon finalisation of this PM&E Framework, the Secretariat will develop additional templates:

- Budget: to be developed in second quarter 2015
- Disbursement Mechanism: to be developed in second quarter 2015
- Quarterly Progress Report (QPR): to be developed in second quarter 2015
- Annual Progress Report (APR): to be developed in third quarter 2015
- Annual Quality Assurance Assessment (AQAA): to be developed in third quarter 2015
- Annual Performance Evaluation (APE): to be developed in fourth quarter 2015
- End-of-Grant External Evaluation: to be developed in first quarter 2016

GCERF PM&E TEMPLATE #1: CALL FOR EXPRESSIONS OF INTEREST
FROM POTENTIAL PRINCIPAL RECIPIENTS (PRs) OF GCERF FUNDING

1. BACKGROUND

This document is a call for Expressions of Interest from potential Principal Recipients (PRs) of funding from the Global Community Engagement and Resilience Fund (GCERF), through its Core Funding Mechanism (CFM). Upon review of your organisation's Expression of Interest, you will be notified as to whether your organisation is invited to submit a full application. (All organisations will receive a reply; do not contact the GCERF Secretariat or Country Support Mechanism to inquire as to the status of your Expression of Interest.)

2. ROLE OF THE PRINCIPAL RECIPIENT (PR)

GCERF's CFM provides targeted and mutually reinforcing support for up to (country specific duration) years for applications from PRs. A PR acts as the lead agency for a consortium of organisations working at the community level applying for funding. A PR must: represent a consortium of organisations able to demonstrate community-level participation; and incorporate tailored capacity development for consortia members. Specifically, a PR must meet the following three eligibility criteria: (i) be a locally registered legal entity able to enter into a Grant Agreement and receive and manage funding from GCERF; (ii) prepare and submit one consolidated proposal (on behalf of the consortium the PR represents); and (iii) manage approved funding ensuring integrity up and down the system by complying with GCERF requirements and monitor compliance of consortium members/sub-recipients.

PRs are responsible for convening and leading a consortium of sub-recipients, which can be informal organisational structures (for example, not legally registered with any status), registered NGOs, and/or private sector entities. Each consortium will collectively be responsible for implementing the proposal(s) financed by GCERF Grant Agreements. PRs will be selected in part because of their capacity to: (1) fulfill programmatic and financial management requirements; and (2) monitor the progress of consortium members/sub-recipients.

As you may know from reading GCERF's website, our aim is to fill a funding gap at the community level. Operating at the nexus of security and development, GCERF is aiming to go beyond the "usual suspects" of international donor funds in the areas of community engagement, resilience, and countering violent extremism to fund small grants (i.e. between USD 10,000 and USD 50,000) to small, local, community-based, grassroots initiatives. For example, a PR may receive a grant of USD 500,000 – and, in turn, disburse numerous grants of between USD 5,000 and USD 15,000 to community-based initiatives. In some cases, rather than disbursing cash grants, PRs may find greater utility in purchasing materials; in-kind services (e.g., accounting, communications); etc. for particular consortium members/sub-recipients.

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3.   ROLE OF CONSORTIUM MEMBERS/SUB-RECIPIENTS

Each consortium will collectively be responsible for implementing the proposal(s) financed by GCERF Grant Agreements. Consortium members/sub-recipients are closely linked to local communities and possessing of unique credibility with the intended audience/beneficiaries/participants. In general, consortium members/sub-recipients are the implementing partners of a GCERF grant – working at the community level, oftentimes because they are members of the community in which they are working. Through their participation in a GCERF-supported consortium, consortium members/sub-recipients will have the opportunity to develop their resilience and capacity, as long-term assets to their communities and to their country.

EXPRESSION OF INTEREST
FROM POTENTIAL PRINCIPAL RECIPIENT (PR) OF GCERF FUNDING

A public-private partnership, the Global Community Engagement and Resilience Fund (GCERF) was established in 2014 to serve as the first global effort to support local, community-level initiatives aimed at strengthening resilience against violent extremist agendas. Operating at the nexus of security and development, GCERF is committed to working in partnership and consultation with governments, civil society, and the private sector in beneficiary countries to support national strategies to address the local drivers of violent extremism. Proposals to GCERF will aim to achieve one or both of the following GCERF Objectives: (i) strengthen resilience against violent extremist agendas through community engagement; (ii) prevent recruitment and/or radicalisation to violence by addressing the local drivers of violent extremism. For detailed information, visit http://www.gcerf.org.

1.   Proposal Title:

2.   Principal Recipient (PR) Applicant Contact Information:
        Note: Must be a locally registered legal entity.
        Entity Name (can be national or international; state, civil society, or private sector):
        Primary Point of Contact (POC) Name:
        POC Email:
        POC Phone:
        POC Website and/or Social Media Presence (for example, Facebook, Twitter):

3.   Possible Grant Period/Funding Available Period:
        Start date: End date:

        Requested Grant Period:

Start date: End date:

4. **PR Eligibility (maximum 300 characters) –** Describe how your organisation meets the following three eligibility criteria:
   (i)   be a locally registered legal entity able to enter into a Grant Agreement and receive and manage funding from GCERF;
   (ii) prepare and submit one consolidated proposal (on behalf of the consortium the PR represents); and
   (iii) manage approved funding ensuring integrity up and down the system by complying with GCERF requirements and monitor compliance of consortium members/sub-recipients.

5. **Geographic Relevance –** Describe the location(s) (for example, neighbourhood, city, province, country) affected by radicalization to violence where your organisation has activities/networks/relationships.

6. **Community Engagement and Resilience Context (maximum 300 characters) –**
   Proposals to GCERF will aim to achieve one or both of the following GCERF Objectives: (i) strengthen resilience against violent extremist agendas through community engagement; (ii) prevent recruitment and/or radicalisation to violence by addressing the local drivers of violent extremism. Briefly describe your organisation's understanding of the drivers and demography of radicalisation to violence in your geographic area; and how your organisation might address some of these challenges by working with a consortium of small, local, community-based, grassroots initiatives/organisations.

7. **Outreach to Potential Consortium Members/Sub-Recipients (maximum 300 characters) –** Describe how your organisation will consult with, engage, and secure the commitment of small, local, community-based, grassroots initiatives/organisations to fulfill the mandate of GCERF's Core Funding Mechanism.

8. **Acknowledgment of the Role of Consortium Members/Sub-Recipients**

   If your organisation is invited to submit a full application, you will be asked to include in that application a brief Letter of Intent from each consortium member/sub-recipient clearly stating their intent to collaborate on your organisation's proposal in the capacity of a consortium member/sub-recipient. Please put an "X" below, to acknowledge your organisation's understanding of the role of Consortium Members/Sub-Recipients:

   __ My organisation acknowledges the role of Consortium Members/Sub-Recipients, as described above.

GCERF PM&E TEMPLATE #2: FULL APPLICATION
FOR POTENTIAL PRINCIPAL RECIPIENTS (PRs) OF GCERF FUNDING

Your organisation is hereby invited to submit a full application to be a Principal Recipient (PR) of funding from the Global Community Engagement and Resilience Fund (GCERF) Core Funding Mechanism (CFM). GCERF's Performance Monitoring and Evaluation (PM&E) Framework begins in the application phase of GCERF's grant-making; therefore, if your organisation is selected to be a PR, your role in GCERF's PM&E Framework begins with the following form. For more information on GCERF's PM&E Framework, see the Explanatory Note below.

1. **Proposal Title:**

2. **Possible Grant Period/Funding Available Period:**
    Start date: End date:

    Requested Grant Period:
    Start date: End date:

3. **GCERF Objectives (put an "X" to select one or both of the following):**
    This proposal aims to achieve one or both of the following GCERF Objectives:
    __ strengthen resilience against violent extremist agendas through community engagement.
      __ prevent recruitment and/or radicalisation to violence by addressing the local drivers of violent extremism.

4. **Specific Proposal Objectives (up to three; one sentence each, outlines a theory of change):**
    Note: These must reflect the GCERF Objective(s) selected above.

5. **Proposed Location(s) (for example, neighbourhood, city, province, country):**

6. **Proposed Audience/Beneficiaries/Participants:**
    Note: If your intended audience/beneficiaries/participants are youth, specify how youth are defined (for example, age range, socio-political status, gender).

7. **Principal Recipient (PR) Applicant Contact Information:**
    Note: Must be a locally registered legal entity.
    Entity Name (can be national or international; state, civil society, or private sector):
    Primary Point of Contact (POC) Name:
    POC Email:
    POC Phone:

POC Website and/or Social Media Presence (for example, Facebook, Twitter):

8. **Consortium Members'/Sub-Recipients' Contact Information of and Letter of Intent:**
   Note: PRs are responsible for convening and leading a consortium of sub-recipients, which can be informal organisational structures (for example, not legally registered with any status), registered NGOs, and/or private sector entities. Each consortium will collectively be responsible for implementing the proposal(s) financed by GCERF Grant Agreements. PRs will be selected in part because of their capacity to: (1) fulfil programmatic and financial management requirements; and (2) monitor the progress of consortium members/sub-recipients.

   For each consortium member/sub-recipient, provide the following:
   - Entity/Initiative/Organisation Name:
   - Primary Point of Contact (POC) Name:
   - POC Email:
   - POC Phone:
   - POC Website and/or Social Media Presence (for example, Facebook, Twitter):
   - Letter of Intent: Attach a brief Letter of Intent from each consortium member/sub-recipient clearly stating their intent to collaborate on this proposal in the capacity of a consortium member/sub-recipient.

9. **Proposal Context/Rationale (maximum 1,000 characters) –** Describe how this proposal reflects the drivers, demography (including engendered issues), and geography of radicalisation to violence.

10. **Detailed Description of Proposal Activities & Outcomes (maximum 3,000 characters) –** For each of the "Specific Proposal Objectives" you listed in Question #4 above, clearly delineate the role of each Consortium Member/Sub-Recipient in carrying out the supporting activities. Ensure that each activity contributes to a particular outcome.
    Note: Successful applicants will be required to submit a detailed work plan in advance of entering into a Grant Agreement with GCERF.

11. **Performance Monitoring & Evaluation (PM&E) (maximum 2,000 characters) –**
    Note: For example/sample results and illustrative indicators, see Annex 1, below.

    Based on your Specific Proposal Objectives, fill out the following logical framework to specify:
    - what indicators will be used to: monitor progress (in other words, "outputs"); and evaluate performance (in other words, "outcomes" and, where possible, "impact")?

- what methods will be used to monitor progress and evaluate performance (for example, baseline assessments, focus group discussions with proposal beneficiaries, post-activity surveys of participants, etc.)?

Objective (no more than three)	Outputs	Outcomes	Methods/Approaches
Objective 1	Direct and measurable products of the proposal's activities conducted, people reached, or services provided (for example, hours, number of people, completed actions)	Results of the proposal's activities, conducted, people reached, or services provided (for example, increase in understanding and awareness, improvements in desired behaviours or attitudes of participants)	How Outputs and Outcomes will be measured (for example, baseline assessments, focus group discussions with proposal beneficiaries, pre- and post-activity surveys of participants)
Objective 2 (optional)			
Objective 3 (optional)			

12. **Consortium Members'/Sub-Recipients' Background (maximum 2,000 characters) –** Describe how your consortium members/sub-recipients are closely linked to local communities and possessing of unique credibility with the Proposal Audience/Beneficiaries/Participants identified above.

13. **Outreach to Consortium Members'/Sub-Recipients' (maximum 300 characters) –** Describe how you brought together and organised this consortium (for example, consultations, pre-existing relationships, town hall meetings, etc.).

14. **Consortium Members'/Sub-Recipients' Needs (maximum 1,000 characters) –** Describe your consortium members'/sub-recipients' basic capacity needs (for example, more accountable financial systems, highly trained staff, increased knowledge of drivers of radicalisation to violence), as well as in the following conceptual areas:
- Act and commit: to plan, take decisions, and act on these decisions collectively (for example, appropriate governance, structures, leadership, management, ability to mobilise resources, programme and financial management).
- Deliver on objectives (for example, available resources, appropriate human resources, infrastructure, standards and performance measures).
- Adapt and self-renew through learning and adaptation to changing external and internal environmental factors.

- Establish and maintain relations with external stakeholders (for example, their communities, government, private sector, and other civil society organisations).
- Achieve coherence in their identity, self-awareness, and discipline (for example, clear mandate, mission, values and strategic directions, operationalized through appropriate principles, systems).

15. **Capacity Development Plan (maximum 2,000 characters) –** Based on the needs you listed in Question #14 above, describe your plan to develop the resilience and capacity of your consortium members/sub-recipients, as long-term assets to their communities and to your country.

16. **Harmonisation (maximum 1,000 characters) –** Describe how this proposal:
    - is consistent with, and complementary to, broader national and/or international countering violent extremism and development efforts, strategies, and/or goals;
    - supports similar programming being implemented by governmental entities (for example, international, national, sub-national) or non-governmental entities;
    - would leverage the assets and resources available nationally and internationally to achieve its intended/desired impact, while at the same time de-conflicting and harmonizing with existing initiatives, to minimize duplication; and/or
    - reflects specific lessons learned from other activities/initiatives/projects.

17. **Sustainability (maximum 1,000 characters) –** Describe the sustainability plan for this proposal (in other words, how to continue ongoing or follow-on activities, after the requested funds are depleted). Describe how you will maintain local community ownership, leadership, and participation beyond the lifecycle of this particular proposal.

18. **Total Funding Requested (in your country's currency):**

19. **Detailed Budget –** Attach a detailed budget using GCERF's PR Budget Template, itemized by category (for example, travel, supplies, salaries, partner contribution, etc.). Include any budgetary costs associated with your Capacity Development Plan. Note: This template will facilitate report generation for GCERF's internal reporting purposes.

20. **Disbursement Management and Mechanism (maximum 1,500 characters) –** Please describe your organisation's capacity to disburse and manage sub-grants, including previous relevant experience. Also, when working in partnership with consortium members/sub-recipients, how will you disburse funds to them (for example, cash, check, in-kind, etc.)?

Explanatory Note on GCERF's PM&E Framework

GCERF's Performance Monitoring and Evaluation (PM&E) Framework is the cornerstone of GCERF's Core Funding Mechanism (CFM). In order to support local, community-level initiatives aimed at strengthening resilience against violent extremist agendas, GCERF must determine the performance of GCERF grant-making through an agile and effective PM&E Framework. With regard to PRs, the PM&E Framework will:

1) track each PR's programmatic **outputs** (against pre-defined progress indicators) and financial compliance.
   Outputs can be defined as direct and measurable products of the proposal's activities conducted, people reached, or services provided, etc.; see Annex 1 below for more information.

2) assess each PR's level of **outcomes**, based on performance indicators.
   Outcomes can be defined as results of the proposal's activities conducted, people reached, or services provided – for example, increase in understanding, improvements in desired behaviours or attitudes of participants; see Annex 1 below for more information.

To read more about PM&E in the context of community engagement, resilience, and countering violent extremism, you may wish to consult the following references:
- "Comparative Evaluation Framework for Counter Radicalisation"
- "Evaluating Countering Violent Extremism Programming: Practice and Progress"
- "Learning and Adapting: The Use of Monitoring and Evaluation in Countering Violent Extremism – A Handbook for Practitioners"
- National Consortium for the Study of Terrorism and Responses to Terrorism (START)

ANNEX 1: EXAMPLE/SAMPLE RESULTS AND ILLUSTRATIVE INDICATORS

GCERF has invested time in developing an initial set of example/sample results and illustrative indicators, against which it can measure the results and performance of individual grants. In addition, GCERF will identify aggregate, global-level indicators (for example, education levels, recidivism rates, etc.) that would aid in the assessment of how GCERF-supported activities are contributing to change at the macro-level. Both of these approaches, taken in tandem, aim to inform and enhance GCERF grant-making, increase confidence of donors and build interest among new supporters, whether from donor countries, the private sector, foundations, or civil society groups.

EXAMPLE/SAMPLE RESULT: Increased openness to alternatives for vulnerable youth and communities

Illustrative Output Indicators:
- Number of people from vulnerable groups reached through grant-supported activities
- Number of times community and government officials meet to address community/security issues (and number of these meetings that are public)
- Percentage increase in diversity (religion, ethnicity, sex, socio-economic status, etc.) of membership
- Number of inter- and intra-faith dialogues facilitated
- Percentage of individuals who report engaging with local power structures to effect change

Illustrative Outcome indicators:
- Number of successfully completed grant-assisted community development activities that respond to community development plans
- Number of activities with CVE-relevant objectives in vulnerable communities, neighbourhoods, schools, etc.
- Change in percentage of target group (disaggregated by sex) believing that peaceful and effective political channels exist for pursuing rights and interests
- Percentage of youth (disaggregated by sex) who completed leadership training Percentage of youth who are active participants in community events
- Extent to which the level of civic awareness/activity among participating youth changed
- Percentage change of incidents of violence among target population

EXAMPLE/SAMPLE RESULT: Terrorist narratives and violent extremist worldview countered

Illustrative Output Indicators:
- Number of locally credible and/or respected leaders addressing topic of violent extremism
- Number of youth reached through media (radio, television, smartphone, social media, public advertising, civic education programming)
- Percentage of target group (disaggregated by sex) naming a spiritual mentor who is a violent extremist
- Percentage of citizens (disaggregated by sex) listening to TV/radio programs on peace and tolerance or number of listeners of TV/radio programs that espouse nonviolent messages

Illustrative Outcome indicators:
- Percentage increase of community members (disaggregated by sex) who perceive violence as illegitimate means for economic, political, and/or social change
- Percentage increase of people (disaggregated by sex) who perceive peaceful/nonviolent ideologies as influential and meaningful and share this message
- Number of assisted radio stations/newspapers/media outlets that produce their own CVE content
- Surveys/opinion polls/focus groups, etc., that indicate diminished support for violent extremist groups, activities, and ideologies
- Number of favourable mentions of grant activities in the media (if applicable)
- Percentage increase of community members (disaggregated by sex) who perceive improved communication channels for youth to discuss sensitive topics

EXAMPLE/SAMPLE RESULT: Increased capacity of Government and civil society on the use of CVE tools and resources

Illustrative Output Indicators:
- Number/Percent of youth/women/men/people participating/trained in XXXX
- Number of participants at each event or workshop versus anticipated number
- Number/Percent of prison guards/officials trained in prison rehabilitation and reintegration techniques
- Number of civil society organisation (CSO) CVE campaigns, activities, or other activities

Illustrative Outcome indicators:
- Number of former/reformed VE individuals who provide mentoring services to rehabilitating prisoners
- Number of CSOs demonstrating increased capacity to respond to community needs
- Number of prisoners provided services, skills training, basic and vocational education, etc., prior to or upon release from prison

- Percentage of public sector, business leaders and civil society stating collaboration with one another
- Change in Percentage of target group who believe that the regime/government; and civil society are working together to improve the welfare of the target community/groups
- Governments attend, participate in, and host CVE conferences and workshops
- Governments are signatories to documents that outline CVE good practices

EXAMPLE/SAMPLE RESULT: Increased openness to alternatives for vulnerable youth and communities

- Percentage of target group believing that there is active consultation by: (a) political leaders; and (b) the government bureaucracy on community needs
- Percentage of target group who feel that their group is marginalized by: (a) the larger society; and (b) the regime/government
- Average number of hours of free time per week (for example, time during which respondents are not working, in school, or engaged in social activities that require their participation); or Percentage of youth stating they have little/nothing to do for X hours per week – with the threshold of X to be determined in a given environment
- Degree of anger or resentment at: (a) the regime; and (b) the larger society for ignoring or buttressing the marginalized status of the target group
- Focus group discussions with youth on how they and their friends are spending their time (for example, where do they hang out, what do they do together)
- Youth think that: (a) the state; and (b) the larger society do not care about the target group's welfare
- Percentage of citizens in target area satisfied with local decision-making processes (disaggregated by age and target region)
- Percentage of community leaders (business, civic, government, religious, traditional) reporting satisfaction with sports/social/cultural opportunities for youth
- Percentage of individuals who report that local government takes into account the opinions of citizens in local decision-making processes
- Percentage of interfaith dialogue participants stating willingness to engage in further dialogue with members of another religion
- Percentage of intra-faith dialogue participants stating willingness to engage in further dialogue with members of their faith
- Change in Percentage of target group who believe that violent extremist groups play an important role in delivering needed economic or other social goods and services to the community
- Change in Percentage of target group who believe violent extremist groups are defending a civic, cultural, economic, political, and/or social community or interests
- Percentage of target group who spend more than X hours involved in a constructive social, cultural, or sports-related activity and who show enthusiasm for that activity (for example,

sports, youth clubs, volunteer work; it will be critical to understand who sponsors the activity)

- Percentage of youth stating that their opinions are respected by community leaders
- Percentage of people reporting positive trust in district government, provincial government, and national government
- Number of youth reporting they are better supported and represented by youth organisations
- Number of youth/sports, etc., clubs established
- Percentage of change of community members claiming that mentoring and counselling were crucial in helping them overcome personal issues
- Percentage of citizens participating in local decision-making processes
- Percentage of citizens stating that youth/youth groups make positive contributions to society
- Percentage of community leaders stating that youth participate constructively in community decision-making processes
- Percentage of community members satisfied with access to services and resources (disaggregated by age and target region)
- Percentage of participating youth feeling capable of leading their peers
- Percentage of youth reporting satisfaction with sports/social/cultural opportunities
- Percentage of youth stating positive changes in their communities as a result of their participation in civic activities
- Percentage youth reporting less frustration with/more satisfaction with and trust of government agencies
- Number of people from vulnerable groups reached through grant-supported activities
- Number of times community and government officials meet to address community/security issues (and number of these meetings that are public)
- Number of citizens participating in district council meetings or its local equivalent
- Number of community events held to discuss local governance issues
- Number of community members receiving counselling and mentoring services
- Number of community activities implemented by youth
- Number of dialogue forums held on key issues
- Number of hours of community service completed by youth
- Number of activities completed with community involvement
- Number of public awareness/public information campaigns conducted
- Number of visits and community engagements by provincial and district officials
- Number of youth trained in professional skills building, work readiness program and entrepreneurship, vocational training
- Percentage of people who participate in resolving community problems
- Percentage of target population indicating that they have attended sessions in which they received information and had the opportunity to voice their concerns and desires

- Percentage of youth feeling better prepared to enter the job market
- Percentage of youth involved in one or more extracurricular activities (for example, mentorship, sports, theatre, volunteerism)
- Percentage of youth who participate in civic activities
- Percentage of youth (by age cohort) stating that they have access to (and take part in) constructive social opportunities

EXAMPLE/SAMPLE RESULT: Increased awareness of narratives that counter violent extremist worldview

- Number of hours of CVE material produced, broadcast, and rebroadcast by XXXX
- Percentage increase of community members perceiving violence as illegitimate means for economic, political, and/or social change
- Percentage increase of people who perceive nonviolent/peaceful ideologies as influential and meaningful
- Number of nonviolent/peaceful leaders participating in grant-supported activities delivering messages more effectively
- Percentage increase of religious leaders, previously known to espouse or hold violent extremist (VE) opinions, who disseminate/espouse messages of nonviolence, peace, and/or tolerance
- Percentage of citizens who declare the messages of nonviolent/peaceful voices as attractive
- Percentage of citizens who perceive increased flow of information on nonviolence, peace, and tolerance
- Percentage increase of religious leaders confident and well trained to disseminate message of nonviolence, peace, and tolerance
- Percentage of citizens stating that violence is an effective method to solve economic, political, and/or social problems
- Number of respected community leaders who address VE on a quarterly basis
- Perception of trustworthiness of the different programs

EXAMPLE/SAMPLE RESULT: Increased capacity of government and civil society on the use of CVE tools and resources

- Percentage of target group who believe that, for a given crime, a powerful perpetrator (including agents of the state) would be treated in the same manner a powerless one
- Percentage of target group who feel they can file a human rights complaint without fear of reprisal; Percentage believing they would obtain justice through the formal system
- Change in Percentage of target group who believe that: (a) the regime/government; and (b) civil society are working to improve the welfare of the target community/groups

- Percentage of target group who state that they have been mistreated (verbally or physically) by a police officer in the last 12 months
- Percentage of target group who state that the police/prison guards routinely torture/beat/abuse prisoners
- Percentage of target group who believe that their security services use violence against civilian political opposition
- Number of initiatives jointly implemented by entities from different sectors
- Number/Percentage of prisoners reporting change in behaviour by police/prison guards toward prisoners
- Number/Percentage of prisoners reporting increased opportunities for communication/interaction with family members (for example, phone calls, visits)
- Number/Percentage of prisoners reporting increased social support interaction (with, for example, psychologists, social workers, career mentors, or religious figures who espouse messages of nonviolence, peace, or tolerance)