

**Management Response to the recommendations of the**  
**Independent Metasynthesis under the Global Counter-Terrorism Strategy**  
**“Learn Better, TOGETHER”**

1. In 2020, the Working Group on Resource Mobilisation, Monitoring and Evaluation (WGRMME) of the United Nations Global Counter-Terrorism Coordination Compact commissioned the first system-wide independent meta-synthesis of evaluations of projects implemented by Compact entities under the UN Global Counter-Terrorism Strategy (GCTS).
2. The purpose of the study was to aggregate and analyse results of evaluation reports of the Compact entities and identify good practices and lessons learned and assess the extent to which human rights and gender consideration of mainstreaming and equality have been considered in programmes and projects of Compact entities implementing the Strategy.
3. We would like to take this opportunity to thank the external experts – Dr. Punit Arora, Dr. Reda Benkirane, and Ms. Xiomara Chavez – for their professional and methodologically sound approach to preparing this report. We also thank the external reviewers – Ms. Elca Stigter and Mr. Tijani Mohamed El Kerim – for their independent assessment of the report, thereby confirming its validity and high quality. Moreover, we would like to thank the WGRMME Sub-Group on Evaluation (UNODC, UNOCT, and UNICRI) for their dedication and in-kind contribution in implementing this initiative and the seed funding provided by UNOCT through the generous contribution of the State of Qatar.
4. The Working Group is pleased to see that the study found visible progress made in achieving most of the outcomes of the GCTS. Specifically, it was found that compact entities are enhancing knowledge and awareness relating to countering terrorism (CT) and preventing and countering violent extremism conducive to terrorism (PCVE), with indications of behavioural change in the immediate and intermediate period. Also, the study found qualitative evidence attesting to an increase in international cooperation among Member States and a reduction in incitement to terrorist acts thanks to interventions of Compact entities. Finally, the assessment team identified a number of best practices and lessons learned to facilitate the design of technical assistance and capacity building efforts in the future. The report also identified areas for further improvement related to the limited availability of evidence, including across entities, for measuring results at different levels and assessing the systematic collaboration among entities.
5. Scope for improvement was also found in the section on gender equality and mainstreaming, where the evaluations and reports analysed did not take into account a more nuanced approach to the role of women in line with the latest reviews of the GCTS, relevant Security Council Resolutions as well as the Women, Peace, and Security agenda. Against this backdrop, the Meta-

Synthesis has provided important insights on gender equality and mainstreaming at an aggregate level. Future similar studies would further benefit from a more in-depth analysis of how evaluation reports of projects not specifically targeted at women or gender equality have incorporated gender mainstreaming.

6. The Working Group hereby accepts all recommendations and has started to engage in a fully inclusive manner to start implementing them – while also recognizing that the full implementation of these recommendations will largely depend on the availability of funding.
7. The recommendations were included as part of the updated workplan of WGRMME for 2022 and 2023, with some progress made in implementing certain activities in support of recommendations, i.e.:
  - **A detailed funding proposal** for the first evaluation of the Global Counter-Terrorism Strategy has been developed and presented at various fundraising events.
  - **A concept note** for the establishment of a Monitoring and Evaluation Community of Practice (CoP) on CT and PCVE has been developed by the Sub-Group on Evaluation and is under discussion with some partners. The CoP will support peer learning and partnerships in the use of CT and PCVE related monitoring and evaluation (M&E) to strengthen performance, accountability, and learning.
  - **Active engagement and discussions** among compact members are taking place to identify opportunities for co-implementing certain recommendations.
8. The Working Group will continue to further implement these recommendations and liaise with Member States and Compact entities in informing results-based implementation of the United Nations Global Counter-Terrorism Strategy.

## Endorsed by

---

**Ms. Oguljeren (Jerena) Niyazberdiyeva**, Chief, Office of the Under-Secretary-General  
United Nations Office of Counter-Terrorism (UNOCT)  
Chair, Working Group on Resource Mobilization, Monitoring and Evaluation

**Mr. Masood Karimipoor**, Chief, Terrorism Prevention Branch  
United Nations Office on Drugs and Crime (UNODC)  
Co-Chair, Working Group on Resource Mobilization, Monitoring and Evaluation

**Mr. David Scharia**, Chief of the Technical Expertise and Research Branch  
Counter-Terrorism Committee Executive Directorate (CTED)  
Co-Chair, Working Group on Resource Mobilization, Monitoring and Evaluation

1 March 2023

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS<sup>i</sup>

| Recommendations  | Responsible for Implementation & Timeframe  | Management Response & Pre-conditions  | Completion Date   |
|--|---|---|---|
| <p><b>Recommendation 1 – A Full-fledged evaluation:</b> While this synthesis provides a comprehensive look at information gleaned from 118 evaluation and other oversight reports, it was intended to be a building block towards a full-fledged, independent evaluation of the GCTS. Therefore, the Sub-Group on Evaluation, in coordination and cooperation with all compact entities, should raise resources to initiate such an evaluation to derive robust findings on results achieved, good practices, and lessons learned.</p> | <p>To be implemented once sufficient financial resources are secured through funding partners</p> <p>(Proposed action: Sub-Group on Evaluation of the RMME WG; in coordination and cooperation with all compact entities)</p> | <p><b>Accepted</b></p> <p>The terms of reference of the evaluation, once developed, should ensure alignment with the eighth review of the GCTS and with subsequent actions in response to operative paragraph 86 and operative paragraph 93 of the General Assembly Resolution (A/RES/75/291).</p> <p><b>The proposed full-fledged evaluation will contribute to</b></p> <ul style="list-style-type: none"> <li>(a) ensuring accountability of the United Nations system to Member States and the international community at large on their efforts in supporting Member States in implementing the GCTS; it will go beyond the scope of the metasynthesis and review primary data to derive robust findings on results achieved, good practices, and lessons learned.</li> <li>(b) offering insights into what worked and did not work well, and the reasons behind both the accomplishments and challenges through independent assessment of results achieved across Compact entities at local, regional, and global levels; Insights from the full-fledged evaluation will feed into current and future designs of counter-terrorism and the prevention of violent extremism (PVE) initiatives among Compact entities in support of impactful technical assistance and capacity building efforts.</li> </ul> | <p><b>Completion by 31 December 2024<sup>ii</sup></b><br/><i>(subject to availability of funds)</i></p> |

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS<sup>i</sup>

| Recommendations   | Responsible for Implementation & Timeframe   | Management Response & Pre-conditions  | Completion Date                              |
|---|--|---|--|
|   |  | <p>(c) informing future decision-making of Compact entities at project, programme, and strategic levels; and</p> <p>(d) enhancing delivery of quality technical assistance to Member States.</p> <p>Sufficient funding is required to conduct this complex evaluation. Therefore, fundraising efforts are being implemented as a first step.</p>  |  |
| <p><b>Recommendation 2 – Knowledge platform:</b> The synthesis established preliminary evidence to suggest the need for establishing a knowledge platform for sharing knowledge. It is recommended to identify, leverage, or build on already available systems (e.g., UNOCT’s “Connect &amp; Learn” platform) for sharing knowledge for disseminating relevant evaluation and oversight results to the Global CT compact entities.</p> | <p>To be implemented in 2023</p> <p>(Proposed action: Sub-Group on evaluation of the RMME WG)</p>      | <p><b>Accepted</b></p> <p>Discussions are in advanced stages to use suitable modalities for the platform, building on already available systems. A concept note for the establishment of a community of practice has been developed including an action plan leading to a functional knowledge sharing platform. The collaborative knowledge platform will be used as a repository and interactive platform for sharing lessons learned, building joint reflections on good practices on CT evaluations, case studies on good monitoring and evaluation approaches, tools on CT and PCVE, behavioral insights and human rights.</p> | <p><b>Completion by 31 December 2023</b></p> |
| <p><b>Recommendation 3 – Evaluation capacity and Common M&amp;E Framework:</b> The synthesis made clear the need for assessing and developing evaluation capacity among the Compact entities as well as indicated the absence of a common M&amp;E framework of</p>  | <p>To be implemented in 2023-2024</p> <p>(Proposed Action: Sub-Group on Evaluation of the RMME WG)</p> | <p><b>Accepted</b></p> <p>Additional funding is required to implement this recommendation. Initial advancements were made to build on existing partnerships between the United Nations and</p>  | <p><b>Completion by 31 December 2024</b></p> |

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS<sup>i</sup>

| Recommendations   | Responsible for Implementation & Timeframe   | Management Response & Pre-conditions   | Completion Date                              |
|---|--|--|--|
| <p>initiatives under the GCTS. It is recommended to initiate activities for (a) strengthening evaluation knowledge and capacities of internal and external stakeholders as well as (b) developing a common M&amp;E framework for the GCTS for identifying and measuring results and impact of the work conducted by all compact entities under the GCTS.</p>  |  | <p>the European Union. Furthermore, a concept note on a Community of Practice has been developed including in response to recommendation # 2.</p>  |  |
| <p><b>Recommendation 4 – Policy dialogue on counterterrorism:</b> This synthesis calls for UNOCT to contribute to equipping the international community and donor States with the knowledge base necessary for engaging in sustained and open policy dialogue on what constitutes terrorism and counterterrorism and how best to reconcile counter-terrorism measures and humanitarian action (especially if the full-fledged evaluation validates this finding). This work should encompass all relevant CT/CPVE sectors as well as the humanitarian community at both headquarters and field level.</p> | <p>To be implemented during 2023-2025</p> <p>(Proposed action: coordination by UNOCT and CTED in cooperation with compact entities)</p>                        | <p><b>Accepted</b></p> <p>Initial discussions are planned to identify the way forward for a policy dialogue with a focus primarily on ensuring common baseline understandings on a wide range of thematic topics for the specific purpose of measurement and evaluation, and to further guide policy and programming.</p> <p>In addition to seeking support from Member States, a range of stakeholders will be invited to contribute/participate including academia, think tanks and civil society.</p> <p>Implementation of this recommendation will include other humanitarian agencies such as OCHA.</p> | <p><b>Completion by 31 December 2025</b></p> |
| <p><b>Recommendation 5 – Grounded research:</b> Compact entities should partner with research sectors of the United Nations, and beyond to leverage existing research and to study what works and what does not. Due to the limited knowledge on how people are radicalized and driven to violent extremism, investment</p>   | <p>To be initiated as feasible by individual compact entities or different Working Groups</p> <p>(Proposed action: coordination by UNOCT, CTED, UNICRI and</p> | <p><b>Accepted</b></p> <p>Efforts should focus on research that specifically develops a robust evidence base on which to design or amend existing programmes or supports policymaking. Such research should prioritize existing gaps. Further resources will be</p>  | <p><b>Completion by 31 December 2024</b></p> |

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS<sup>i</sup>

| Recommendations  | Responsible for Implementation & Timeframe  | Management Response & Pre-conditions  | Completion Date                              |
|--|---|---|--|
| <p>in research activities is essential to enlarge the intellectual horizon, stimulate critical thinking and produce new understandings and approaches on contemporary violence, asymmetrical conflicts, and peacebuilding.</p>   | <p>UNODC in cooperation with academia, CTED's Global Research Network, and all compact entities)</p>  | <p>required to advance this important recommendation. Dedicated fund-raising is envisaged.</p> <p>The recommendation could be reworded by replacing the word 'grounded' to 'evidence based' to provide context to the terms 'what works and what does not'. Further the word 'radicalised' is not defined and so the research should explore the ambit of this concept including what contemporary violence means.</p> <p>This recommendation should also clarify the connection with push and pull factors to violent extremism and contemporary violence, asymmetrical conflicts, and peacebuilding and ensure that these terms are not conflated.</p>  |  |
| <p><b>Recommendation 6 – Special attention to human rights issues:</b> This synthesis found limited evidence of an increase in respect for human rights and rule of law as the fundamental basis of the fight against terrorism. While training of criminal justice and law enforcement officials was contributing towards this goal, it also appeared that MS need tailored technical assistance for fully implementing fundamental freedoms and human rights and for consistently maintaining an effective rule of law-based national criminal justice systems. Therefore, it is recommended to identify concrete measures for strengthening technical assistance to Member States, increase resources and capacity of</p> | <p>To be initiated as feasible by individual compact entities</p> <p>(Proposed action: coordination by UNOCT/WG HR in consultation with WGRMME and its Sub-Group on Evaluation)</p> | <p><b>Accepted</b></p> <p>Initial meetings were planned to identify opportunities for strengthening human rights. Further efforts by all entities as well as Member States will be required, and the results of the reviews currently being undertaken pursuant to operative paragraph 86 and operative paragraph 93 of the General Assembly Resolution (A/RES/75/291) may be instructive in this regard. The full-fledged evaluation of the Global Counter-Terrorism Strategy may also provide further information and guidance.</p> <p>The report does not contain specific gender related recommendations, but they are integrated under the group</p> | <p><b>Completion by 31 December 2024</b></p> |

## MANAGEMENT RESPONSE TO THE RECOMMENDATIONS<sup>i</sup>

| Recommendations   | Responsible for Implementation & Timeframe | Management Response & Pre-conditions  | Completion Date |
|---|--|---|-----------------|
| <p>compact entities for effective mainstreaming of human rights and fully consider the support provided by compact entities in the full-fledged evaluation (ref recommendation 1) to strengthen human rights.</p> |  | <p>of recommendations on human rights and pertain to increasing “resources and capacity of compact entities for the effective mainstreaming of UN’s human rights, including gender and no-one-left-behind, agenda” and “Fully consider the support provided by compact entities in the full-fledged evaluation of the GCTS to strengthen human rights and gender equality as a crucial indicator of real and measurable progress and success”.</p> <p>We would recommend that for future evaluations a specific section is considered for gender equality, that considers how the evaluation reports of projects/programmes on CT/PCVE address gender equality, as per the more nuanced approach required by the GCTS and in alignment with United Nations Evaluation Group (UNEG) Principles.</p> <p>Further this recommendation may benefit from further refinement to eliminate the presumption that the lack of respect for human rights and rule of law is due to the lack of capacity of Member States.</p> |                 |

<sup>i</sup> Management response will be reviewed on a yearly basis by the RMMEWG, Recommendations can be closed after 2 years taking into account feasibility of implementation and consideration of external factors.

<sup>ii</sup> To be initiated within the next 9-12 months, or once sufficient funding is available. if funding is not secured, recommendation will be closed after two years.