

Compendium of Good Practices

Measuring Results in Counter-Terrorism and Preventing and Countering Violent Extremism

A JOINT EU-UN PUBLICATION

SUMMARY

INTRODUCTION AND BACKGROUND

This Compendium of Good Practices for Measuring Results in Counter-Terrorism and Preventing and Countering Violent Extremism (CT/PCVE) is a collaborative effort between diverse institutions within the European Union and United Nations system, as part of joint efforts in funding, implementing, monitoring, evaluating, and learning from interventions in the fields of CT and PCVE. Both organisations recognise the importance of strengthening monitoring, evaluation, and learning in support of more targeted, efficient, and impactful technical assistance for the benefit of end recipients across all EU and UN Member States.

The CT/PCVE areas recognise that violent extremism is driven by a complex interplay of social, political, economic, and ideological factors. Implementers of CT and PCVE develop a wide range of interventions to address these diverse drivers, including those to address conditions conducive to terrorism; interruption of pathways to radicalization; countering extremist narratives; rehabilitation and disengagement from violent extremism; developing human rights compliant laws and policies; building technical capacity and provision of resources to security services; and interventions helping to foster trust and societal cohesion in communities vulnerable to influence of violent extremism. As such, this Compendium provides in-depth information on 26 different good practices in measuring results in five problem areas.

OBJECTIVE AND AUDIENCE FOR THE COMPENDIUM

The Compendium aims to support programme managers, evaluators, and M&E experts in effectively measuring and evaluating the results of counter-terrorism and preventing and countering violent extremism initiatives. By promoting the drive for measuring and showing results, the Compendium aims to strengthen the implementation of targeted and efficient interventions across EU and UN Member States. While most parts of the Compendium are accessible to non-M&E specialists, certain sections provide more specific tools and approaches that will be particularly relevant to evaluators and others involved in M&E.

METHODOLOGY

In the context of this Compendium, “good practice” is defined as a demonstrated approach, method, or strategy that has shown promising results in enhancing monitoring and evaluation (M&E) processes and with characteristics of **rigor and reliability, innovation, adaptability, and ethical considerations** in generating reliable and meaningful data, insights, and recommendations. The development of the Compendium involved a participatory process, drawing on existing tools and research expertise across various organisations and Member States.

THE COMPENDIUM

The Compendium presents five good practice areas with illustrative examples of each:

- **Area 1-** discusses the need for developing monitoring, measuring, and evaluation systems that collect meaningful data including integrating M&E tools and practices at critical junctures, designing holistic and credible evaluations, incorporating appropriate indicators, and promoting an enabling environment for evaluation.
- **Area 2-** examines innovative tools and rigorous approaches for evaluating PCVE interventions, considering the complex drivers involved in violent extremism. It explores leveraging rigorous and innovative methods, obtaining longer-term and aggregated data sets, and addressing complexity and contribution.
- **Area 3-** focuses on advancing a “Do No Harm” approach in the design, implementation, and evaluation of PCVE and CT programmes. It explores incorporating conflict sensitivity, ensuring ethical practice in research and data collection, and prioritising local engagement and participation in M&E processes.
- **Area 4-** emphasises the integration of gender perspectives into M&E approaches to assess the viability of efforts and learn about the role of gender in PCVE and CT. It covers collecting and analysing gender-sensitive data and mainstreaming gender perspectives into M&E processes.
- **Area 5-** centers on learning and the purposeful use of evaluation results to improve interventions. It discusses using evaluation results for improvement, navigating the sharing of sensitive findings, focusing on knowledge-sharing, and making evaluation findings accessible.



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GOOD PRACTICES AND EXAMPLES

Part A:

Evaluation Design and Process: *Good Practices in Evaluation Design and Process for Measurable Outcomes*

GOOD PRACTICES EXAMPLES	GOOD PRACTICE ASPECTS
1. Hedayah, Evaluate Your CVE Results: Projecting Your Impact, 2018.	Clearly structured framework for monitoring, measuring, and evaluating (MM&E) the results of PCVE interventions.
2. GCERF, Multi-Layered Monitoring and Evaluation Approach.	Defined process for developing local M&E capacities and capturing cumulative and longer-term results of all projects.
3. New South Wales Government (NSW), Australia, CVE Evaluation Approach, 2022-2024.	Whole-of government approach with evaluation frameworks of 20+ PCVE initiatives aligned with the overall programme logic model and Theory of Change.
4. UNOCT and UNODC, Mid-term Independent Joint Evaluation of the United Nations Countering Terrorist Travel Programme, 2023.	Well-designed evaluation exemplifying good traits of joint evaluation implementation and joint programming.
5. UNOCT/UNCCT, Monitoring, Evaluation and Learning Toolkit to Support Action Plans to Prevent and Counter Violent Extremism, 2023.	Useful toolkit for actors at national, regional, and local levels with little or no experience in monitoring and evaluation.
6. European Commission/Royal United Services Institute (RUSI), Strengthening Resilience to Violent Extremism – STRIVE (Horn of Africa) Final Evaluation Report, 2017.	Pilot approach to programming with consistent emphasis on research, monitoring, and evaluation to extract lessons learned on an ongoing basis.
7. New South Wales Department of Premier and Cabinet, Multicultural New South Wales, Australia, Evaluation of the COMPACT Program, 2018.	Comprehensive, mixed methods evaluation approach using known PCVE indicators and validated scales to measure community resilience outcomes.
8. UNODC, Institutional resources for evaluation.	Institutional commitment to prioritising evaluation and results-based management with guidance and tools others can draw from.
9. United States Department of State (DoS), Creating a systematic approach to evaluation.	Three-pronged strategy to bring a more systematic approach to CT and PCVE programming, elements of which have relevance to much smaller organisations.

Evaluation Design and Process: *Good Practices in Leveraging Innovative Tools and Rigorous Approaches*

10 - Mayor of London Office for Policing and Crime, UK, Shared Endeavour Fund Call Two Evaluation Report, 2023.	Application of a rigorous and systematic mixed methods approach to measuring results related to resilience to radicalisation and extremist recruitment, and reduced racism, intolerance, hate and extremism.
11. GCERF and local partners, Impact Evaluation of Barangay Justice System Programme, 2023.	Evaluation that captures impact-level results of work with local justice systems through a quasi-experimental design.
12. UNDP, Nudge Lebanon and B4Development, with financial support from the EU, Enhancing Efforts to Prevent Violent Extremism by Leveraging Behavioural Insights: Lessons Learned from Practical Experiments, 2022.	Application of Behavioural Insights, a process that is receiving attention for its potential to be embedded in PCVE interventions to increase the impact and measurement of programmes.
13. Resilience Research Centre, Building Resilience Against Violent Extremism (BRAVE) Measure	Adaptable tool to enable evaluators to assess the specific changes and outcomes experienced by individuals participating in CT and PCVE interventions.
14. GCERF and local partners, Evaluation of Community Action-Response Teams (CARTs), Nigeria, 2021.	Ex-post evaluation allowing evaluators to better understand the Sustainability and Impact of a PCVE intervention through a quasi-experimental design.
15. UNODC, Independent In-Depth Evaluation of UNODC Programming in West and Central Asia, 2021.	Use of a cluster approach to enable more strategic-level results to be assessed than when interventions are evaluated individually.
16. UNDP Bangladesh, Final Evaluation Report – UNDP Partnership for a Tolerant, Inclusive Bangladesh (PTIB), 2022.	Use of contribution analysis enabled evaluators to identify the tangible contributions made by PTIB as inputs to improving knowledge, debate, and policy.
17. GCERF and local partners, Evaluation of Tunisia Religious Leaders Project, 2022	Use of outcome harvesting allowed evaluators (and programme managers) to deal with complexity, and also to identify outcomes even when they were not fully delineated beforehand.

Part B:

CT and PCVE Specific Good Practices: *Good Practices in Advancing a 'Do No Harm' Approach*

GOOD PRACTICES EXAMPLES	GOOD PRACTICE ASPECTS
18. UNDP, <u>Final Evaluation of the Preventing and Responding to Violent Extremism in Africa, 2021.</u>	Example of how conflict sensitivity in programming avoids unintended consequences.
19. UNODC, UNDP <u>Final Independent Project Evaluation: Support to the Prevention of Radicalization to Violence in Prisons and Probation Settings in the Kyrgyz Republic, A joint project by UNODC and UNDP funded by PBF, 2021.</u>	Demonstrates good practice in several ways including specific evaluation questions related to the conflict context and political and socio-economic challenges.
20. UNDP, <u>Participatory M&E Approach for PVE, 2020 (p46).</u>	Approach recognises that civil society organisations, including women and youth-led non-government organisations and human rights defenders, have information necessary for effective PCVE.
21. Office of the United Nations High Commissioner for Human Rights, <u>Evaluation of OHCHR Support to Legislation in Conforming with International Standards, 2018.</u>	Example of adherence to UNEG Guidance on integrating human rights and gender.

CT and PCVE-Specific Good Practices: *Good Practices in Integrating Gender Perspectives*

22. USAID/Kenya and East Africa (USAID/KEA), <u>Kenya NiWajibu Wetu (NIWETU) Program, Final Performance Evaluation, September 2022.</u>	Gender considerations included in the programme design from the outset and benefited the evaluation.
23. UNODC, <u>Independent In-depth evaluation of The Global Programme against Money Laundering, Proceeds of Crime and the Financing of Terrorism, 2017.</u>	Evaluation process leads to important recommendations for how the programme can better contribute to and align with organisational mandates on mainstreaming human and gender rights.
24. UNOCT, OHCHR, <u>Project on Training and Capacity Building of Law Enforcement Officials on Human Rights, the Rule of Law, and the Prevention of Terrorism, External Project Evaluation, 2022.</u>	Evaluation process leads to good recommendations for incorporating gender analysis and considerations into future programming.

Good Practices on Learning and the Purposeful Use of Evaluation Results

25. UNODC, <u>Independent In-Depth Evaluation: Strengthening the Legal Regime Against Terrorism, 2021.</u>	Managers used the clear recommendations for the phasing out and developing a new Global Programme, as well as for the adaptation of the function, structure, and expertise of the programming unit at headquarters.
26. RMME WG, <u>Learn Better Together: Independent Meta-Synthesis Under the UN Global Counter-Terrorism Strategy, 2021.</u>	Meta-synthesis study compiled a wide variety of data and used a rigorous assessment to identify insights and common patterns at an aggregated level of achievements.





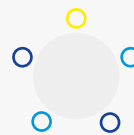
180

documents
reviewed



1

online workshop



2

hybrid workshops
(Rabat and Brussels)



2

surveys



50+

individuals
consulted



25

Organisations contributing
(Member States, EU and
UN entities, others)

CONCLUSION

This Compendium is the result of a participatory effort on the part of multiple organisations to consider and address common challenges in capturing the effectiveness and impact of the work in this space. A common denominator in the experiences presented in this document is the importance of making early investments at the intervention planning stage. This includes involving key stakeholders, developing a clear theory of change and intervention framework, identifying appropriate CT and/or PCVE indicators that enable success to be measured, and providing adequate resources (including capacity development support) for monitoring and evaluation.

For readers wanting to go beyond standard good practice, the Compendium showcases evaluations (and the monitoring practices that support them) that have incorporated more rigorous and longer-term approaches and tools to increase the evidence base of findings. The Compendium has aimed to support the evolution of CT and PCVE by providing insights and examples of how monitoring and evaluation has supported such learning and has been used to maximise the effectiveness and impact of this work.

