

United Nations Global

COUNTER-TERRORISM

Coordination Compact



2021-2022 United Nations

Multi-Year Appeal for Counter-Terrorism Lessons Learned

Table of Contents

3	Foreword
5	Introduction
7	Lessons Learned
15	Way Forward

Foreword



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The persistent global threat posed by terrorism not only requires our continued attention, it also calls for a renewed collective approach. Unilateral approaches by individual entities that treat specific thematic and regional issues in isolation are no longer viable. The magnitude and the complexity of today's threats to international peace and security require multi-faceted and integrated responses. With the depth and breadth of its capacities and expertise, the United Nations system is uniquely positioned to support Member States across the full spectrum of countering terrorism and preventing and countering violent extremism conducive to terrorism.

What is needed are comprehensive responses that transcend borders, actors, and thematic and regional silos. The initiatives under the United Nations Multi-Year Appeal have delivered just that. Building on the foundations of the First Consolidated Multi-Year Appeal, the 2021-2022 Multi-Year Appeal was a step change for making the United Nations system's contribution to the Global Counter-Terrorism Strategy more effective.

To highlight just three ways, in which the Appeal has made a critical difference:

First The Appeal has brought the UN system together through joint planning and implementation in response to technical assistance needs. Analysis and recommendations from CTED's expert assessments and its work on identification of emerging trends were used to design technical assistance and capacity building efforts, in particular through joint, multi-partner projects and "all-of-UN" approaches, to leverage the strengths of each entity for a more impactful response on the ground.

Second The Appeal has made the UN system's multi-faceted work more visible and transparent for our funding partners and beneficiaries alike. For the first time, projects from across the UN system have been made readily accessible in a user-friendly dashboard on the website of the United Nations Office of Counter-Terrorism.

Third The Appeal has been an important step to ensure coordinated resource mobilization in support of joint United Nations action with a view to putting partner contributions to maximum effect.

None of this would have been possible without the 18 funding partners who supported the Appeal with their steadfast political and financial commitment, which we are deeply grateful for. We are also thankful to participating UN entities, partners and beneficiaries for their active engagement in this lessons learned exercise. Their invaluable insights will inform our thinking on the way ahead. We look forward to continued dialogue and engagement.

It is our hope and expectation that the next UN Appeal for Counter-Terrorism will encompass an even broader alliance of United Nations entities and partners.

Looking ahead, now is a critical time to double down on investing in preventing and countering terrorism and to do so in smart and cost-effective ways. The need for flexible and multi-year financial support is more critical than ever for agile and concerted multilateral action in the face of new and emerging threats and challenges.

The lessons and experiences of the 2021-2022 Multi-Year Appeal will help us seize the momentum created by the multi-partner flagship initiatives under the Appeal to steer and incentivize strategic

UN system action for a more visible, transparent and effective multilateral contribution to the balanced implementation of the Global Counter Terrorism Strategy across all four of its pillars.

Introduction

On 29 June 2021, the 2021-2022 United Nations Multi-Year Appeal for Counter-Terrorism was launched to coordinate UN system-wide resource mobilization and secure sustainable and predictable funding for a concerted multilateral response to the complex and continually evolving threat of terrorism and violent extremism.

United Nations joint and coordinated efforts to counter terrorism (CT) and prevent and counter violent extremism (PCVE) have improved markedly following the creation of the United Nations Global Counter-Terrorism Coordination Compact by Secretary-General António Guterres in 2018. Today, the Compact consists of 45 entities from across the United Nations system and beyond. It is the primary institutional vehicle for the coordination and coherence of UN counter-terrorism efforts, and provides support to Member States in their implementation of the United Nations Global Counter-Terrorism Strategy.

As one of eight working groups of the Compact, the Resource Mobilization and Monitoring and Evaluation Working Group, led by UNOCT, UNODC and CTED, is responsible for improving coordination, transparency and visibility of UN entities' resource mobilization efforts. UNOCT is leading these system-wide efforts based on its General Assembly mandate (A/RES/71/291) to "improve visibility, advocacy and resource mobilization for United Nations Counter-Terrorism efforts."

Under the auspices of the Working Group and building on the "2019-2020 UNOCT Consolidated Multi-Year Appeal," the 2021-2022 Appeal was designed to promote inter-agency initiatives and complementary approaches so as to prevent competition, gaps and duplication and to ensure that the priority needs of Member States are supported through enhanced coordination and cooperation. Whereas the first Multi-Year Appeal was UNOCT-led, this Appeal was jointly led by UNOCT, UNODC and CTED. UNOCT served as technical secretariat of the Appeal and provided

communications support for its continuous promotion.

The Multi-Year Appeal consolidated initiatives from 12 Counter-Terrorism Compact entities – CTED, IMO, INTERPOL, IOM, OHCHR, UNDP, UNICEF, UNICRI, UNOCT, UNODC, UNRCCA and UN Women. It comprised 52 global thematic programmes, regional and country-specific initiatives to support Member States' counter-terrorism priorities across all four Pillars of the United Nations Global Counter Terrorism Strategy.

All initiatives were screened to ensure they:

- i. Respond to technical needs and recommendations identified by the Security Council Counter-Terrorism Committee and the Committee's Executive Directorate (CTED)
- ii. Apply a rigorous human-rights focus, and
- iii. Advance gender equality and the empowerment of women and girls.

UNOCT promoted the Multi-Year Appeal on a dedicated website (www.un.org/counterterrorism/MYA-2021-2022), where its 52 initiatives could be browsed by thematic, geographic and institutional criteria in a user-friendly dashboard.

Throughout 2022, the Working Group organized a series of virtual and hybrid briefings for Member States, which featured joint presentations of UN projects supported by the appeal in specific regions, namely Africa, Asia Pacific and two events on Central Asia. Together, these events attracted over 500 participants from Member States and experts from across the UN system at the global, regional and country level.

Within the appeal period from July 2021 to December 2022, the initiatives under the Multi-Year Appeal reported over \$15 million in contributions from 18 donors – Australia, Canada, China, the EU, France, Germany, India, Italy, Monaco, Morocco, Portugal, the Republic of Korea, the Russian Federation, Spain, Sweden, Switzerland, the United Kingdom and the United States.

UNOCT allocated an additional \$23.6 million to 15 initiatives under the Multi-Year Appeal funded from contributions by the Kingdom of Saudi Arabia and the State of Qatar to the UN Trust Fund for Counter-Terrorism.

As the Multi-Year Appeal came to a close in December 2022, the Working Group engaged in extensive stakeholder consultations to draw lessons and make recommendations for improving funding of the UN system’s collective action on counter-terrorism and the prevention of violent extremism. To this effect, parallel surveys were issued to the 12 participating Compact entities (5 responses), the 18 contributing Member States (8 responses) and the project managers of the 52 initiatives included in the appeal (20 responses).

The lessons learned and recommendations presented in this report have been informed by the qualitative and quantitative feedback from stakeholders and subsequent deliberations of the Working Group and its dedicated sub-group on the Multi-Year Appeal.



Lessons Learned

from the 2021-2022 Multi-Year Appeal




Success









Partial success









Needs improvement




Lessons Learned	Comments	Recommendations
Strategic Objectives of the Multi-Year Appeal		
<p>1</p>  <p>The Multi-Year Appeal partially achieved its objective of coordinating United Nations resource mobilization and outreach efforts.</p>	<p>Participating entities coordinated themselves closely and regularly regarding the preparation, management and promotion of the Multi-Year Appeal. The RMME Working Group and its MYA Sub-Group served as regular convening fora. A joint MYA briefing series for Member States brought UN entities together for collective outreach to donors. The Multi-Year Appeal was therefore successful in bringing the UN system together for coordinated resource mobilization and outreach at global and regional level. However, these collective efforts came on top of – and did not replace – individual resource mobilization and outreach efforts by the participating entities. The MYA also did not lead to any joint projects being newly developed or existing projects being combined. Consequently, the MYA did not result in donors being approached less frequently and in a more coherent way by UN entities, which continued to fundraise for their projects as they did before. The MYA thus created an additional layer of coordinated resource mobilization and outreach without resolving the underlying issue of fragmented and often-times competitive resource mobilization for individual entity projects.</p>	<p>Extend efforts of coordinating UN resource mobilization and outreach from the global to the country level.</p> <p>Reduce competition for donor resources by incentivizing UN entities to pursue joint and well-coordinated programming approaches.</p>



Lessons Learned		Comments	Recommendations
 <p>2</p>	<p>The Multi-Year Appeal did not achieve its objective of securing sustainable and predictable funding.</p>	<p>For the Multi-Year Appeal to have had this desired impact, it would have needed to raise a substantial amount of funds at its launch or closely thereafter – similar to pledging events in the humanitarian sector. The long-term nature of capacity development and the diverse portfolio of 52 MYA initiatives did not make a pledging event of this kind feasible. The MYA was also not underpinned by a pooled funding mechanism. Potential donors were instead pointed to participating entities to support MYA initiatives through project-specific funding. While some of these project-specific contribution agreements were multi-year agreements, none provided assurances for continuous or longer-term funding. A fundamental challenge concerned attribution: While the 52 MYA initiatives received contributions from 18 donors, only one contribution could be directly attributed to the MYA (Canada’s contribution of \$1.6m to UNDP in Tajikistan). All other contributions seem to have been raised by the respective projects bilaterally, outside of the context of the MYA.</p>	<p>Explore options for setting up pooled funding arrangements to secure sustainable and predictable resources for joint initiatives.</p>
 <p>3</p>	<p>The Multi-Year Appeal partially achieved its objective of supporting agile and concerted multilateral counter-terrorism responses.</p>	<p>The Multi-Year Appeal supported agile and concerted multilateral counter-terrorism responses to the extent that many of the 52 initiatives that it gave visibility to exemplified these attributes. However, the MYA was not instrumental for ensuring that UN counter-terrorism responses become more agile and concerted. First, the MYA did not result in new agile and concerted projects being designed. Rather, it relied on existing projects being submitted for inclusion in the MYA. Second, given that the MYA did not comprise a pooled funding arrangement, it was in no position to incentivize concerted action and allocate resources for agile responses to emerging or intractable challenges, like for instance DPPA’s Multi-Year Appeal does through its rapid response window.</p>	<p>Explore options for incentivizing agile and concerted multilateral counter-terrorism responses through pooled funding that can be flexibly allocated in response to emerging needs.</p>
<p>Other Strategic Aspects of the Multi-Year Appeal</p>			
 <p>4</p>	<p>The Multi-Year Appeal has raised the visibility of the collective and individual contributions of the participating UN entities towards the balanced and integrated implementation of the UN Global Counter-Terrorism Strategy.</p>	<p>The Appeal comprised 52 joint and individual initiatives from 12 participating entities in support of the Global Strategy, all of which were made available online in a searchable and accessible format. The Appeal was launched with a virtual high-level event during the Second Counter-Terrorism Week in June 2021. Throughout 2022, the RMME Working Group organized a series of virtual and hybrid briefings for Member States, which featured joint presentations of UN projects supported by the Appeal in a specific region, namely Africa, Asia Pacific and Central Asia (2). Together, these events attracted over 500 participants from Member States as well as UN Resident Coordinator Offices and experts from across the UN system. The events were jointly promoted through social media (Twitter) and online (web stories on the UNOCT website), thus further increasing the reach of the message of the UN system working jointly on the implementation of the Global Strategy. Each of the 12 participating entities also committed to highlighting the Appeal in their bilateral engagements with Member States.</p>	<p>Conduct briefings on UN joint initiatives regularly to increase the visibility and reach of the UN system’s joined-up work.</p> <p>Increasingly feature presentations of results and lessons learned in briefings, especially on the benefits of flexible funding.</p>



Lessons Learned		Comments	Recommendations
5 	The Multi-Year Appeal has increased the transparency of the UN system's work on countering terrorism and preventing and countering violent extremism.	For the first time, global, regional and country-specific initiatives from across the UN system have been consolidated and made available in a readily accessible online dashboard (www.un.org/counterterrorism/MYA-2021-2022). The dashboard serves as a one-stop-shop for Member States to search and view 52 projects from 12 entities. Member States can filter projects by geographic location, thematic priority or UN entity and readily print project summaries. Moving the consolidated compendium of UN initiatives from a paper format (2019-2020 MYA) to an inter-active online dashboard has significantly increased the transparency of UN entities' collective and individual work. The dashboard can be expanded to comprise a greater number of projects to provide an even more comprehensive overview of the UN system's contribution to the Global Strategy.	Further increase the transparency of the UN system's joint work by publishing real-time data on funding and expenditures as well as information on results and impact, both online and in the Counter-Terrorism Compact Newsletter.
6 	The Multi-Year Appeal has promoted a spirit of collaboration and trust among participating UN entities.	The appeal has brought the 12 participating entities together in pursuit of the common objective of promoting the appeal and reaching out to Member States in a collective, collaborative and coordinated fashion. Continuous inter-agency collaboration in support of the appeal in the RMME Working Group and its dedicated MYA Sub-Group has promoted a strong spirit of collaboration, exchange of information and trust among participating entities. This by itself is no small achievement, considering that UN entities are operating in a challenging, resource scarce funding environment where most of them are highly dependent on extra-budgetary funding and regularly find themselves in competition to each other.	Seize the established trust and spirit of collaboration for promoting greater programmatic coordination and UN joint initiatives.
7 	The initiatives under the Multi-Year Appeal attracted support from a broad base of partners .	The global, regional and country-specific initiatives under the appeal attracted funding from a large and diverse group of 18 donors: Australia, Canada, China, the EU, France, Germany, India, Italy, Monaco, Morocco, Portugal, the Republic of Korea, the Russian Federation, Spain, Sweden, Switzerland, the United Kingdom and the United States. While only one donor contribution was raised directly through the appeal, the fact that so many donors decided to support MYA projects speaks to the relevance and quality of the initiatives that made up the appeal. Moreover, identifying said donors as supporters of MYA initiatives provides the basis for targeted outreach and engagement for future United Nations appeals.	Intensify targeted engagement with the established network of donor partners for more flexible funding in support of joint UN system initiatives. Provide adequate visibility and recognition to donors.

Lessons Learned		Comments	Recommendations
8 	The substantive value proposition of the Multi-Year Appeal lacked clear definition and articulation.	All 52 initiatives included in the MYA supported the objectives of the UN Global Counter Terrorism Strategy and had been screened for their responsiveness to CTED/CTC needs assessments. However, the projects spanned a broad spectrum of thematic priorities across a wide range of geographic regions and included a mix of joint and single-entity initiatives. For the MYA to have been more than the sum of the 52 projects and programmes it comprised, it would have been imperative to highlight what MYA projects had in common, why they deserved to be funded and what the implications would have been if they had remained un(der)funded. It would also have been helpful to clearly articulate the comparative advantages of UN mandates and articulating their complementarity. The 2022 “refresh” of the MYA sought to address these deficits, including by focusing MYA events on presenting joint initiatives in specific regions.	Position a future appeal as an attractive investment for donors by highlighting its strategic role in fostering comprehensive and well-coordinated UN inter-agency programming.
9 	The Multi-Year Appeal lacked a theory of change .	The RMME Working Group clearly articulated the objectives of the MYA, although these were not publicly stated on the MYA website: (1) coordinate United Nations’ resource mobilization and outreach efforts; (2) secure sustainable and predictable funding; and (3) support agile and concerted multilateral counter-terrorism responses. It was not specified, however, how the MYA was expected to achieve these objectives. A theory of change for the MYA’s expected overall programmatic impact would have articulated the collective value proposition of its 52 individual initiatives and connected activities to strategic impact.	Link joint and coordinated resource mobilization efforts to a UN system-wide programmatic approach in support of the balanced and integrated implementation of the UN Global Counter-Terrorism Strategy, underpinned by a clear theory of change.
10 	The Multi-Year Appeal did not comprise integrated reporting of results .	There was no annual or end-of-cycle results report of the Multi-Year Appeal. This had already been identified as an issue in the first 2019-2020 MYA. The reason for this lay in the way both MYAs were designed: In the absence of pooled funding and centralized pledging events for the MYA, donor contributions to individual MYA projects could not be linked to the MYA. Only a single donor contribution could be directly linked to the MYA. All other funding received by projects included in the MYA seems to have been raised by the respective UN entities bilaterally.	Ensure integrated financial and substantive reporting on the results achieved through joint and coordinated resource mobilization.

Lessons Learned		Comments	Recommendations
11 	<p>The multi-year nature of the appeal had no clear programmatic benefits.</p>	<p>The MYA was launched for a two-year period to increase the predictability of funding and provide a sustainable basis for programmatic planning. However, as the appeal did not collect contributions in a pooled fund but instead referred potential donors to the respective lead entities of the 52 projects that it was comprised of, projects continued to be funded in much the same way as they had been prior to the launch of the appeal – in most cases through tightly earmarked annual contributions. The two-year period of the appeal thus had no clear programmatic benefits. On the contrary, the main effect was that the selection of 52 projects and the associated funding request of \$179 million were kept constant for two years, which conflicted with the MYA’s objective to support agile responses to emerging threats. Also, the fact that the timeframes of many of the projects included in the MYA differed from the stated 2021-2022 period, led to confusion and complicated accounting of contributions.</p>	<p>Determine the timeframe of future appeals and joint funding mechanisms based on a clear theory of change.</p> <p>Keep mechanisms flexible to allow for new initiatives to be added and less relevant ones to be phased out.</p>
12 	<p>The overall usefulness of the Multi-Year Appeal received mixed ratings from stakeholders.</p>	<p>The perceived usefulness of the Multi-Year Appeal varied considerably across stakeholder groups. Member State delegates and other participants of MYA regional briefings rated the MYA consistently high (respectively with 4.25, 4.4 and 4.5 out of 5 stars). However, the MYA received less favourable ratings in end-of-cycle feedback evaluations, where MYA donors rated it with 3.43. Managers of MYA projects rated the overall usefulness of the MYA even lower with 2.61. Members of the MYA Sub-Group that was tasked with coordinating the appeal rated its usefulness with the lowest score of 2.6.</p>	<p>Design future joint and coordinated resource mobilization efforts with a view to maximizing utility for UN system entities and donors alike.</p>
<h3>Management of the Multi-Year Appeal</h3>			
13 	<p>Repositioning the Multi-Year Appeal from a UNOCT tool to a UN system-wide initiative under the UN global counter-Terrorism Coordination Compact has clarified its purpose and increased ownership of stakeholders.</p>	<p>Whereas the first appeal had been launched as “2019-2020 UNOCT Consolidated Multi-Year Appeal”, the “2021-2022 United Nations Multi-Year Appeal for Counter-Terrorism” conveyed its mission and ambition clearly in its title. The repositioning also comprised the appeal being hosted on its own webpage (www.un.org/counterterrorism/MYA-2021-2022) and all promotional materials being consistently rebranded with the UN Global Counter-Terrorism Coordination Compact logo and design. This way, the appeal has been clearly separated and distinguished from UNOCT’s trust fund and bilateral fundraising efforts. Lack of clarity and transparency in that regard had been one of the challenges associated with the 2019-2020 MYA. Rebranding the appeal under the CT Compact logo and design has also furthered a spirit of collaboration by all stakeholders around a jointly-owned endeavour.</p>	<p>Continue to position joint resource mobilization as a UN system-wide effort embedded in the strategic policy and programmatic work of the UN Global Counter-Terrorism Coordination Compact.</p>

Lessons Learned		Comments	Recommendations
14 	Key benefits and achievements of the Multi-Year Appeal would not have been possible without dedicated capacity from UNOCT.	While the inter-agency RMME Working Group and its MYA Sub-Group were instrumental for providing strategic steering of the MYA, the effective coordination, management and promotion of the MYA required ongoing capacity above and beyond what RMME Working Group members could reasonably be expected to provide. UNOCT provided staffing capacity for the management of the MYA in 2022, as well as significant communications support and surge capacity for the organization of in-person events, without which the benefits and achievements of the Multi-Year Appeal would not have been possible.	Ensure dedicated capacity for the management of joint and coordinated resource mobilization efforts as a strategic investment in a more coherent, effective and efficient UN system response to terrorism and violent extremism.
15 	Promoting the Multi-Year Appeal online, at events and in newsletters was an important first step in positioning it as strategic UN system-wide initiative.	The Multi-Year Appeal was presented on a dedicated webpage on the UNOCT website in the context of the UN Global Counter-Terrorism Coordination Compact. As a result of the MYA “refresh” in 2022, the appeal was also featured as a standing item in the bi-monthly CT Compact Newsletter. All MYA-related events and materials were consistently branded with the CT Compact logo. Taken together, these measures succeeded in increasing the visibility of the MYA and framing it in the broader context of the CT Compact’s overall work agenda. However, the promotion of the MYA exclusively focused on activities and processes rather than on results and impact. Beyond highlighting its utility as a resource mobilization tool, it would have been more effective to position the MYA as a strategic initiative in support of a coherent UN system response to terrorism and violent extremism.	Position joint and coordinated resource mobilization efforts as a UN system-wide initiative of strategic importance. Shift the focus to presenting results and impact stories, including in the Counter-Terrorism Compact Newsletter.
16 	Joint briefings of MYA initiatives in specific geographic regions provided much-needed focus and helped facilitated targeted donor outreach.	The series of virtual and hybrid joint briefings on MYA initiatives in specific regions – Central Asia (2), Africa, and Asia Pacific – that were conducted throughout 2022 attracted significant interest from Member States (over 500 participants in total). The events succeeded in demonstrating the value-add of the MYA by focusing on presenting 4-5 initiatives and framing these in the context of CTC/CTED analysis and recommendations for that specific region. The fact that each initiative was co-presented by two entities was a testament to the UN system’s joint commitment. This way, participants got a sense of the breadth of the UN system’s offer, how UN entities are working together at the country level, and how coordinated resource mobilization can make a strategic difference in delivering results and impact.	Continue targeted outreach through region-specific events with increasing focus on highlighting results, impact and lessons learned of UN entities working together.

Lessons Learned		Comments	Recommendations
<p>17</p> 	<p>Close coordination across participating entities was critical for the effective management and promotion of the Multi-Year Appeal.</p>	<p>The 12 entities participating in the MYA coordinated themselves on a regular and ongoing basis in a dedicated MYA Sub-Group of the RMME Working Group. Joint efforts were guided by a donor outreach strategy and a work plan for 2022, which outlined joint activities to be undertaken in support of the MYA as well as activities that each of the participating entities committed to undertake bilaterally. The MYA Sub-Group organized itself in a nimble way, meeting on a needs-basis and reporting back to the RMME Working Group at its quarterly meetings. Close coordination also facilitated effective joint multi-entity presentations at events.</p>	<p>Leverage the the Counter-Terrorism Compact Resource Mobilization, Monitoring and Evaluation Working Group for a strategic dialogue around joint and coordinated resource mobilization in support of a coherent UN system contribution to a balanced and integrated implementation of the UN Global Counter-Terrorism Strategy.</p> <p>Continue to delegate day-to-day coordination to a nimble mechanism of participating entities.</p>
<p>18</p> 	<p>Better coordination across the global, regional and country level is critical for leveraging the benefits of coordinated resource mobilization.</p>	<p>MYA entities regularly coordinated themselves across the global, regional and country level from the inception of the MYA throughout its ongoing management and promotion. Project proposals were solicited from the country and regional level for inclusion in the MYA and field-based colleagues regularly participated in regional MYA project-presentations to Member States. However, it would have been helpful if the MYA had been used to incentivize and encourage field-based colleagues to submit joint proposals rather than entity-specific ones. Upon a first screening, attempts were made to merge similar and overlapping proposals, but this turned out to be a difficult and time-intensive process with limited success. Importantly, the MYA did not result in more coordinated resource mobilization at the regional and country level (see lesson 1).</p>	<p>Ensure that joint and coordinated resource mobilization is adequately incentivized at the global, regional and country level.</p>

Lessons Learned		Comments	Recommendations
<p>19</p> 	<p>It was challenging to secure continuous commitment from all participating entities in support of the Multi-Year Appeal.</p>	<p>While several entities engaged actively in the management and promotion of the MYA, fewer than half of the 12 participating entities did so on a regular and continuous basis. The most frequently mentioned challenges were lack of staffing capacities and the work load associated with participating in the MYA Sub-Group in addition to the RMME Working Group. Frequent changes of entity focal points created additional challenges. The originally foreseen inter-agency group of communications focal points in support of the MYA was never operationalized. It is also noteworthy that only 12 of the 45 CT Compact entities chose to participate in the MYA in the first place. Two entities that had participated in the 2019-2020 MYA, decided not to join the 2021-2022 MYA.</p>	<p>Design future joint and coordinated resource mobilization efforts with a view to maximizing utility for participating entities.</p> <p>Specify expected commitments from each entity upfront and make them a condition for participation.</p>
<p>20</p> 	<p>UNOCT's role of ensuring overall coordination of the Multi-Year Appeal was perceived positively by stakeholders.</p>	<p>Coordinating the MYA directly responds to two of UNOCT's core mandates: (1) Enhance coordination and coherence across the Global Counter-Terrorism Coordination Compact entities to ensure the balanced implementation of the four pillars of the UN Global Counter-Terrorism Strategy; and (2) Improve visibility, advocacy and resource mobilization for United Nations counter-terrorism efforts. Both MYA entities and MYA Project Managers rated UNOCT's overall coordination very positively in the end-of-cycle evaluation surveys. Likely contributing factors for this positive assessment were the fact that UNOCT provided dedicated coordination capacity for the MYA in 2022, as well as ongoing communications support. Repositioning the MYA from a UNOCT tool to a UN system-wide initiative is also likely to have increased ownership of stakeholders (see lesson 13).</p>	<p>UNOCT to continue to coordinate joint resource mobilization efforts in an inclusive fashion and in line with its mandates.</p>

Way Forward

Two consecutive joint multi-year appeals for counter-terrorism have brought United Nations entities closer together for coordinated resource mobilization, joint outreach to partners and beneficiaries, and enhanced programmatic collaboration. Building on the foundations led by the first consolidated appeal, the 2021-2022 Multi-Year Appeal was a step change for making the depth and breadth of the UN system's collective contribution to the Global Counter-Terrorism Strategy more visible and transparent. The 12 participating entities coordinated themselves closely regarding the preparation, management and promotion of the appeal, fostering a spirit of trust and collaboration.

At the same time, it has become evident that in its current design, the Multi-Year Appeal could not effectively deliver on its objectives of securing sustainable and predictable funding. Yet, the need for unearmarked and multi-year financial support is more critical than ever for a coherent United

Nations system response to counter terrorism and the prevention of violent extremism. Predictable and sustainable funding enables the most effective and responsive support to affected States, while unrestricted funding allows UN entities the flexibility to allocate resources quickly for agile and concerted multilateral action in the face of emerging threats.

To inform the way forward, this lessons learned exercise collected feedback from the UN entities that participated in the appeal, the partners who funded the projects under the appeal, as well as from project managers in country offices. Collectively, these stakeholders identified five key measures to make future joint appeals more relevant and effective:

- a.** Focus on joint multi-entity initiatives
- b.** Clear geographic and/or thematic focus

- c.** Limited number of high-impact initiatives
- d.** Dedicated capacity for managing and promoting the appeal
- e.** Setting up a pooled multi-donor fund in support of joint initiatives

Building on the lessons learned as well as the stakeholder feedback on the way forward, the Resource Mobilization, Monitoring and Evaluation Working Group will seize the momentum created by the 2021-2022 Multi-Year Appeal to double down on pursuing its objectives. To this effect, a newly designed joint appeal for counter-terrorism will be launched in 2023 to steer and incentivize strategic joint UN system action for a more visible, transparent and effective multilateral contribution to the Global Counter Terrorism Strategy.



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